

# PERSONNEL MANUAL

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## The Personnel System

Consequently, it is vitally important that a sound personnel system be established and properly administered with understanding and foresight. Such a plan should meet the City's needs and motivate employees through the creation of a satisfying working environment, appropriate and fair compensation, and fair and consistent application of these practices and procedures.

The following shall be declared personnel practices of the City:

1. Employment by the City shall be based solely on merit and fitness, free of personal or political consideration.
2. The City shall not discriminate in any manner against any person on the basis of age, race, color, creed, religion, sex, national origin, marital status, disability, political affiliation, sexual orientation, gender identity<sup>1</sup> or expression<sup>2</sup>, parental status or active military or veterans status except where such factors constitute a *bona fide* occupational qualification with regard to selection or employment with the City.
3. Just and equitable incentives and conditions of employment shall be established and maintained to promote efficiency and economy in the operation of the City.
4. Positions shall be classified and compensated according to duties, responsibilities and requirements.
5. Appointments, promotions and other personnel actions shall be based on merit.
6. The policies and procedures contained herein shall be administered fairly and consistently with due consideration given the rights and interests of employees, the public and the City.
7. The tenure of any City employee shall be subject to the employee's continued good behavior, the satisfactory performance of work, the necessity for the performance of work, and the availability of work.
8. The City shall attempt to develop employees to become effective workers, treat each person with consideration and respect, and provide a clean, healthy and safe place of work.

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<sup>1</sup> Gender identity is distinct from sexual orientation and refers to a person's innate, deeply felt psychological sense of gender, which may or may not correspond to the person's body or designated sex at birth.

<sup>2</sup> Gender expression refers to all of a person's external characteristics and behaviors, including dress, mannerisms, grooming, speech patterns, and social interactions, that are socially identified with a particular gender.



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## C. Application of Practices

The City Manager is responsible for developing and implementing these personnel practices and procedures and abiding by the basic principles, which are intended to be the foundation of the City of Newark's personnel system. Each department director and supervisory employee shall have a copy of this manual and shall make it available to all subordinate employees. This manual is also posted on the City's Website at [www.cityofnewarkde.us](http://www.cityofnewarkde.us) and on the City's internal computer network.

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## **SUBJECT: The Position Classification System**

### A. Classification Policy

A Position Classification Description for each position within the City's workforce is developed and adopted by the City Manager. These descriptions include a general statement of the nature of the position, the duties performed, and desirable employment standards. The purpose of the classification system is to provide a complete inventory of all positions, to establish a description of each position, to standardize position titles and to group all positions of similar duties, responsibilities and employment requirements under a single classification.

### B. Employee Groups

Each Position Title is assigned to one of the following employee groups:

1. Management - all regular positions not represented by a collective bargaining group.
2. Employees Council - as defined by agreement.
3. AFSCME Local No. 1670 - as defined by agreement.
4. FOP Lodge No. 4 - as defined by agreement.
5. Other employees - all temporary positions.

### C. Position Classification Descriptions

These descriptions are a positive statement of the duties, responsibilities and minimum employment requirements of a class of employees. They define the position rather than prescribe restrictions. They should be interpreted as a whole and in relation to other descriptions in the classification plan. Particular phrases or examples should not be isolated and treated as the full definition of the position. Finally, these descriptions are not to be construed as being inclusive of all duties performed or requirements of the position but should be taken as a general description of the position.

Each Position Classification Description includes the following three (3) sections:

1. Nature of Work - This section describes the type of work and the responsibilities which characterize the position. These statements may include reference to the technical difficulty of the work, independence of action, supervision exercised and received, and other factors which permit an evaluation of the duties and responsibilities of the work.

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2. Illustrative Examples of Work - This section lists typical tasks which are performed. These examples are intended to show in further detail the range of duties performed by employees of the class. They are not intended, however, to define or limit the duties that may be assigned to employees. Any single position within a class will not usually perform all of the duties listed, and some positions may perform duties which are not included in the description.
3. Desirable Employment Standards - This section includes a description of the desirable minimum standards in the areas of experience, education, knowledge, skill and ability. It is considered necessary for each employee to meet or exceed these minimum standards in order to be able to perform the duties of the position in a satisfactory or better manner.

### D. Classification of New Positions

Newly proposed positions shall be reviewed by the Assistant to the City Manager as follows prior to the adoption of the Position Classification Description, Position Title and designation of employee group.

1. Draft proposal - The appropriate department director shall prepare a draft of a Position Classification Description including the nature of work, duties performed and desirable employment standards of the proposed position.
2. Draft review - The draft of the Position Classification Description shall be compared to existing Position Classification Descriptions to determine similarities and differences.
3. Position Assignment - Each proposed position whose duties, responsibilities and minimum employment requirements are substantially similar to those of an existing position shall be assigned to the existing Position Classification Description and Title. Each proposed position whose duties, responsibilities and minimum employment requirements are substantially unique and different from any existing position shall be assigned a new Position Classification Description, Position Title, and Employee Group by the City Manager.

### E. Reclassification of Employees

The duties performed by an employee may undergo an evolutionary process whereby, at some point in time, those duties begin to deviate from the duties and responsibilities prescribed for the employee's position by the Position Classification Description. This evolution may occur for a variety of reasons. As the needs of the City change, the City may require its employees to add, delete or modify the duties they perform to reflect these changes. The State or federal governments

## **The Position Classification System**

may mandate additional tasks or requirements on the City. Finally, individual employees may change the way they perform their jobs in response to their perceived personal and/or organizational needs.

If an employee feels that such an evolutionary deviation has occurred, the employee may request the City Manager to review the employee's current duties relative to those contained in the Position Classification Description. The City Manager may also initiate such a review. The results of the review may indicate that the employee should be reclassified to another existing classification, that a new Position Classification Description be established for the employee, or that the employee's duties be modified to conform to the employee's current classification.

The salary rate of any employee reclassified through this process shall be reassigned to the lowest step of the new position which is greater than the employee's current salary rate. If the employee's new salary rate is less than the maximum for the new grade, the employee shall progress from that step through the remaining steps as prescribed by ordinance or collective bargaining agreement.

The Merit Evaluation Review Date of each employee whose Base Salary Rate has increased as a result of a reclassification shall be changed to coincide with the anniversary of the effective date of such increase. The employee's next and all subsequent merit reviews shall be at regular intervals of either six (6) months or one (1) year, whichever is appropriate, after such increase.

### **F. Upgrading the Salary Rate for a Position**

It often becomes necessary to evaluate the appropriateness of the salary grade assigned to a position. This need may arise for a variety of reasons. Due to a change in organizational needs, it may be necessary to revise the Position Classification Description by increasing the level of responsibility or the minimum requirements for a position. External changes in the marketplace may require a change in the salary grade by rendering the current grade to be uncompetitive with similar positions in other organizations.

Any department director who feels that the current salary grade assigned to a non-union, position in the director's department is inappropriate may request the City Manager to initiate a review to determine the appropriate salary grade for the position. If the results of the review indicate that there is a justifiable reason to change the salary grade assigned to the position, the City Manager may recommend an amendment to the management salary ordinance. Salary grades assigned to union positions are determined through negotiations between the City and the representatives of the union. These grades are established by the collective bargaining agreement.

The salary rate of any employee assigned to a position whose salary grade has been changed shall be revised to the lowest step of the new grade which is equal to or greater than the

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employee's current salary rate. If the employee's new salary rate is less than the maximum for the new grade, the employee shall progress from that step through the remaining steps as prescribed by ordinance or collective bargaining agreement.

The Merit Evaluation Review Date of each employee whose base salary rate has increased as a result of an upgrade shall be changed to coincide with the anniversary of the effective date of such increase. The employee's next and all subsequent merit reviews shall be at regular intervals of either six (6) months or one (1) year, whichever is appropriate, after such increase.

### **G. Promotions**

1. Salary Increases - The Base Salary Rate (either Annual or Hourly) of each employee promoted to a higher paying position shall be increased to the lowest step of the new position which is at least three percent (3%) higher than the employee's current rate.
2. Probationary Period - Each employee who is promoted or reclassified to a new position shall serve a probationary period during which time the employee's performance shall be evaluated to determine if the employee is capable of satisfactorily performing the duties of the new position. Each promotional probationary employee whose performance has been determined to be unsatisfactory shall be reassigned to the employee's former position and salary.

The Merit Evaluation Review Date of each employee whose Base Salary Rate has increased as a result of a promotion shall be changed to coincide with the anniversary of the effective date of such increase. The employee's next and all subsequent merit reviews shall be at regular intervals of either six (6) months or one (1) year, whichever is appropriate, after such increase.

### **H. New Hires**

1. Starting Salary - The starting base salary or hourly rate for new hires shall be no less than the minimum and no more than the maximum rates established for the employee's position by ordinance, collective bargaining agreement or personnel manual.
2. Probationary Period - Each new employee shall serve an appropriate probationary period. See Performance Evaluation, Section C.1, Probationary Evaluation.

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## **SUBJECT: Recruitment and Selection - Civilian Personnel**

### A. Policy

It is the policy of the City of Newark to recruit and select employees from as broad a field of applicants as is reasonably possible in order to assure that the City appoints the most qualified and competent applicants available, to provide an equal opportunity to all qualified applicants, and to base the selection of employees on valid, applicable and job-related measures of qualifications.

### B. Personnel Requisition

1. Whenever a department director desires to fill a vacancy in any position, the department director shall submit a request to the City Manager to fill the position. This request must be in writing on a Personnel Requisition Form (p. 2.3-6). This shall apply to any vacancy which may occur in any regular, temporary, full-time or part-time position with the exception of temporary, recreation positions.
2. The Personnel Requisition Form shall include the following information:
  - a. Position title
  - b. Department and division
  - c. Pay grade and wage rate
  - d. Employee being replaced
  - e. Duration of appointment
  - f. Reason for vacancy
  - g. Department representative for interview
  - h. Additional comments
  - i. Department Director signature
3. The City Manager may request additional information to justify the request of department director.
4. Each Personnel Requisition Form must receive the approval of the City Manager before recruitment may begin. Each Personnel Requisition Form which has been approved by the City Manager shall be forwarded to the Assistant to the City Manager to initiate the recruitment process.

C. Position Vacancy File - Upon receipt of an approved Personnel Requisition Form, the Assistant to the City Manager shall establish a Position Vacancy File for the requested position. This file shall contain the following information:

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## Recruitment and Selection – Civilian Personnel

1. File number
2. Personnel Requisition Form
3. Position Vacancy Notice
4. Advertisement (if necessary)
5. Applicant roster
6. Applications/resumes
7. Written test (if necessary)
8. Other correspondence and documentation

### D. Position Vacancy Notice

1. This notice shall include the following information for each vacancy:
  - a. File number
  - b. Job title
  - c. Salary
  - d. Department and division
  - e. Date posted
  - f. Application deadline
  - g. Description of duties and requirements
  - h. Equal opportunity statement
2. This notice shall be posted in City facilities for a minimum of five (5) regular business days and mailed to all organizations on the Mailing List unless otherwise directed by the Assistant to the City Manager.

### E. Advertisement

1. Each position vacancy which may be filled through the hire of an individual not currently employed by the City shall be advertised in a local newspaper and on the City's Website.
2. The Assistant to the City Manager may also publish the advertisement in periodicals, trade journals, or other media as is necessary to maximize achievement of the City's equal employment opportunity and recruitment goals.
3. The advertisement shall include but not be limited to the following information:
  - a. Job title
  - b. Summary of duties and requirements
  - c. City's mailing address
  - d. Application deadline
  - e. Equal opportunity statement
  - f. Salary (optional)

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## Recruitment and Selection - Civilian Personnel

F. Applicant Roster - This roster shall include the name of each applicant, the date the applicant/resume was received, the name of the successful applicant, and the date the vacancy was filled.

G. Application for Employment

1. Each individual who wishes to be considered for a currently vacant position for which a Position Vacancy Notice has been issued must submit a resume in person, by mail, fax or e-mail. Each applicant may also be required to complete an Application for Employment (p. 2.3-8). Resumes or applications received by the City Manager's Office after the application deadline will not be considered. Unsolicited applications or resumes will be acknowledged by letter and will be maintained on file for one year with other unsuccessful applicants for previously filled vacancies.
2. Each current employee who wishes to be considered to fill an existing vacancy must notify the City Manager's Office in writing prior to the application deadline and indicate the title of the position applied for.

H. Affirmative Action Form - Each applicant will be requested to complete this form (p. 2.3-7). This form will be kept separate from the Employment Application Form and will not be used to influence the City's selection. This form will contain the following information about each applicant:

1. Name
2. Date of Application
3. Position applied for
4. Gender
5. Over the Age of 18
6. Veteran Status
7. Ethnicity
8. Race
9. Referral source

I. Pre-employment Testing - Any pre-employment testing which may be required to screen applicants shall be conducted by the City Manager's Office.

J. Applicant Screening and Interviewing

1. After the deadline for application has expired, the City Manager's Office will screen those applications/ resumes submitted for the current position vacancy and forward the applications/resumes of the most qualified applicants to the director of the requesting department.

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## Recruitment and Selection - Civilian Personnel

2. The requesting department shall review those applications/resumes and determine which applicants are to be interviewed. The Assistant to the City Manager may also designate applicants to be interviewed. The City Manager's Office will contact the applicants chosen to be interviewed and arrange for an employment interview between each of the applicants and a representative(s) of the requesting department. The interview will be scheduled at a time mutually agreeable to the parties involved.
3. A representative from the City Manager's Office may be present at all employment interviews.
4. No employee of the requesting department shall communicate any information to any applicant indicating that he/she has or has not been selected for the position. No employee of the requesting department shall make any offer of employment to any applicant.
5. References provided by contending applicants shall be contacted.

K. Department Director Recommendation - The director of the requesting department shall recommend to the City Manager the applicant chosen to fill the vacant position. The recommendation shall include the following:

1. Number of applicants for the position.
2. A copy of the successful applicant's application, resume and other pertinent documents.
3. A summary of other applicants interviewed for the position.
4. Justification for recommendation which summarizes positive attributes of successful applicant.

L. City Manager Approval - The City Manager shall consider the recommendation of the department director prior to appointing an applicant on a probationary status to fill the vacant position. Prior to receiving the City Manager's approval for hire, each successful applicant shall meet the City Manager.

M. Pre-Employment Physical Examination - Each successful applicant for a position represented by the American Federation of State County and Municipal Employees shall be required to satisfactorily complete a pre-employment physical examination. Any offer of employment to a successful applicant for these positions shall be conditional based upon the applicant's satisfactory completion of the examination.

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## **Recruitment and Selection - Civilian Personnel**

N. Criminal History and Driver's Record Check - Each successful applicant for a position represented by the American Federation of State County and Municipal Employees, for any position required to operate City vehicles, or for any position requiring a high degree of trust shall be required to submit to a check of the applicant's criminal history and/or driving record. Any offer of employment to a successful applicant for any of these positions shall be conditional based upon the results of this check. Any information revealed by this check which reflects negatively on the applicant's ability to perform the duties of the position may be grounds for withdrawal of the employment offer.

O. Applicant Notification - After the City Manager has appointed an applicant to fill the vacant position, the City Manager's Office shall notify the successful applicant and all other applicants of their status.

### P. Closing the Position Vacancy File

1. The name of the successful applicant and the date the position was filled shall be noted on the Applicant Roster.
2. A copy of the final Applicant Roster shall be placed in the file with the Affirmative Action forms filed for this vacancy.
3. The Applications for Employment of all unsuccessful applicants who are not City employees shall be placed in an inactive applicant file for a period of two (2) years. Applications of all unsuccessful applicants who are City employees shall be placed in the employee's personnel file.
4. The closed Position Vacancy File shall contain the following information:
  - a. Personnel Requisition
  - b. Position Vacancy Notice
  - c. Advertisement
  - d. Applicant Roster
  - e. Other correspondence/documentation.

### Q. Recruitment of Department Directors and Staff

The City Manager may expand upon or change the aforementioned recruitment and selection procedures for departmental director or staff positions consistent with the City Charter and Code. This will include regional and national recruitment campaigns in order to hire the most qualified applicant available, evaluation of desirable employment standards, and other background analyses to justify professional expertise.

Filing, notification procedures and appointment conditions for positions reporting directly to the City Manager shall be as prescribed by the City Manager.



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## PERSONNEL REQUISITION CITY OF NEWARK, DELAWARE

Title of position to be filled: \_\_\_\_\_

Department in which vacancy exists: \_\_\_\_\_

Pay Grade: \_\_\_\_\_ Employee to be replaced: \_\_\_\_\_

Appointment is:

\_\_\_ Regular    \_\_\_ Full-Time    \_\_\_ Temporary    \_\_\_ Part-Time

Duration of appointment if not regular \_\_\_\_\_

Reason for Replacement:

\_\_\_ Resigned                      \_\_\_ Promoted

\_\_\_ Dismissed                      \_\_\_ Other \_\_\_\_\_

Location of Work \_\_\_\_\_

Eligibles to be interviewed by \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Comments: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_  
Date

\_\_\_\_\_  
Department Director

\_\_\_\_\_  
Assistant to the City Manager

\_\_\_\_\_  
City Manager





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## **SUBJECT: Recruitment and Selection - Police Officers**

### A. Policy

It is the policy of the City of Newark to recruit and select Police Officers from as broad a field of applicants as is reasonably possible in order to assure that the City appoints the most qualified and competent applicants available, to provide an equal opportunity to all qualified applicants, and to base the selection of Police Officers on valid, applicable and job-related measures of qualifications.

### B. Advertising

1. Classified ads shall be placed in area newspapers, on radio stations, and on the City's website soliciting applications from interested individuals.
2. Promotional recruiting materials shall be provided to all individuals inquiring about or applying for the position of Police Officer.
3. Promotional recruiting materials shall be provided to schools and other educational institutions offering degree programs in Criminal Justice or a related field.

C. Application - Each individual requesting consideration for appointment to the position of Police Officer shall complete an Application for Employment and an Affirmative Action Form.

D. Minimum Standards - Each applicant for Police Officer must meet the following Minimum Standards to be eligible for consideration.

1. Must be at least twenty-one (21) years of age as of the applicant's appointment to probationary employment.
2. Must possess an associate's degree or have satisfactorily completed at least half of the requirements for a bachelor's degree program from an accredited College/University.
3. Must have a valid driver's license and at least one year of driving experience. Applicant must not have had license suspended or revoked within a three-year period immediately preceding the date of application.
4. Any felony conviction will be considered serious enough to disqualify the applicant from further consideration.

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## Police Officer Recruitment

### 5. Physical Requirements

- a. Visual acuity of 20/200 or better vision in each eye that is correctable to 20/20 vision.
- b. Normal color vision, night vision, and peripheral vision.
- c. Normal directional, volume and frequency levels of hearing.
- d. Normal volume and clarity in speaking.
- e. No major impediment of the senses.
- f. No physical deformities that would be detrimental to proper performance of police duties.
- g. Weight in proportion to his or her height.
- h. The physical abilities necessary to perform the duties of the position.

### 6. Citizenship – Must be a United States citizen.

E. Written Examination – Each applicant must undergo a written examination and correctly answer at least seventy percent (70%) of the test questions. The written examination shall be a validated entry-level test for a Police Officer.

### F. Oral Interview

1. Eligibility – The top thirty-five (35) applicants who correctly answer at least seventy percent (70%) of the test questions shall be eligible for an Oral Interview.
2. Composition of Oral Interview Board
  - a. Police command officer designated by the Chief.
  - b. The Chief of Police.
  - c. The Assistant to the City Manager (personnel officer).
3. Traits Evaluated (See form on p. 2.4-7)
  - a. Appearance, Manner and Bearing
  - b. Motivation
  - c. Oral Expression
  - d. Judgment and Reasoning
  - e. General

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## Police Officer Recruitment

4. Standards – Each member of the Oral Interview Board shall rate each applicant on each trait. Each interviewee shall receive a score for each trait which shall be equal to the average of the ratings for that trait by the members of the Board. Each interviewee shall receive a Composite Interview Score which shall be equal to the sum of the interviewee's average scores for each trait.
5. Personal History Statement – Each applicant shall be provided with a Personal History Statement upon completion of the Oral Interview. This statement must be completed by the applicant and returned to the City Manager's Office before a specified date (p. 2.4-8 to 2.4-33).

G. Eligibility Roster – Each applicant will receive a Final Rating which shall be equal to the sum of the following:

1. Percentage of correctly answered written test questions multiplied by .40.
2. Composite Interview Score multiplied by .60.
3. Certification as police officer with the State of Delaware – five (5) points, or certification with another state – one (1) point.
4. Educational degrees earned – one point for bachelor's degree.

H. Term of Eligibility Roster – Until terminated by the Assistant to the City Manager and the Chief of Police.

I. Background Investigation – Each applicant shall undergo a Background Investigation and Physical Agility Test conducted by the Police Department.

1. Physical Agility Test – Each applicant must successfully complete a Physical Agility Test to verify that the applicant possesses the minimum physical skills required to perform the duties of a Police Officer (p. 2.4-34 to 2.4-38). Each applicant who fails to pass the physical agility test shall be rejected from consideration for the position of Police Officer during the current recruitment period.
2. The Background Investigation and Physical Agility Test shall be initiated at the direction of the Chief of Police.



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## Police Officer Recruitment

3. Standards – The Background Investigation shall be conducted by an officer to be designated by the Chief of Police. The investigation shall be conducted in accordance with the Background Investigator’s Guide (p. 2.4-39 to 2.4-44) and shall assess each applicant’s suitability for appointment on the basis of:
  - a. Whether the applicant’s personal conduct may reasonably be expected to interfere with or prevent effective performance as a Police Officer; or
  - b. Whether the applicant’s personal conduct may reasonably be expected to interfere with or prevent the effective performance by the Police Department of its duties and responsibilities.
4. Reasons for Disqualification
  - a. Delinquency, misconduct or excessive absenteeism in prior employment.
  - b. Criminal, dishonest, infamous, or notoriously disgraceful conduct.
  - c. Conduct that is contrary to justice, honesty, or good morals.
  - d. Intentional false statement or deception or fraud in examination or appointment.
  - e. Habitual use of intoxicating beverages to excess.
  - f. Illegal use of narcotics, drugs, or other controlled substances.
  - g. Reasonable doubt as to the loyalty of the applicant to the Government of the United States.
  - h. Opposition on the basis of conscience or belief to the use of force in an official capacity.
5. The above reasons for disqualification are not meant to be absolute and may be conditional based upon the following additional considerations.
  - a. The nature and seriousness of the conduct.
  - b. The circumstances surrounding the conduct.
  - c. When the conduct occurred.

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## Police Officer Recruitment

- d. The applicant's age at the time of the conduct.
  - e. Extenuating social or environmental factors.
  - f. The presence or absence of attempts toward rehabilitation.
6. Based on the findings of the Background Investigation, the City Manager and the Chief of Police shall place each applicant in one of the three following categories:
- a. Eligible for further screening - no derogatory information of any kind.
  - b. Conditional eligibility for further screening - some derogatory information, but not sufficient to eliminate automatically from further consideration.
  - c. Disqualified - confirmed derogatory information sufficient to disqualify automatically.
7. Retention
- a. Successful Applicants - This report shall be permanently retained in the employee's personnel file.
  - b. Unsuccessful Applicants - This report, along with other application materials, shall be retained for a minimum of three (3) years after the completion of the Background Investigation Report.

## J. Probationary Appointment

1. Chief of Police Interview - As each vacancy for Police Officer occurs and after the City Manager has authorized the selection of an eligible candidate to fill the vacancy, the Chief of Police shall interview the three (3) highest rated applicants on the Eligibility Roster. The Chief of Police shall recommend to the City Manager which of the three (3) highest rated applicants should receive a Probationary Appointment to fill the vacancy.
2. City Manager Approval - The City Manager shall consider the recommendation of the Chief of Police and may appoint one (1) of the three (3) highest rated applicants to a probationary appointment. Prior to receiving the City Manager's approval for hire, each successful applicant shall meet the City Manager. This appointment shall be conditional based upon the applicant's ability to successfully undergo a Psychological Evaluation and a Pre-Employment Physical Examination.



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## Police Officer Recruitment

K. Psychological Evaluation - Each applicant who has been selected for a probationary appointment shall undergo a Psychological Evaluation conducted by a qualified psychiatrist or clinical psychologist.

1. Purpose - This evaluation shall determine if the applicant exhibits any gross indications of unsuitability for the position of Police Officer.
2. Based on the results of the Psychological Evaluation, the applicant shall be declared eligible for further final screening or declared ineligible and rejected from further consideration.
3. Retention
  - a. Successful Applicant - This report shall be permanently retained in the employee's personnel file.
  - b. Unsuccessful Applicant - This report, along with other application materials, shall be retained for a minimum of three (3) years following the completion of the Psychological Evaluation.

L. Pre-Employment Physical Examination - Each applicant who has been selected for a probationary appointment shall undergo a Pre-Employment Physical Examination conducted by a qualified physician.

1. Purpose - This examination shall determine if the applicant is physically capable of performing the duties of a Police Officer and working for the City of Newark.
2. The examining physician shall certify the applicant's physical qualifications on a form provided by the City. See p. 2.4-45 and 2.4-46.
3. Based on the results of this examination, the applicant shall be declared eligible for probationary appointment or declared ineligible and rejected from further consideration.
4. Retention
  - a. Successful Applicant - This report shall be permanently retained in the employee's personnel file.
  - b. Unsuccessful Applicants - This report, along with other application materials, shall be retained for a minimum of three (3) years following the completion of the Pre-Employment Physical examination.

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## POLICE OFFICER

### ORAL INTERVIEW APPRAISAL GUIDE

CANDIDATE'S NAME: \_\_\_\_\_

INTERVIEW DATE: \_\_\_\_\_

INTERVIEWER: \_\_\_\_\_

**INSTRUCTIONS** - Each candidate is to be rated in each of the following five (5) areas. The rating for each area should be on a scale between one (1) and twenty (20) as follows:

**Not Acceptable** - 1 – 3      **Deficient** - 4 – 6      **Satisfactory** - 7 – 12  
**Above Average** - 13 – 16      **Excellent** - 17 – 20

1. **Appearance, Manner and Bearing** Appearance, manner and bearing that will assist effective public contact with citizens, other law enforcement officers, civic groups, etc. Able to command respect. Appears at ease, friendly and confident and able to deal tactfully and diplomatically with the public under adverse or stressful situations. Does not react to stress with loss of composure, aggression or anger.

Rating \_\_\_\_\_

2. **Motivation** Is sufficiently motivated to enter and remain in the field of law enforcement. Knows enough about the career to make an informed decision and has defined career expectations.

Rating \_\_\_\_\_

3. **Oral Expression** Able to express ideas clearly and exhibits rational, organized, and persuasive thought process. Uses decisive terminology.

Rating \_\_\_\_\_

4. **Judgment and Reasoning** Able to grasp ideas quickly and able to comprehend complex concepts thoroughly. Able to consider all facts before deciding upon a course of action. Knows when to seek more information. Recognizes a situation that requires flexibility. Does not possess predisposed attitudes/opinions that may affect sound judgment.

Rating \_\_\_\_\_

5. **General** To what extent does this candidate possess what you consider to be the ideal qualifications of a Police Officer.

Rating \_\_\_\_\_

**Total Rating** \_\_\_\_\_

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**CITY OF NEWARK, DELAWARE**

**PERSONAL HISTORY STATEMENT**

**FOR THE POSITION OF**

**POLICE OFFICER**



**NAME**

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Amended 04/22/10

## Personal History Statement

### PERSONAL HISTORY STATEMENT INSTRUCTIONS

1. The following questions must be answered truthfully and completely. Any omission, falsification or misstatement may be reason for your rejection.
2. All responses will be thoroughly investigated by the City of Newark.
3. If additional space is required, you may use the blank pages at the end of this booklet. Make sure you reference all additional information by question number.
4. If you have any questions regarding this statement, you may contact the City Manager's Office at (302) 366-7026.
5. When completed, return this statement to the City Manager's Office, City of Newark, 220 Elkton Road, Newark, DE 19711-4562.
6. If you do not return this statement before \_\_\_\_\_, you will not be considered further for the position of police officer.
7. After carefully reading these instructions, place your initials in the space provided.

Initials \_\_\_\_\_

# Personal History Statement

## PERSONAL

1. Your full name (print) \_\_\_\_\_  
First Middle Last

List any other names you have used or been known by, and attach a statement giving reasons (if none, so state).

\_\_\_\_\_

2. Your current address (print) \_\_\_\_\_  
Number Street

\_\_\_\_\_

City

State

Zip

3. Your telephone number ( ) \_\_\_\_\_ ( ) \_\_\_\_\_ ( ) \_\_\_\_\_  
Home Business Cell

4. Your date of birth \_\_\_\_\_  
Month / Day / Year

5. Your Social Security Number \_\_\_\_\_

6. Your place of birth \_\_\_\_\_  
City State/Country County

7. Are you a United States citizen? \_\_\_\_\_  
Yes/No Natural Born Naturalized/Date

8. List all organizations, clubs, and associations of which you are or have been a member, or with which you are or have been associated.

\_\_\_\_\_

\_\_\_\_\_

9. List your hobbies, special skills and abilities, including speaking foreign languages:

\_\_\_\_\_

\_\_\_\_\_

10. Have you ever consumed, sold, or possessed any illegal drug or abused a prescribed drug?

Yes [ ] No [ ] If yes, list the number of occasions and approximate dates:

\_\_\_\_\_

# Personal History Statement

## REFERENCES

11. Fill in below the names of three persons not related to you, and not former employers who have known you intimately for at least five years. All persons to whom you refer may be asked to appraise your character, ability, experience, personality, and other qualities.

A. \_\_\_\_\_ ( ) \_\_\_\_\_  
Name Years known Residence Phone #

\_\_\_\_\_  
Home Address

\_\_\_\_\_  
Occupation or Profession

\_\_\_\_\_  
Business Phone

\_\_\_\_\_  
Business Address

In what capacity is the above known to you? \_\_\_\_\_

\* \* \* \* \*

B. \_\_\_\_\_ ( ) \_\_\_\_\_  
Name Years known Residence Phone #

\_\_\_\_\_  
Home Address

\_\_\_\_\_  
Occupation or Profession

\_\_\_\_\_  
Business Phone

\_\_\_\_\_  
Business Address

In what capacity is the above known to you? \_\_\_\_\_

\* \* \* \* \*

C. \_\_\_\_\_ ( ) \_\_\_\_\_  
Name Years known Residence Phone #

\_\_\_\_\_  
Home Address

\_\_\_\_\_  
Occupation or Profession

\_\_\_\_\_  
Business Phone

\_\_\_\_\_  
Business Address

In what capacity is the above known to you? \_\_\_\_\_

**Personal History Statement**

**ACQUAINTANCES**

12. Fill in below the names of three persons not related to you, and not former employers or references, who are friends, fellow students, or fellow workers. Names listed should be those of persons who have seen you frequently during the past year.

A. \_\_\_\_\_ ( ) \_\_\_\_\_  
Name Years known Residence Phone #

\_\_\_\_\_  
Home Address

\_\_\_\_\_  
Occupation or Profession Business Phone

\_\_\_\_\_  
Business Address

In what capacity is the above known to you? \_\_\_\_\_

\* \* \* \* \*

B. \_\_\_\_\_ ( ) \_\_\_\_\_  
Name Years known Residence Phone #

\_\_\_\_\_  
Home Address

\_\_\_\_\_  
Occupation or Profession Business Phone

\_\_\_\_\_  
Business Address

In what capacity is the above known to you? \_\_\_\_\_

\* \* \* \* \*

C. \_\_\_\_\_ ( ) \_\_\_\_\_  
Name Years known Residence Phone #

\_\_\_\_\_  
Home Address

\_\_\_\_\_  
Occupation or Profession Business Phone

\_\_\_\_\_  
Business Address

In what capacity is the above known to you? \_\_\_\_\_

**Personal History Statement**

**FINANCIAL**

13. Have any debts for which you were responsible for payment ever been referred by a creditor to another party for collection (a collection agent)?

Yes [ ] No [ ] If Yes, explain: \_\_\_\_\_  
\_\_\_\_\_

14. Have your wages ever been garnished?

Yes [ ] No [ ] If Yes, explain: \_\_\_\_\_  
\_\_\_\_\_

**RESIDENCE**

15. List addresses since your tenth birthday or last 15 years (whichever is least) starting with present address at top:

From Month/Year	From Month/Year	Address (Street, City & State)	Resided with or Rented From (Address & Phone of Owner)

# Personal History Statement

## WORK HISTORY

16. List all jobs you have held in the last ten years. Put you present or most recent job first. If you need more space, you may use blank pages at the end of this booklet. Include military service in proper time sequence and temporary, part-time jobs.

A. \_\_\_\_\_  
Name and Address of Employer

\_\_\_\_\_ \$ \_\_\_\_\_  
Name and Title of Your Supervisor Monthly Salary

\_\_\_\_\_ Your Duties  
Exact Title or Position

From \_\_\_\_\_ To \_\_\_\_\_ Work Telephone ( \_\_\_\_\_ )  
Month/Year Month/Year

\_\_\_\_\_  
Reason for Leaving

B. \_\_\_\_\_  
Name and Address of Employer

\_\_\_\_\_ \$ \_\_\_\_\_  
Name and Title of Your Supervisor Monthly Salary

\_\_\_\_\_ Your Duties  
Exact Title or Position

From \_\_\_\_\_ To \_\_\_\_\_ Work Telephone ( \_\_\_\_\_ )  
Month/Year Month/Year

\_\_\_\_\_  
Reason for Leaving

C. \_\_\_\_\_  
Name and Address of Employer

\_\_\_\_\_ \$ \_\_\_\_\_  
Name and Title of Your Supervisor Monthly Salary

\_\_\_\_\_ Your Duties  
Exact Title or Position

From \_\_\_\_\_ To \_\_\_\_\_ Work Telephone ( \_\_\_\_\_ )  
Month/Year Month/Year

\_\_\_\_\_  
Reason for Leaving

**Personal History Statement**

D.

\_\_\_\_\_  
Name and Address of Employer

\_\_\_\_\_  
Name and Title of Your Supervisor

\$ \_\_\_\_\_  
Monthly Salary

\_\_\_\_\_  
Exact Title or Position

\_\_\_\_\_  
Your Duties

From \_\_\_\_\_ To \_\_\_\_\_  
Month/Year Month/Year

Work Telephone ( \_\_\_\_\_ ) \_\_\_\_\_

\_\_\_\_\_  
Reason for Leaving

E.

\_\_\_\_\_  
Name and Address of Employer

\_\_\_\_\_  
Name and Title of Your Supervisor

\$ \_\_\_\_\_  
Monthly Salary

\_\_\_\_\_  
Exact Title or Position

\_\_\_\_\_  
Your Duties

From \_\_\_\_\_ To \_\_\_\_\_  
Month/Year Month/Year

Work Telephone ( \_\_\_\_\_ ) \_\_\_\_\_

\_\_\_\_\_  
Reason for Leaving

F.

\_\_\_\_\_  
Name and Address of Employer

\_\_\_\_\_  
Name and Title of Your Supervisor

\$ \_\_\_\_\_  
Monthly Salary

\_\_\_\_\_  
Exact Title or Position

\_\_\_\_\_  
Your Duties

From \_\_\_\_\_ To \_\_\_\_\_  
Month/Year Month/Year

Work Telephone ( \_\_\_\_\_ ) \_\_\_\_\_

\_\_\_\_\_  
Reason for Leaving

**Personal History Statement**

G.

\_\_\_\_\_  
Name and Address of Employer

\_\_\_\_\_  
Name and Title of Your Supervisor

\$ \_\_\_\_\_  
Monthly Salary

\_\_\_\_\_  
Exact Title or Position

\_\_\_\_\_  
Your Duties

From \_\_\_\_\_ To \_\_\_\_\_  
Month/Year Month/Year

Work Telephone ( \_\_\_\_\_ ) \_\_\_\_\_

\_\_\_\_\_  
Reason for Leaving

H.

\_\_\_\_\_  
Name and Address of Employer

\_\_\_\_\_  
Name and Title of Your Supervisor

\$ \_\_\_\_\_  
Monthly Salary

\_\_\_\_\_  
Exact Title or Position

\_\_\_\_\_  
Your Duties

From \_\_\_\_\_ To \_\_\_\_\_  
Month/Year Month/Year

Work Telephone ( \_\_\_\_\_ ) \_\_\_\_\_

\_\_\_\_\_  
Reason for Leaving

I.

\_\_\_\_\_  
Name and Address of Employer

\_\_\_\_\_  
Name and Title of Your Supervisor

\$ \_\_\_\_\_  
Monthly Salary

\_\_\_\_\_  
Exact Title or Position

\_\_\_\_\_  
Your Duties

From \_\_\_\_\_ To \_\_\_\_\_  
Month/Year Month/Year

Work Telephone ( \_\_\_\_\_ ) \_\_\_\_\_

\_\_\_\_\_  
Reason for Leaving

**Personal History Statement**

17. Were you ever discharged or forced to resign because of misconduct or unsatisfactory service?

Yes [ ] No [ ] If Yes, state details: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

18. Have you previously submitted an application for employment with another police department?

Yes [ ] No [ ] If Yes, what is the name of the police department(s) and date of application?

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

19. List below every criminal justice employment examination you have taken. If none, so state.

Agency	Approximate Date of Examination	Position on List	Status

**Personal History Statement**

**MILITARY**

20. Have you ever served in a military or naval organization of the United States?  
Yes [ ] No [ ]

21. If Yes, give branch of service \_\_\_\_\_ Company \_\_\_\_\_  
Regiment \_\_\_\_\_ Division \_\_\_\_\_ Dates \_\_\_\_\_

22. Your service number \_\_\_\_\_

23. Highest Rank Held \_\_\_\_\_

24. Date and location of entrance of active duty \_\_\_\_\_

25. Periods of active military service:

From	To	From	To

26. List all medals and decorations awarded you as a member of the armed forces:  
\_\_\_\_\_  
\_\_\_\_\_

27. What is the type of your discharge (honorable, dishonorable, medical, honorable conditions, etc.)? Be exact: (Attach DD-214)

\_\_\_\_\_

28. Give date and location of discharge: \_\_\_\_\_

29. If you have no military service, give reason(s): \_\_\_\_\_

\_\_\_\_\_

30. Are you now or were you ever an active or inactive member of any branch of the United States Reserve Forces? Yes [ ] No [ ] Active [ ] Inactive [ ]

Branch \_\_\_\_\_ Unit \_\_\_\_\_ Rank \_\_\_\_\_ Dates \_\_\_\_\_

Address \_\_\_\_\_

**Personal History Statement**

31. Are you now or were you ever a member of the National Guard? Yes [ ] No [ ]

State \_\_\_\_\_ Regiment \_\_\_\_\_ Unit \_\_\_\_\_ Rank \_\_\_\_\_  
 From \_\_\_\_\_ To \_\_\_\_\_ From \_\_\_\_\_ To \_\_\_\_\_

32. Were you ever court-martialed, tried on charges, or were you the subject of a summary court, deck court, Captain’s Mast or company punishment, or any other disciplinary action while a member of the armed forces? Yes [ ] No [ ]

33. List any disciplinary action taken against you in the National Guard or other reserve unit:  
 \_\_\_\_\_

**EDUCATION**

34. Indicate below the schools you have attended and courses completed. If you cannot remember, say so. It is not necessary to write to the school for information. If you need more space, use blank pages in back of booklet.

Name of School Address (City/State)	a. # of Full Years. b. Work Completed. c. Courses Completed	Dates Attended		Date Graduated	Principal or Dean
		From Mo/Yr	To Mo/Yr		
Junior High School	a.				
	b.				
	c.				
High School	a.				
	b.				
	c.				
University or College	a.				
	b.				
	c.				
Extension, Graduate, Correspondence Courses	a.				
	b.				
	c.				

35. Were you ever expelled or suspended from any school or were you ever disciplined by a school official? Yes [ ] No [ ] If Yes, explain below:

\_\_\_\_\_  
 \_\_\_\_\_

# Personal History Statement

## CRIMINAL

36. Answer questions (a) through (f). If yes to any, complete the chart below.  
Are you:

- (a) Currently a suspect or charged with any crime? Yes [ ] No [ ]
- (b) Currently on probation/parole of any type? Yes [ ] No [ ]
- (c) Presently free on bail, on your own  
recognizance or conditional release? Yes [ ] No [ ]
- (d) Wanted on any outstanding warrant(s) (including  
traffic warrants)? Yes [ ] No [ ]
- (e) The subject of a protection from abuse complaint? Yes [ ] No [ ]
- (f) Currently under indictment? Yes [ ] No [ ]

<b>Letter or Item:</b>	
<b>Charge:</b>	
<b>Complaint Number:</b>	
<b>Next Court Date And Location:</b>	
<b>Amount of Bail:</b>	
<b>Judge:</b>	
<b>Probation/Parole Officer</b>	
<b>Probation/Parole Expiration</b>	

<b>Letter or Item:</b>	
<b>Charge:</b>	
<b>Complaint Number:</b>	
<b>Next Court Date And Location:</b>	
<b>Amount of Bail:</b>	
<b>Judge:</b>	
<b>Probation/Parole Officer</b>	
<b>Probation/Parole Expiration</b>	

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37. Answer questions (a) through (v). If you answer yes to any, explain on the next page. Be sure to give truthful answers and do not omit or misstate anything. As an adult or juvenile, have you ever:

- |     |   |         |        |
|-----|---|---------|--------|
| (a) | Been interviewed or questioned by any law enforcement agency for any reason other than possible employment? | YES [ ] | NO [ ] |
| (b) | Been placed under arrest for any reason?  | YES [ ] | NO [ ] |
| (c) | Been convicted of any crime?  | YES [ ] | NO [ ] |
| (d) | Had a <i>capias</i> issued for your arrest (failed to show)?  | YES [ ] | NO [ ] |
| (e) | Been placed on probation or parole of any kind?   | YES [ ] | NO [ ] |
| (f) | Had to pay a fine?  | YES [ ] | NO [ ] |
| (g) | Had to pay restitution?   | YES [ ] | NO [ ] |
| (h) | Had to pay a court cost?  | YES [ ] | NO [ ] |
| (i) | Had to post any bail?   | YES [ ] | NO [ ] |
| (j) | Lost or forfeited any posted bail?  | YES [ ] | NO [ ] |
| (k) | Been a defendant in any criminal case?  | YES [ ] | NO [ ] |
| (l) | Been questioned or interrogated about any crime or criminal incident?                                       | YES [ ] | NO [ ] |
| (m) | Pleaded "nolo contendere" (no contest) to any criminal charge?  | YES [ ] | NO [ ] |
| (n) | Received a subpoena to appear in any criminal or civil case?  | YES [ ] | NO [ ] |
| (o) | Had police come to your residence to investigate a criminal activity?                                       | YES [ ] | NO [ ] |
| (p) | Been the subject of a private criminal proceeding?  | YES [ ] | NO [ ] |
| (q) | Been the subject of a protection from abuse order?  | YES [ ] | NO [ ] |
| (r) | Been a character witness in any proceeding?   | YES [ ] | NO [ ] |

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(s) Been the subject of an investigation by any social service or governmental agency for child abuse or child neglect? YES [ ] NO [ ]

(t) Been the subject of an investigation by any social service or governmental agency for domestic abuse or a domestic related incident? YES [ ] NO [ ]

(u) Been a member of any organization which advocates violence or illegal activities? YES [ ] NO [ ]

If yes, explain: \_\_\_\_\_  
 \_\_\_\_\_

(v) Been detained but not arrested by any government or police agency? YES [ ] NO [ ]

If yes, explain: \_\_\_\_\_  
 \_\_\_\_\_

<b>Letter of Item:</b>	
<b>Date:</b>	
<b>Location:</b>	
<b>Charge(s):</b>	
<b>Plea/Verdict:</b>	
<b>Sentence:</b>	
<b>Description:</b>	

<b>Letter of Item:</b>	
<b>Date:</b>	
<b>Location:</b>	
<b>Charge(s):</b>	
<b>Plea/Verdict:</b>	
<b>Sentence:</b>	
<b>Description:</b>	

**Personal History Statement**

<b>Letter of Item:</b>	
<b>Date:</b>	
<b>Location:</b>	
<b>Charge(s):</b>	
<b>Plea/Verdict:</b>	
<b>Sentence:</b>	
<b>Description:</b>	

38. Have you ever stolen anything? Yes [ ] No [ ]

If yes, indicate the items(s), value and date(s):? \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**TRAFFIC**

39. Do you possess a valid operator's license? Yes [ ] No [ ]

State Issued \_\_\_\_\_ Number \_\_\_\_\_

40. Did you ever possess an operator's license issued by any other state?

Yes [ ] No [ ] If yes, list state(s) and give reason \_\_\_\_\_  
\_\_\_\_\_

41. Was your license ever suspended or revoked? Yes [ ] No [ ]

If yes, when \_\_\_\_\_

42. Was your license ever restored? Yes [ ] No [ ] When? \_\_\_\_\_

43. Have you ever been refused an operator's license by any state?

Yes [ ] No [ ] If yes, state details \_\_\_\_\_

**Personal History Statement**

44. Have you been involved in a motor vehicle accident within the last three (3) years? If yes, state complete details for each accident whether collision or non-collision:

A.	_____	Police investigation? Yes [ ] No [ ]
	Date	
	_____	_____
	Location	Investigating Agency
	_____	_____
	Injury or Non-injury	Complaint Number
	_____	_____
	Who was legally at fault?	Cause of Accident
B.	_____	Police investigation? Yes [ ] No [ ]
	Date	
	_____	_____
	Location	Investigating Agency
	_____	_____
	Injury or Non-injury	Complaint Number
	_____	_____
	Who was legally at fault?	Cause of Accident
C.	_____	Police investigation? Yes [ ] No [ ]
	Date	
	_____	_____
	Location	Investigating Agency
	_____	_____
	Injury or Non-injury	Complaint Number
	_____	_____
	Who was legally at fault?	Cause of Accident

## Personal History Statement

45. List below all traffic citations you have received, excluding parking:

Location (City & State)	Approximate Date	Nature of Violation	Penalty or Disposition

## ABILITIES

46. A police officer may perform, but is not limited to, the following tasks. With proper training and direction, could you (please place your initials in the appropriate boxes):

		YES	NO
A01	Force door open		
A02	Crawl through windows		
A03	Climb fire escapes or ladders		
A04	Climb or pull oneself over obstacle		
A05	Drag suspect/victim to safety		
A06	Stand for long periods; guard crime scene/parade duty		
A07	Fire weapon accurately with each hand		
A08	Fire a shotgun		
A09	Load/unload weapon under all weather conditions		
A10	Load/unload weapon under stressful conditions		
A11	Fire weapon from kneeling position		
A12	Fire weapon from standing position		
A13	Fire weapon from prone position		
A14	Recognize hazardous materials by smell		
A15	Lift and carry stretcher with a person on it		
A16	Run a distance after a suspect (100 yards)		
A17	Walk/run on slippery surface		
A18	Quickly enter or exit a police vehicle		
A19	Walk for long periods/foot patrol		
A20	Perceive objects while chasing suspect		
A21	Place/remove handcuffs from suspect		
A22	Stand handcuffed suspect on two feet		
A23	Pin resisting suspect to car hood or wall		
A24	Apply restraining holds		

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		YES	NO
A25	Perform strenuous activities wearing body armor/other equipment		
A26	Subdue/control resisting suspect		
A27	Force resisting person from prone to standing position		
A28	Force resisting person into police vehicle		
A29	Maintain balance while warding off blows/kicks		
A30	Use baton properly		
A31	Perform defensive maneuvers		
A32	Jump obstacles while chasing suspect		
A33	Dodge low hanging objects while chasing suspect		
A34	Dodge around objects while chasing suspect		
A35	Remain outdoors for long periods in all types of weather		
A36	Perform rescue functions, administer first aid/CPR		
A37	Read road signs, house numbers from mid-street		
A38	Drive a police vehicle day or night in various conditions		
A39	Write/read reports, citations, maps and training materials		
A40	Provide accurate and detailed descriptions of persons/vehicles		
A41	Conduct searches of persons, premises and vehicles		
A42	Defend self/others from assault		
A43	Subdue/control/disarm a resisting offender		
A44	Determine spatial orientation of objects		
A45	Receive commands under various conditions		
A46	Receive radio/telephone messages under various conditions		
A47	Receive cries for help from others over various distances		
A48	Receive sounds of danger/alarm/sirens/vehicles/breaking glass		
A49	Transmit radio/telephone messages		
A50	Give orders/directions to others over varying distances/conditions		
A51	Testify in court		
A52	Effectively communicate with people, give information, mediate disputes		
A53	Patrol in vehicles for long periods of time		
A54	Drive vehicles under strenuous conditions		
A55	Drive vehicles under adverse weather conditions		
A56	Drive vehicle while talking on radio		
A57	Direct traffic using arm and hand signals		
A58	Operate vehicle controls (dash lights, radio, siren)		
A59	Pat down suspect for weapons/contraband		
A60	Work rotating shifts		
A61	Work overtime when needed		
A62	Work on any day of the week or holiday		
A63	Wear a uniform		

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If you answered "no" to any part of Question 46, please complete the information below.  
Note: Do not include any medical information.

Number \_\_\_\_\_ Reason \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Number \_\_\_\_\_ Reason \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Number \_\_\_\_\_ Reason \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

47. If it became necessary in the course of police duties to take a human life, would you have any reluctance to do so because of religious or other beliefs?

Yes [ ] No [ ] If Yes, explain: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

## Personal History Statement

I certify that this Personal History Statement contains no willful misrepresentation or falsifications, and that the information given by me is true and complete to the best of my knowledge and belief. I am aware that should an investigation at any time disclose any such misrepresentations or falsifications, my application may be rejected, my name may be removed from consideration, or I may be dismissed.

I authorize the City of Newark to conduct or participate in an investigation of my personal background, work history and police record as may be necessary to verify any information provided by me to the City and/or determine my fitness to hold the position for which I have applied.

---

Signature in Full

---

Date Completed

**CITY OF NEWARK**  
**Delaware**

**AUTHORIZATION FOR RELEASE OF INFORMATION**

TO: Any Doctor, Physician, Psychologist, Psychiatrist, Dentist, Hospital, Nursing Home, Medical Association;

The United States Armed Forces, Maritime Service, Veteran's Administration, Selective Service Administration;

Any Academic Dean, Registrar, Principal, Guidance Counselor or authorized person at any School, College, University, Business School, Trade School, Elementary, or High School;

Any Local, State or Federal Law Enforcement Agency;  
Any Past or Present Employer;  
Any Credit Bureau or Retail Merchants Association;  
Any Bank or Financial Institution;  
Any Insurance Company

I, \_\_\_\_\_, have applied for employment with the City of Newark Police Department. I am aware that my entire background will be thoroughly investigated and I hereby authorize and request the release of any and all information you have that concerns me, including academic transcripts and disciplinary matters, to a representative of the City of Newark Police Department. This authorization, or a reproduction thereof, shall be valid for a period of two years from the date of execution of this document.

Date of Birth \_\_\_\_\_ Place of Birth \_\_\_\_\_

Social Security Number \_\_\_\_\_

Armed Forces Membership \_\_\_\_\_ Service Number \_\_\_\_\_

Veteran's Administration File Number \_\_\_\_\_

Given under my hand, this \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_

\_\_\_\_\_  
Signature of Witness

\_\_\_\_\_  
Signature

**FOR INFORMATION CONTACT**

Charles M. Zusag  
City Manager's Office  
City of Newark  
220 Elkton Road  
Newark, DE 19711-4562  
(302) 366-7026

\_\_\_\_\_  
Current Address

\_\_\_\_\_  
City, State, Zip Code

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## Physical Agility Test Instructions

### To be Read to the Applicant

#### **Introduction:**

This test is designed to measure the essential, job-related physical abilities required of a police officer with the Newark Police Department, identified through an agency-wide task analysis. The test is limited to those aspects of the job that do not require specific training or techniques; for example, hand-cuffing or subduing resisting subjects are skills that require additional training.

#### **Task:**

From a starting position in the driver's seat of a patrol vehicle with the seat belt fastened and your hands on the wheel, you must complete a continuous course containing the following sections. You will receive a total time from the command "go", until you complete the final trigger pull at the end of the course.

1. From the starting position in the patrol vehicle, remove the seat belt and exit the vehicle.
2. You must then run 40 feet to the patrol vehicle parked in front of you.
3. You must then push the patrol vehicle 20 feet. You will be told by the test monitor when the vehicle has traveled 20 feet. You may then stop pushing.
4. You must then run 40 feet to the fence ahead of you. When you reach the fence, you must climb over it in the area between the two outer cones. Be careful not to cut your hand on any wires that may be protruding.
5. Once you have cleared the fence, run 75 feet to the obstacle ahead of you.
6. When you reach this obstacle, you must proceed under this obstacle between the outer cones.
7. Proceed to the cone 50 feet ahead of you then turn right.
8. Proceed to the cone 55 feet ahead of you then turn left.
9. Proceed to the obstacle 30 feet ahead of you.
10. When you reach this obstacle you must jump across the 4-foot distance.
11. Proceed to the fence 74 feet ahead of you.
12. You must climb over this fence in the area marked by the two outside cones.

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## **Physical Agility Test Instructions**

13. After you have cleared the fence, turn right and run to the last set of stadium stairs 220 feet ahead of you.
14. Turn left, then run to the top of the stadium stair, where you will be met by the timekeeper.
15. The timekeeper will hand you a handgun. You must pull the trigger of the handgun 5 times with each hand.
16. The timekeeper will stop the clock after the last trigger pull.
17. You must then drag or carry an approximately 100-pound dummy 30 feet.

### **Conditions:**

The subject will wear standard physical training apparel (i.e. shorts, t-shirt, and sneakers). The test shall not be performed during severe weather conditions (e.g. rain, snow, sleet, etc.).

### **Standard:**

To successfully pass the physical agility test, a subject must complete items one (1) through sixteen (16) in no more than one minute and thirty seconds (1:30:00). You must then successfully complete item seventeen (17). Each subject will be allowed two attempts at passing the test. If a subject receives a passing score on the first attempt, he or she may take the test again for a better time. A rest period of no longer than fifteen (15) minutes will be allowed between tests.

### **Risks and Discomforts:**

There is the possibility of certain adverse reactions during the administration of this test. These possible adverse reactions include abnormal blood pressure, musculoskeletal injury, fainting, disorders of the heartbeat, and, in very rare instances, heart attack and/or death.

Every effort will be made to minimize the occurrence of these reactions by careful observation during testing. The test will be administered by trained personnel with CPR certification in the event of an emergency.

You are responsible for monitoring your own condition throughout the test. Should any unusual symptoms occur, stop and immediately inform the test administrator of the symptom(s).

**Do you understand these directions and safety precautions?**

**Do you have any questions at this time?**

Amended 04/22/10

**PHYSICAL AGILITY TEST**  
**INFORMED CONSENT FORM**

**Purpose of Physical Agility Testing:**

The purpose of the physical agility test is to evaluate your ability to perform the essential functions of the job of a police officer with the Newark Police Department. Test components may be modified to accommodate a qualified individual with a disability who requests reasonable accommodation in the fitness assessment process.

**Explanation of the Test:**

You must complete a continuous course containing the following sections. You will receive a total time from the "go" order in the police car until the timekeeper stops the clock after the last trigger pull.

Exit Vehicle: From a starting position in the driver's seat of the police vehicle with the seat belt fastened, you must unfasten the seat belt and exit the vehicle. This is the method by which most incidents are initiated. This section tests item one of the job-task inventory.

Vehicle Push: You must then push a stationary vehicle the length of one parking space, roughly the distance an officer must push a stationary vehicle to remove it from the roadway. This station tests item three of the job-task inventory.

Foot Pursuit: You must then complete a sprint of a one-hundred and fifty yard course which contains several ninety-degree turns, a four-foot tall fence, a four foot wide simulated ditch, and a three-foot high obstacle to crawl under. This section tests items two, four, five, six, seven, eight, nine, ten, eleven and twelve of the job-task inventory.

Stairs: You must then run up the equivalent of three flights of stairs. This section tests items thirteen and fourteen of the job-task inventory.

Weapon Simulation: You must then pull the trigger of a service pistol five times with your strong hand, then five times with your weak hand. The timekeeper will stop the clock after the last trigger pull. This station tests items fifteen and sixteen of the job-task inventory.

The completion of the continuous course will be followed by:

Body Extraction: You must then drag or carry an approximately 100-pound dummy thirty feet. This station tests item seventeen of the job-task inventory.

Amended 04/22/10

## Physical Agility Test

### Risks and Discomforts:

There is the possibility of certain adverse reactions during the administration of this test. These possible adverse reactions include abnormal blood pressure, musculoskeletal injury, fainting, disorders of the heart beat, and, in very rare instances, heart attack and/or death.

Every effort will be made to minimize the occurrence of these reactions by careful observation during testing. The test will be administered by trained personnel with CPR certification in the event of an emergency.

You must understand that you are responsible for monitoring your own condition throughout the test. Should any unusual symptom(s) occur, you should cease participation and immediately inform the test administrator of the symptom(s).

### Benefits to be Expected:

The battery of fitness assessments shall be utilized as a measurement of your ability to perform the essential functions of the job of police officer.

Any questions about the procedures used in the fitness assessments are welcomed. If you have any doubts or questions, please ask for further explanation.

### Consent of the Applicant:

In signing this consent form, I affirm that I have read this form in its entirety and that I understand the description of the test, and that I am aware that there is a potential for injury inherent in any fitness assessment procedure. I understand that any violations of specific instructions from the examiner may be considered as failing in that specific component. I agree that any injury or illness resulting from my participation in the fitness testing process shall not be the responsibility of the Newark Police Department, the City of Newark, or any other person(s) or agency associated with the test, test measurement devices, or requirements of the testing process. I further agree to hold these entities harmless in the event of any illness or injury sustained, or thought to have resulted from my participation in the fitness assessment process in whole or in part.

**Full Name of Test Subject:** \_\_\_\_\_

Please Print

**Signature of Test Subject:** \_\_\_\_\_

**Date:** \_\_\_\_\_

**Witness:** \_\_\_\_\_

.....  
**Test Results:**

**Pass**

**Fail**

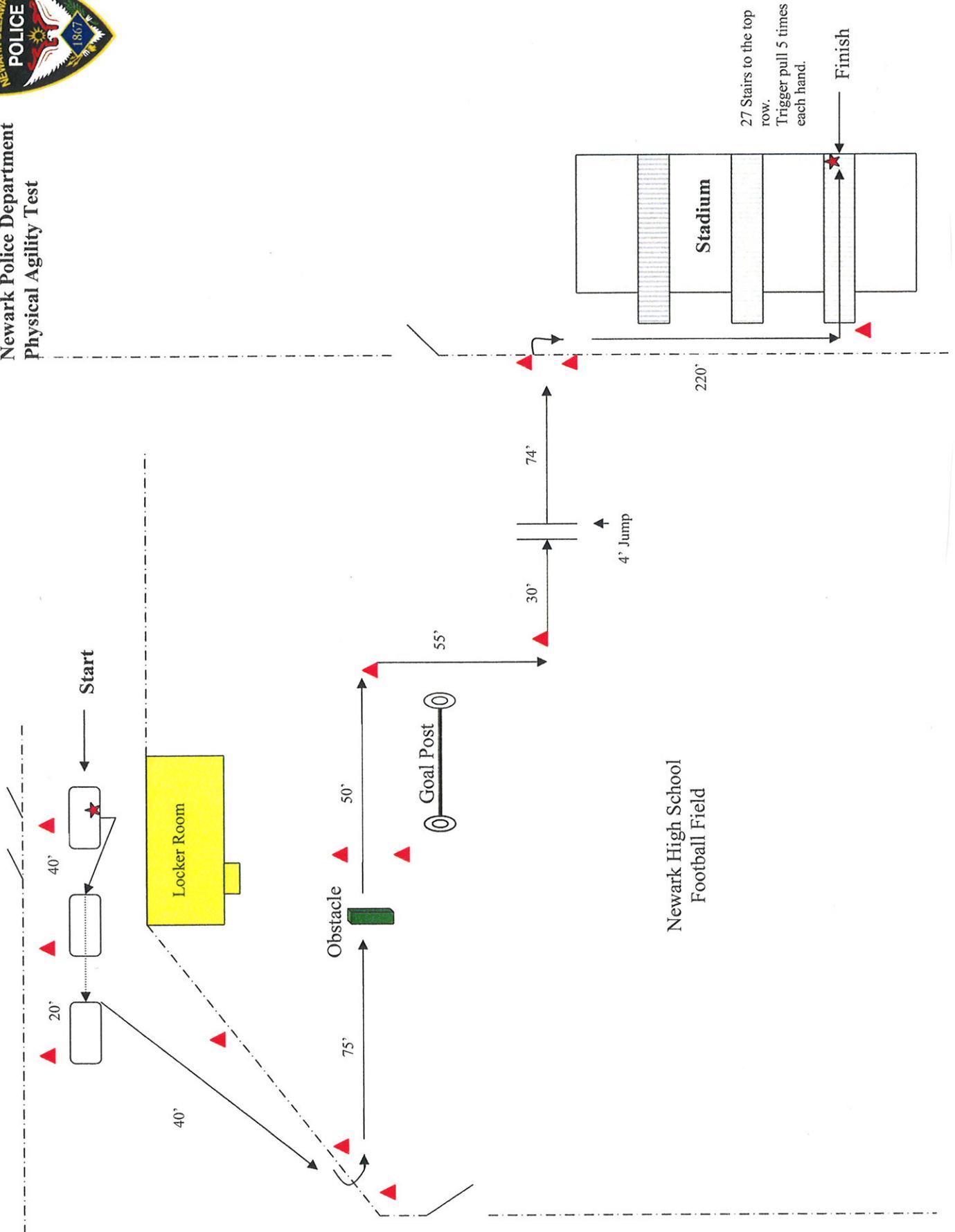
**Time:** \_\_\_\_\_

Amended 04/22/10



Newark Police Department  
Physical Agility Test

Physical Agility Test Map



Newark High School  
Football Field

**CITY OF NEWARK**  
**Delaware**

**BACKGROUND INVESTIGATOR'S GUIDE**

This guide assumes that the employee who is assigned to perform the Background Investigation is a police officer trained and experienced in the techniques of investigation, but with little or no experience in the investigation of Police Officer applicants. This guide will offer guidelines for the performance of this investigation as well as a format for reporting the results of the investigation.

**INTRODUCTION**

The City of Newark conducts in-depth investigations of all applicants for the position of Police Officer. The purpose of this investigation is twofold. First, it will attempt to verify any information provided by the applicant to the City during the course of the recruitment and selection process. Second, the investigator must attempt to identify and verify the existence or occurrence of any conduct by the applicant which might interfere with or prevent the effective performance of the official duties and responsibilities of either the Police Department or the applicant as a Police Officer. It is not the role of the investigator to make judgments about the facts developed through investigation or to make recommendations regarding the applicant's future eligibility.

At all times, the investigator should attempt to focus the investigation on those areas of personal conduct which may have a direct impact upon the applicant's ability to effectively perform the duties of a Police Officer. Those areas which are of specific concern to the investigator are the applicant's employment history, military service, record of criminal convictions, driving record, credit history, and interpersonal relationships. The investigator is expected to question any individual who may have personal knowledge of the applicant in these areas.

**PLANNING THE INVESTIGATION**

Prior to beginning the investigation, the investigator should be mindful of the following:

1. The information provided by the applicant and others connected with the investigation is private and confidential. At no time should the investigator disclose this information to any unauthorized individuals. This information is gathered for the sole purpose of evaluating the applicant's eligibility for the position of Police Officer.
2. Personal interviews of references are the best method for obtaining information about the applicant. While you are gathering information, you will also be able to evaluate the reliability of the source. List the names, addresses, and telephone numbers of persons to be contacted or interviewed arranging them so that you may contact them

Amended 04/22/10

## Background Investigator's Guide

in a logical sequence to avoid backtracking or wasting time. Call ahead to schedule an appointment and save time. Keep your schedule flexible to allow for following leads developed along the way. If it is not practical or possible to interview a reference personally, mail a letter requesting the information you need. Allow enough lead-time so that your report is not delayed by late information.

### **PLANNING THE INVESTIGATION**

Prior to beginning the investigation, the investigator should be mindful of the following:

1. The information provided by the applicant and others connected with the investigation is private and confidential. At no time should the investigator disclose this information to any unauthorized individuals. This information is gathered for the sole purpose of evaluating the applicant's eligibility for the position of Police Officer.
2. Personal interviews of references are the best method for obtaining information about the applicant. While you are gathering information, you will also be able to evaluate the reliability of the source. List the names, addresses, and telephone numbers of persons to be contacted or interviewed arranging them so that you may contact them in a logical sequence to avoid backtracking or wasting time. Call ahead to schedule an appointment and save time. Keep your schedule flexible to allow for following leads developed along the way. If it is not practical or possible to interview a reference personally, mail a letter requesting the information you need. Allow enough lead-time so that your report is not delayed by late information.
3. Persons contacted during the course of the investigation may have never had personal contact with a police officer. It is important that these contacts are positive and that the investigator is courteous, professional and thorough in dealing with all references.
4. If the investigator discovers information which is likely to cause the rejection of the application, the investigator should make every attempt to verify the information and report it accurately and completely in the Background Investigation Report.
5. The investigator should be fair, consistent and impartial. Caution should be exercised by the investigator to report verifiable, factual information and to refrain from editorializing or injecting the investigator's personal biases or prejudices into the report.

A personal interview of the applicant by the investigator is not permitted. This personal contact is prohibited to insure the complete objectivity of the investigator and to prevent the injection of the investigator's personal values, biases and prejudices about the applicant into the Background Investigation Report.

Amended 04/22/10

## **Background Investigator's Guide**

Although a personal interview is not permitted, the investigator is not totally prohibited from contacting the applicant. Fingerprinting is required for a complete background investigation. Therefore, the background investigator must have some personal contact with the applicant. However, the background investigator should attempt to keep this personal contact to an absolute minimum.

6. The Background Investigation Report will be reviewed by the Police Chief prior to the Chief's interview and before a decision is rendered on the applicant's future eligibility. The facts developed by the investigation, including any inconsistencies in information provided by the applicant will be reviewed thoroughly by the Police Chief and the City Manager. They will decide if the applicant is to be rejected or considered further. This judgment is not to be rendered by the investigator.

### **REASONS FOR REJECTION OF THE APPLICANT**

There are several justifiable reasons for the rejection of an applicant for the position of Police Officer. The investigator should be thoroughly familiar with these reasons for rejection.

They are:

1. Delinquency, misconduct or excessive absenteeism in prior employment.
2. Criminal, dishonest, infamous or notoriously disgraceful conduct.
3. Conduct that is contrary to justice, honesty, or good morals.
4. Intentional false statement or deception or fraud in examination or appointment.
5. Habitual use of intoxicating beverages to excess.
6. Illegal use of narcotics, drugs or other controlled substances.
7. Reasonable doubt as to the loyalty of the applicant to the government of the United States.
8. Opposition on the basis of conscience or belief to the use of force in an official capacity.

These reasons for rejection are not meant to be absolute and may be conditional based upon the following considerations:

1. The nature and seriousness of the conduct in question.
2. The circumstances surrounding the conduct.
3. When the conduct occurred.
4. The applicant's age at the time of the conduct.
5. Extenuating social or environmental factors.
6. The presence or absence of attempts toward rehabilitation.

Amended 04/22/10

## **Background Investigator's Guide**

### **PERSONAL HISTORY STATEMENT**

The investigation begins with the review of the Personal History Statement completed by the applicant. The applicant has been advised that the Background Investigation will be based on this document and any misrepresentation or falsification of any information provided to the City may be grounds for rejection or dismissal.

Review the Personal History Statement carefully. It will acquaint you with the candidate. Check it for inconsistencies, conflicting statements or omissions. Check it against any other information provided by the applicant. Note any questionable items which must be resolved by the investigation.

### **EMPLOYMENT HISTORY**

Former employers of the applicant should be contacted. The investigator should attempt to verify any employment information provided by the applicant. The investigator should also attempt to interview the applicant's supervisor, co-workers or other individuals who have a personal knowledge of the applicant. See list of suggested interview questions below. A copy of a release signed by the applicant should accompany any request for information.

### **MILITARY SERVICE RECORD**

If the applicant has served in the military, the investigator should contact the branch in which the applicant has served and attempt to verify the information provided by the applicant. A copy of a release signed by the applicant should accompany any request for information.

### **RECORD OF CRIMINAL CONVICTIONS**

The applicant should be fingerprinted in order to do a proper criminal record check. The applicant's criminal record should be requested from the Federal Bureau of Investigation.

### **DRIVING RECORD**

A report of the applicant's driving record should be obtained from every state where the applicant was licensed to drive.

### **CREDIT HISTORY**

A report of the applicant's credit history should be requested and attached to the investigator's report.

## **Background Investigator's Guide**

### **INTERPERSONAL RELATIONSHIPS**

The investigator should attempt to assess the kind of relationships established between the applicant and others and the ability of the applicant to relate to individuals on both a professional and social level. The investigator should interview all references provided by the applicant as well as any other individuals who may have a personal knowledge of the applicant such as neighbors, family members, or co-workers. See list of suggested interview questions below.

### **SUGGESTED INTERVIEW QUESTIONS**

The following questions are suggested as a guide to assist the investigator to gather the necessary information from interview subjects. The investigator may use these questions as a starting point and develop additional questions to elicit specific facts to support statements made in response to these questions. Possible interview subjects to contact would include references provided by the applicant, present and former employers, present and former neighbors, co-workers, family members and any other individuals personally acquainted with the applicant.

1. How long has the subject known the applicant? What is the nature of their relationship?
2. Is the applicant able to maintain effective interpersonal relationships on a professional and/or social level?
3. Has the applicant ever been disciplined or terminated by an employer for misconduct including excessive absenteeism or tardiness?
4. How was the applicant's attendance record with former employers when compared to co-workers? Worse, the same, or better?
5. Is the applicant generally liked by others? Respected?
6. Is the applicant able to control his/her temper under stressful conditions?
7. Is the subject aware of any person who is disliked by the applicant or who dislikes the applicant?
8. Is the subject personally aware of any instance in which the applicant has failed to lawfully discharge any financial obligation?
9. Has the subject personally witnessed the applicant use or consume alcoholic beverages? How does the use or consumption of alcohol affect the applicant?
10. Has the subject personally witnessed the applicant use drugs illegally?
11. Has the subject personally witnessed the applicant express any views which indicate that the applicant may be biased or prejudiced toward any individual or group because of race, gender, religion or ethnicity?
12. Has the subject personally witnessed the applicant express any views which indicate that the applicant might not be able or willing to enforce all laws fairly and consistently?
13. Is there any reason to question the ability of the applicant to use force when necessary?
14. Has the applicant ever deviated from the use of good judgment?

REPORT FORMAT

Cover Page

CITY OF NEWARK  
DELAWARE

BACKGROUND INVESTIGATION REPORT

(APPLICANT'S NAME)

(INVESTIGATOR'S NAME)

(DATE SUBMITTED)

Following Pages

Investigator should report all information in narrative form under the following categories:

1. Employment History
2. Military Service
3. Record of Criminal Convictions
4. Driving Record
5. Interpersonal Relationships

Responses from interviewees should be reported under the appropriate heading and should include the name of the subject and the relationship to the applicant, and direct quotations, whenever possible.

Attachments

The investigator should attach to the report a copy of the applicant's credit history and any other reports, documents, etc. obtained during the investigation.

Amended 04/22/10



# PRE-EMPLOYMENT MEDICAL EXAMINATION FORM



City of Newark  
City Manager's Office  
220 Elkton Road  
Newark, DE 19711-4562

Dear Doctor:

\_\_\_\_\_ is being considered for employment as a police officer  
(Applicant's Name)  
with the City of Newark Police Department.

This applicant must be certified to be able to perform the duties of this position. Below is a list of tasks that the applicant will be required to perform should he/she be hired:

- Break down and force open doors.
- Climb through openings (e.g. windows).
- Climb up or over obstacles.
- Crawl in confined areas.
- Drag or pull heavy object or person.
- Handcuff passive suspects or prisoners.
- Jump across obstacles.
- Jump down from elevated surfaces.
- Lift and carry heavy objects or persons.
- Physically push moveable objects (including vehicles).
- Run up and down stairs.
- Sit for more than one half of the work shift.
- Engage in a physical altercation after being assaulted.
- Repeatedly enter and exit an automobile during an entire shift.
- Conduct a forcible entry into a building or room.
- Wear soft body armor and a heavy gunbelt during an entire work shift.
- Run after a fleeing subject on difficult terrain and in difficult conditions.
- Patrol on foot in both normal and adverse weather conditions.

The applicant must also have:

- Visual acuity of 20/200 or better in each eye that is correctable to 20/20.
- Normal color vision, night vision, depth perception, and peripheral vision.
- Normal directional, volume, and frequency levels of hearing.
- Normal volume and clarity in speaking.
- No major impediment of the senses.
- No physical deformities that would be detrimental to proper performance of police duties.
- Weight in proportion to his or her height.

After reviewing these activities and conditions, and after examining the applicant, please complete the following statement by circling the appropriate word: (Please list any limiting factors on the reverse of this page.)

It is my professional opinion that the individual **MEETS/DOES NOT MEET** all of the above listed criteria.

\_\_\_\_\_  
Date

\_\_\_\_\_  
Physician's Name

\_\_\_\_\_  
Physician's Signature

Note to Examining Physician: The person you are about to examine will have to cope with the functional requirements and environmental factors listed on the other side of this form. Please take them into consideration as you make your examination and report your findings and conclusions.

1. Height: \_\_\_\_\_ feet, \_\_\_\_\_ inches. Weight: \_\_\_\_\_ pounds. Is height/weight proportionate?  YES  NO

2. Eyes:

(A) Distant Vision (Snellen): without glasses: right 20/\_\_\_\_\_, left 20/\_\_\_\_\_; with glasses, if worn: right 20/\_\_\_\_\_, left 20/\_\_\_\_\_.

(B) Color Vision: Is color vision normal when Ishihara, color plate, lantern, yarn, or other comparable test is used?  YES  NO

Audiometer

250	500	1000	2000	3000	4000	5000	6000	7000	8000
/	/	/	/	/	/	/	/	/	/

3. Ears: (Consider denominators indicated here as normal. Record as numerator, the greatest distance heard.)  
 Ordinary Conversation: Right ear \_\_\_\_\_/20 ft.; Left ear \_\_\_\_\_/20 ft.

4. Other findings: In items (a) through (l) briefly describe any *abnormality* (including diseases, scars, and disfigurations.) Include a brief history, if pertinent. If normal, so indicate.

a. Eyes, ears, nose, and throat ( <i>including tooth and oral hygiene</i> )	g. Extremities
b. Head and back ( <i>including face, hair, scalp</i> )	h. Urinalysis Sp. Gr. _____ Sugar _____ Blood _____ Albumen _____ Casts _____ Pus _____
c. Speech ( <i>note any malfunction</i> )	i. Respiratory tract ( <i>X-ray, if indicated</i> )
d. Skin and lymph nodes ( <i>including thyroid gland</i> )	j. Heart ( <i>size, rhythm, function</i> ) Blood Pressure _____ Pulse _____ EKG ( <i>if indicated</i> )
e. Abdomen	k. Back
f. Peripheral blood vessels	l. Neurological and mental health

Conclusions: Summarize below any medical findings which in your opinion, would limit this person's performance of the job duties and/or would make him/her a hazard to himself/herself or others. If none, so indicate.

No limiting conditions

Limiting conditions as follows:

Review the Personal History Statement carefully. It will acquaint you with the candidate. Check it for inconsistencies, conflicting statements or omissions. Check it against any other information provided by the applicant. Note any questionable items which must be resolved by the investigation.

### **EMPLOYMENT HISTORY**

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## **SUGGESTED INTERVIEW QUESTIONS**

The following questions are suggested as a guide to assist the investigator to gather the necessary information from interview subjects. The investigator may use these questions as a starting point and develop additional questions to elicit specific facts to support statements made in response to these questions. Possible interview subjects to contact would include references provided by the applicant, present and former employers, present and former neighbors, co-workers, family members and any other individuals personally acquainted with the applicant.

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2. Is the applicant able to maintain effective interpersonal relationships on a professional and/or social level?
3. Has the applicant ever been disciplined or terminated by an employer for misconduct including excessive absenteeism or tardiness?
4. How was the applicant's attendance record with former employers when compared to co-workers? Worse, the same, or better?
5. Is the applicant generally liked by others? Respected?
6. Is the applicant able to control his/her temper under stressful conditions?
7. Is the subject aware of any person who is disliked by the applicant or who dislikes the applicant?
9. Is the subject personally aware of any instance in which the applicant has failed to lawfully discharge any financial obligation?

Amended 8/26/03

9. Has the subject personally witnessed the applicant use or consume alcoholic beverages? How does the use or consumption of alcohol affect the applicant?
10. Has the subject personally witnessed the applicant use drugs illegally?
11. Has the subject personally witnessed the applicant express any views which indicate that the applicant may be biased or prejudiced toward any individual or group because of race, gender, religion or ethnicity?
12. Has the subject personally witnessed the applicant express any views which indicate that the applicant might not be able or willing to enforce all laws fairly and consistently?
13. Is there any reason to question the ability of the applicant to use force when necessary?
14. Has the applicant ever deviated from the use of good judgment?

REPORT FORMAT

Cover Page  
CITY OF NEWARK  
Delaware

BACKGROUND INVESTIGATION REPORT

(APPLICANT NAME)

(INVESTIGATOR NAME)

(DATE SUBMITTED)

Following Pages

Investigator should report all information in narrative form under the following categories:

1. Employment History
2. Military Service
3. Record of Criminal Convictions
4. Driving Record
5. Interpersonal Relationships

Responses from interviewees should be reported under the appropriate heading and should include the name of the subject and the relationship to the applicant, and direct quotations, whenever possible.

Attachments

The investigator should attach to the report a copy of the applicant's credit history and any other reports, documents, etc. obtained during the investigation.



# PRE-EMPLOYMENT MEDICAL EXAMINATION FORM



**CITY OF NEWARK**  
**ATTN: City Manager's Office**  
P.O.Box 390  
220 Elkton Road  
Newark, Delaware 19715-0390

Dear Doctor:

\_\_\_\_\_ is being considered for employment as a police officer with the \_\_\_\_\_  
(Applicant's Name)  
City of Newark Police Department.

This applicant must be certified to be able to perform the duties of this position. Below is a list of tasks that the applicant will be required to perform should he/she be hired:

- Break down and force open doors.
- Climb through openings (e.g. windows).
- Climb up or over obstacles.
- Crawl in confined areas.
- Drag or pull heavy object or person.
- Handcuff passive suspects or prisoners.
- Jump across obstacles.
- Jump down from elevated surfaces.
- Lift and carry heavy objects or persons.
- Physically push moveable objects (including vehicles).
- Run up and down stairs.
- Sit for more than one half of the work shift.
- Engage in a physical altercation after being assaulted.
- Repeatedly enter and exit an automobile during an entire shift.
- Conduct a forcible entry into a building or room.
- Wear soft body armor and a heavy gunbelt during an entire work shift.
- Run after a fleeing subject on difficult terrain and in difficult conditions.
- Patrol on foot in both normal and adverse weather conditions.

The applicant must also have:

- Visual acuity of 20/200 or better in each eye that is correctable to 20/20.
- Normal color vision, night vision, depth perception, and peripheral vision.
- Normal directional, volume, and frequency levels of hearing.
- Normal volume and clarity in speaking.
- No major impediment of the senses.
- No physical deformities that would be detrimental to proper performance of police duties.
- Weight in proportion to his or her height.

After reviewing these activities and conditions, and after examining the applicant, please complete the following statement by circling the appropriate word: (Please list any limiting factors on the reverse of this page.)

It is my professional opinion that the individual **MEETS/DOES NOT MEET** all of the above listed criteria.

\_\_\_\_\_  
Date

\_\_\_\_\_  
Physician's Name

\_\_\_\_\_  
Physician's Signature

Note to Examining Physician: The person you are about to examine will have to cope with the functional requirements and environmental factors listed on the other side of this form. Please take them into consideration as you make your examination and report your findings and conclusions.

1. Height: \_\_\_\_\_ feet, \_\_\_\_\_ inches. Weight: \_\_\_\_\_ pounds. Is height/weight proportionate?  YES  NO

2. Eyes:

(A) Distant Vision (Snellen): without glasses: right 20/\_\_\_\_\_, left 20/\_\_\_\_\_; with glasses, if worn: right 20/\_\_\_\_\_, left 20/\_\_\_\_\_.

(B) Color Vision: Is color vision normal when Ishihara, color plate, lantern, yarn, or other comparable test is used?  YES  NO

Audiometer

250	500	1000	2000	3000	4000	5000	6000	7000	8000
/	/	/	/	/	/	/	/	/	/

3. Ears: (Consider denominators indicated here as normal. Record as numerator, the greatest distance heard.)  
Ordinary Conversation: Right ear \_\_\_\_\_/20 ft.; Left ear \_\_\_\_\_/20 ft.

4. Other findings: In items (a) through (l) briefly describe any *abnormality* (including diseases, scars, and disfigurements.) Include a brief history, if pertinent. If normal, so indicate.

a. Eyes, ears, nose, and throat (*including tooth and oral hygiene*)

g. Extremities

b. Head and back (*including face, hair, scalp*)

h. Urinalysis  
Sp. Gr. \_\_\_\_\_ Sugar \_\_\_\_\_ Blood \_\_\_\_\_  
Albumen \_\_\_\_\_ Casts \_\_\_\_\_ Pus \_\_\_\_\_

c. Speech (*note any malfunction*)

i. Respiratory tract (*X-ray, if indicated*)

d. Skin and lymph nodes (*including thyroid gland*)

j. Heart (*size, rhythm, function*)  
Blood Pressure \_\_\_\_\_  
Pulse \_\_\_\_\_ EKG (*if indicated*)

e. Abdomen

k. Back

f. Peripheral blood vessels

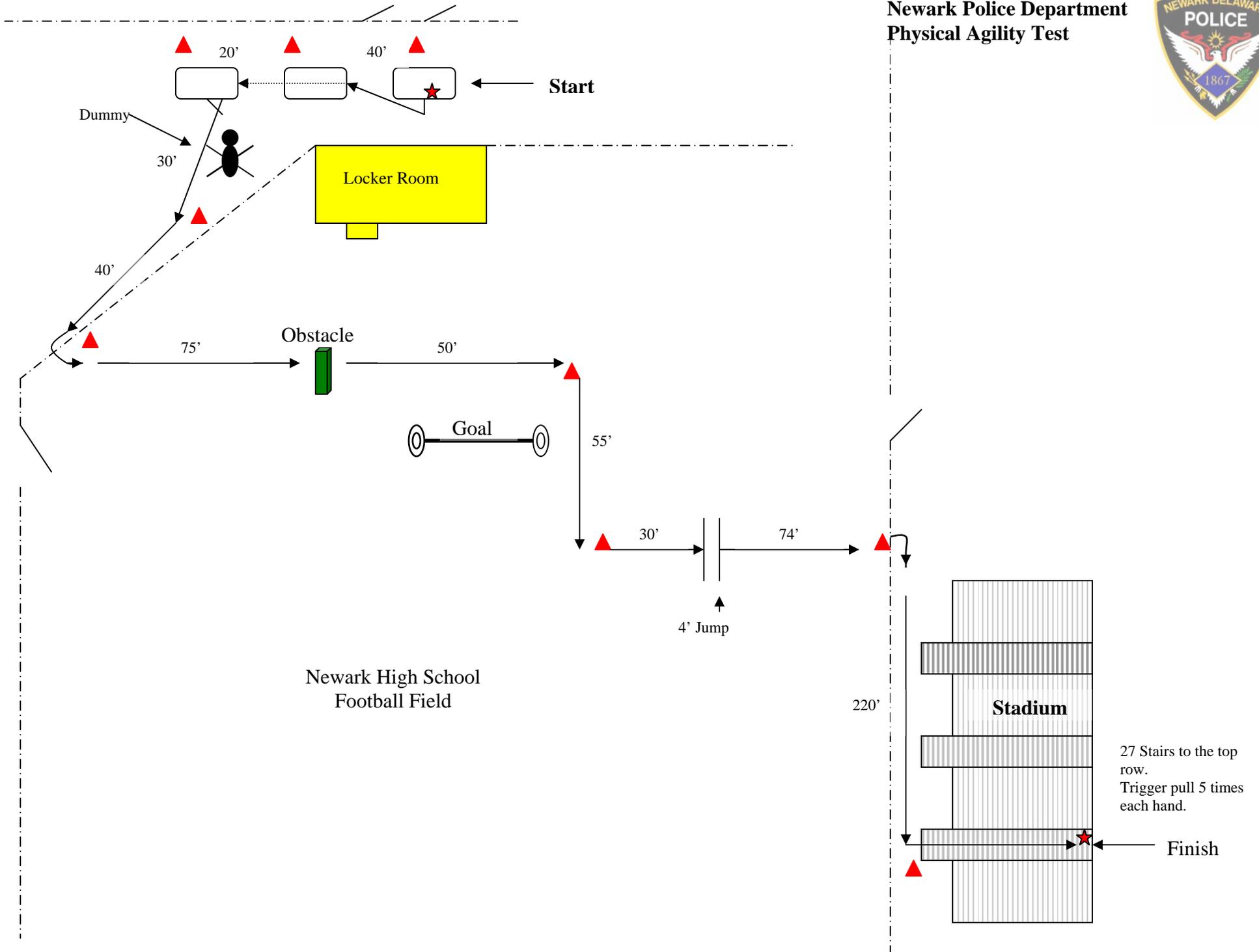
l. Neurological and mental health

Conclusions: Summarize below any medical findings which in your opinion, would limit this person's performance of the job duties and/or would make him/her a hazard to himself/herself or others. If none, so indicate.

No limiting conditions

Limiting conditions as follows:

# Newark Police Department Physical Agility Test





# PERSONNEL MANUAL

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## **SUBJECT: Performance Evaluations**

### A. Purpose

The purpose of the performance evaluation process is to manage and improve the performance of employees. Objectives of the performance evaluation process are to measure the effectiveness of the workforce in meeting established goals and objectives, provide feedback to the employee on job performance, assess employee recruitment practices, provide a basis for personnel decisions, and maintain written documentation on employees' work records.

### B. Authority and Responsibility

The City Manager's Office is responsible for administering the personnel function, including the performance evaluation process. This office is responsible for overseeing the evaluation process, developing evaluation procedures, initiating employee evaluations, maintaining the City's official personnel file, and submitting approved status reports to the Finance Department for payroll changes.

The employee's immediate supervisor is responsible for assigning work, monitoring work performance, and evaluating the employee's performance on the appropriate evaluation form, and recommending the appropriate personnel action based upon the results of the evaluation. The immediate supervisor is defined as the person who either oversees, reviews or checks the work of the employee. The supervisor, or "rater", must rate the performance of the employee in certain factors according to established performance standards. Comments supporting the ratings and the recommendation should be provided on the evaluation form.

Prior to discussing the evaluation with the employee, the rater should discuss the employee's performance with the department director. After preliminary review and comment by the department director, the rater should discuss and review the evaluation form with the employee. The rater should provide the employee with a verbal explanation of the ratings, comments and recommendation. The employee has the right to attach a written response to the rater's comments, ratings and recommendation. After the employee has been given an opportunity to review and respond to the evaluation, the employee must sign the evaluation form to acknowledge that the employee is aware of the contents of the evaluation. Any employee who refuses to sign the evaluation form may be subject to disciplinary action as provided by this policy.

The rater must forward the signed evaluation form along with the rater's recommended personnel action to the department director. The rater may recommend one of the following personnel actions based upon the results of the evaluation, and the employee's status, group and location within the salary grade.



# PERSONNEL MANUAL

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## Performance Evaluation

### Probationary Employees

#### **Management**

1. Each employee who receives a performance rating of less than zero may be terminated from employment.
2. Each employee who receives a performance rating of zero or more shall be changed to non-probationary status.

#### **AFSCME, Employees Council, FOP and Management Part-Time**

1. Termination - Employee must be rated between 0.0 and 2.49.
2. Change to non-probationary status and merit step increase - Employee must be rated between 2.5 and 5.00.

### Non-Probationary Employees

#### **Management**

1. Each employee who receives a performance rating of less than zero on two consecutive evaluations may be terminated from employment.
2. The annual base salary rate of each employee who receives a performance rating of zero or more shall be increased by 4% but not more than the maximum of the range.

#### **AFSCME, Employees Council, FOP and Management Part-Time**

1. Termination - Employee must be rated between 0.0 and 2.49 on two consecutive performance evaluations.
2. No pay increase - Employee must be rated between 0.0 and 2.49.
3. Merit step increase, if applicable or no pay increase - Employee must be rated between 2.50 and 5.00.



# PERSONNEL MANUAL

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## Performance Evaluation

### Temporary Full-Time

1. Not recommended for re-hire - Employee must be rated between 0.0 and 2.49.
2. Recommended for re-hire - Employee must be rated between 2.50 and 5.00.

The department director may either approve or deny the rater's recommendation. If the department director denies the recommendation of the rater, the director shall attach to the evaluation form a written justification for the denial. The department director may attach any other appropriate comments.

The employee shall be provided a copy of the department director's comments, acknowledge the receipt of same and be given the opportunity to attach a written response to them.

### C. Types of Formal Performance Evaluations

Although the monitoring and evaluating of an employee's performance is a continuous process, formal evaluations are to be conducted at regular intervals. The types of formal, written evaluations include the probationary, merit, annual and termination evaluations.

Other evaluations may be initiated by the department director or immediate supervisor at any time and submitted to the City Manager's Office on the appropriate form.

1. Probationary Evaluation - The length of probationary period varies among employee groups. The probationary period may be either six months for Local 1670, Management, or Employees Council employees; or approximately eighteen months for FOP employees.

The probationary evaluation serves three purposes. First, it enables the supervisor to clarify job responsibilities and advise the employee of problem areas where improvements are needed. Second, it enables the employer to assess the employee's work potential and whether the employee meets the minimum job requirements.

Third, it serves as the final screening method in the employee recruitment process. It allows the employee's supervisor to make a final determination as to whether the employee is suited for the position. It should be noted that dismissal of an employee for performance that is rated below acceptable standards may occur at any time during the probationary period.



# PERSONNEL MANUAL

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## Performance Evaluation

A probationary evaluation is to be conducted prior to the end of the employee's probationary period. Department directors should specifically recommend the retention or dismissal of the employee based on the supervisor's evaluation of the employee's performance. Each probationary, regular, employee represented by Employees Council, FOP Lodge No. 4, and AFSCME Local 1670 who is rated between 2.50 and 5.00 shall be retained as a non-probationary employee and may be eligible for a merit step increase. Management and regular part-time employees are eligible to receive a merit increase upon satisfactory completion of one year of service. Each employee who is rated between 0.0 and 2.49 during the probationary period shall be immediately terminated from employment.

2. Merit Evaluation - Each member of Management, Employees Council, FOP Lodge No. 4, or AFSCME Local 1670 who has not reached the top step of his/her established pay range is eligible to receive a merit step increase at regular service intervals. The merit performance evaluation is to be used as the basis for the decision on whether a merit step increase should be approved.

The performance evaluation for the merit step increase is to be conducted and submitted to the City Manager's Office prior to the employee's completion of his/her service interval. Department directors should determine whether an employee should receive or be denied a merit step increase based on their performance evaluation.

The City Manager is responsible for overseeing the evaluation process and authorizing payroll changes based on the department director's approval of the merit step increase.

3. Annual Evaluation - Each member of Management, Employees Council, FOP Lodge No. 4 or AFSCME Local 1670 who has reached the top step of their pay range will be evaluated annually shortly before the anniversary of their hire by the City.

The purpose of the annual evaluation is to provide continued feedback on the employee's work performance, positive work initiatives, and weak or problem areas. Annual evaluations are to be conducted and submitted to the City Manager's Office prior to the employee's anniversary date. Although performance evaluation ratings, at this point, are not tied to pay increases, they may be used as the basis for promotions or other personnel actions.

# PERSONNEL MANUAL

## Performance Evaluation

4. Termination Evaluation - Each temporary, full-time employee shall be evaluated at termination. If the employee receives an evaluation rating between 0.0 and 2.49, the employee shall be ineligible for rehire in the future. If the employee receives an evaluation rating between 2.50 and 5.00, the employee may be considered for rehire in the future.
5. Other Evaluations - Other non-scheduled evaluations may be initiated by the department during interim periods. These evaluations may be warranted as a follow-up to discipline, to assess performance improvement requirements, following a change in assignment or promotion, or during the probationary period. The purpose of these evaluations is to monitor the employee's performance at more frequent intervals than prescribed.

Although the evaluation is initiated by the department rather than the City Manager's Office, the rating form and related materials should be submitted to the City Manager's office. The completed evaluation form shall be retained in the employee's official personnel file.

### D. Evaluation Cycle

Performance evaluation should not be regarded as a static, annual or semi-annual activity, but as a year-round, ongoing cycle. During the cycle, continuous feedback should be provided to the employee on his/her performance, ability to meet job requirements, achievement of work standards, and the need for improvement.

The performance evaluation cycle consists of three phases: performance planning, performance monitoring, and the performance evaluation. Each phase and the supervisor's role in carrying out each phase is described below.

#### 1. Performance Planning

Performance planning represents the beginning of the performance evaluation cycle. This phase should be initiated immediately following the hiring, transfer, promotion, demotion, or reclassification of an employee. It also should be initiated immediately following the formal evaluation of an employee.

Performance planning is future oriented. It is designed to promote the employee's understanding of job requirements, performance standards, work goals, and what is expected of the employee over the next evaluation period.

# PERSONNEL MANUAL

## Performance Evaluation

A performance planning conference, an informal counseling session between the supervisor and employee, should be held to clarify performance expectations and standards. To prepare for the session, the supervisor should review relevant documents prior to meeting with the employee. Examples of documents to review include the employee's job description, the most recent performance evaluation, the department's current management plan objectives that are relevant to the position, and the employee's personnel file.

Once the supervisor has reviewed relevant materials, the performance planning conference should be held in a relaxed atmosphere and may be conducted at the same time as the employee's formal evaluation. To encourage the employee's involvement in performance planning, the discussion should be interactive and solicit input from the employee.

The discussion should focus on developing a workplan for the employee over the next evaluation period. A workplan will simply outline performance goals and expectations and may be developed on an informal (unwritten) or formal (written) basis. For most employees, an informal discussion on the workplan will suffice. For employees who have performance deficiencies, as identified during the formal evaluation, a written performance improvement plan should be developed and placed in the employee's personnel file. The plan should document performance deficiencies and specify corrective actions that must be taken prior to a certain date.

In either case, informal or formal workplans should clarify performance standards in terms of when or how often a task should be performed (frequency), how much will be done (quantity), how well it will be done (quality), resources that will be used, and in what priority work will be performed. One workplan may be developed for positions with similar duties and responsibilities, but should be discussed separately with each employee.

### 2. Performance Monitoring

Performance monitoring occurs mid-cycle between evaluations. This phase of the performance evaluation cycle is conducted informally and involves observing the employee's performance, collecting information, coaching, and providing feedback to the employee.



# PERSONNEL MANUAL

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## Performance Evaluation

Supervisors are responsible for observing and documenting job performance and work-related behavior. The nature of the position and supervisory/subordinate relationship determines how performance will be observed. For example, some positions allow the supervisor to directly observe the employee's work as it is being performed. In other positions where the employee performs work independently, the supervisor rarely observes the work performance. In these cases, the supervisor can indirectly observe work by reviewing work products, results, performance indicators, or records and by obtaining feedback from others who observe or have direct knowledge of the employee's work.

Specific examples of job performance should be documented as it is observed. Documentation is important for several reasons. First, written records assist the supervisor in recalling job-related behaviors over the entire evaluation period. Second, records of specific job behaviors or incidents can substantiate performance ratings. Third, documentation helps to identify recurrent performance or disciplinary problems.

The formal performance evaluation should not take the place of regular communication between the employee and supervisor. Regular feedback should be provided to the employee as performance is observed and documented. Feedback is more helpful at the time work is being performed. Coaching or counseling the employee may provide effective positive or negative reinforcement of a job-related behavior. In fact, the lack of communication can unintentionally serve as positive reinforcement for undesirable behavior. Therefore, praise, encouragement, constructive criticism, or discipline should be initiated when behavior is observed.

When providing feedback, focus on:

- the specific behavior or actions of the employee rather than the individual's personality.
- directly observable behavior, not opinions
- descriptions of incidents, rather than judgments of personal value systems
- present, not past behavior
- needs of the employee in terms of his/her ability to meet performance standards, rather than the needs of the supervisor
- actions of the employee rather than "why" things were done.



# PERSONNEL MANUAL

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## Performance Evaluation

### 3. Performance Evaluation

The performance evaluation phase of the evaluation process takes place at the end of the cycle. While it focuses on job-related behavior that occurs throughout the evaluation period, it also incorporates elements of performance planning. The performance evaluation involves the supervisor's review of the employee's work performance, preparing the formal rating on the appropriate evaluation form and conducting the performance evaluation interview. Since the supervisor has been providing feedback to the employee throughout the evaluation period, the performance evaluation should be conducted with relative ease by the supervisor and contain no surprises to the employee.

#### a. Supervisor's Preparation

To ensure that the performance evaluation is a positive and valuable experience to the employee and accurately reflects the employee's level of performance, advanced preparation is essential. The City Manager's Office will send evaluation forms, attendance records, and status reports, if applicable, to departments several weeks prior to when an evaluation is due. Generally, all evaluations due in a particular month are distributed at the same time.

Upon receipt of the evaluation form, the direct supervisor of the employee should tentatively schedule a date for the evaluation interview. The interview should be held at least one week prior to the due date as the evaluation will then be reviewed by the department director and submitted to the City Manager's Office.

In order to complete the evaluation, the supervisor should review relevant personnel material including the employee's job description, last evaluation, attendance records, the personnel file, performance standards, departmental records on productivity or performance indicators, and supervisory logs or documentation on specific examples of job performance. As discussed previously, documentation of specific, observable behavior during the evaluation period is invaluable in supporting the overall rating or in justifying high or low ratings on a particular factor.

# PERSONNEL MANUAL

## Performance Evaluation

### b. Completing the Evaluation Form

Once the appropriate material is reviewed, the supervisor should become familiar with the rating form. Copies of the Performance Evaluation forms and Performance Factors are provided on pages 2.5-18 to 2.5-29 and 2.5-33 to 2.5-50. Prior to completing the evaluation, it is particularly important to review the description of standard behavior for each performance factor.

In order to rate each employee fairly, the supervisor must be thoroughly familiar with the duties and responsibilities of a position as well as the standards against which employee performance is rated. Do not prejudge an employee's overall performance, prior to rating each factor. By considering each factor separately, performance strengths and weaknesses will be more easily identified.

In a large department, several different supervisors may be required to rate employees against the same standards. It may be helpful for supervisors to discuss the interpretation of performance standards and rating factors to ensure consistency and avoid inflated ratings of employees. In departments where there is a distinct hierarchy of positions and supervisory levels, such as the police department, a broader participation in the evaluation process may be required. The initial evaluation shall be conducted by the employee's immediate supervisor and cross-checked or reviewed through the chain of command.

### c. Evaluation Pitfalls

The long-term use of an evaluation form can lead to superficial reviews of the employee's performance, a less than thorough review of rating factors, or rater errors. If not utilized correctly, performance evaluations are of little value. Avoid these common evaluation pitfalls:

- 1) Central Tendency Effect - The supervisor provides ratings that cluster around the midpoint of the scale and do not reflect performance.
- 2) Recency Factor - The supervisor rates the employee based on performance over the past several weeks or on a recent incident rather than over the entire evaluation period.
- 3) Halo Effect - The supervisor allows performance in one area or past performance rating to influence current ratings on all factors.

# PERSONNEL MANUAL

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## Performance Evaluation

- 4) Personal Bias - The supervisor's ratings may be influenced by personal values or subjective factors rather than job-related factors.
- 5) Leniency or Strictness - The supervisor rates the employee either too harshly or too leniently, which tends to skew the overall evaluation.

### d. Evaluation Interview

Once the supervisor has conducted the actual evaluation on the evaluation form, the evaluation interview should be scheduled. Provide the employee with advanced notice of appraisal interview and be prepared to devote at least 30 minutes to promote an open exchange of communication. The appraisal interview should be conducted in a quiet, relaxed atmosphere, free from distractions, phone calls, or interruptions.

The following appraisal interview guidelines should be followed:

- 1) Set The Tone - Convey a positive, professional attitude. Maintain a relaxed atmosphere, but stress the importance of the evaluation process. The evaluation interview should be described as an interaction process. Encourage the employee's input and participation.
- 2) Explain The Purpose - Explain the purpose of the meeting and what will be discussed. The purpose of the evaluation interview is to discuss the employee's performance over the evaluation period, obtain an understanding of the employee's performance strengths and weaknesses, and explain how the employee's performance relates to standards and ratings.
- 3) Discuss Performance - Review the ratings factor by factor. Cite specific examples of observed behaviors as the basis for ratings. Reinforce specific accomplishments and strengths, but make sure praise is sincere and job related. Provide constructive criticism on performance weaknesses. While some supervisors may be hesitant to cite weaknesses, remember that no employee is perfect. Even the most outstanding performers can improve their performance in some way.

# PERSONNEL MANUAL

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## Performance Evaluation

- 4) Actively Listen - To ensure that the employee understands what's being conveyed, promote involvement and actively listen to the employee. Use open-ended questions to invite a response and acknowledge the employee's perception of the discussion. Reiterate the employee's response to affirm your understanding of what is being communicated.
- 5) Plan For Improvement - Plans for future improvement in performance should be discussed. For employees with performance deficiencies in a particular area or those who have received an overall less than satisfactory evaluation, the performance plan should be developed with specific goals and timetables. This should be discussed point-by-point, and signed by the employee. This part of the interview overlaps with the performance planning phase of the evaluation cycle.
- 6) Discuss Impact on Pay - The overall evaluation's impact on pay, if any, should be discussed. While evaluations may provide a basis for personnel decisions, the supervisor should not make promises regarding promotions, reclassifications or upgrades. Clarify that the supervisor's recommendation will be subject to the approval of the department director and submitted to the City Manager.

### E. Instructions

The City employs several different performance evaluation forms. The type of evaluation form used depends on the position which the employee has been assigned to. Instructions have been developed for each form to assist raters to complete it properly. See pages 2.5-14 to 2.5-17 and 2.5-30 to 2.5-32.

### F. Employee Signature

Each performance evaluation is to be discussed with the employee by the employee's immediate supervisor and department head. The employee must sign the evaluation form to acknowledge the discussion. The employee's signature does not indicate concurrence with the evaluation. Any employee who refuses to sign the evaluation form may be subject to disciplinary action as follows:

1. First Offense - Written reprimand.
2. Second Offense - One (1) day suspension.



# PERSONNEL MANUAL

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## Performance Evaluation

3. Third Offense - Termination from employment.

An employee who feels the evaluation is inaccurate may provide written comments on the evaluation form or in a separate memorandum to be attached to the evaluation.

### G. Confidentiality

Performance evaluation forms are confidential and restricted in access to:

1. The employee. A copy of the completed evaluation will be provided to the employee at his/her request.
2. The employee's supervisor
3. The employee's department director
4. The City Manager and representatives of the City Manager's Office who may make them available to other representatives of management in connection with personnel actions related to the employee.

# PERSONNEL MANUAL

## MANAGEMENT PERFORMANCE EVALUATION SYSTEM

### INSTRUCTIONS FOR RATERS

#### PURPOSE

The management performance evaluation system is intended to direct employee behavior toward adherence to the values and pursuit of the goals of the City's Mission Statement. It attempts to achieve this by establishing clearly defined and objective performance standards.

#### OBJECTIVES

The performance evaluation system is designed to:

Manage performance - The job planning process provides a proactive approach to setting objectives and performance standards.

Promote objectivity - The establishment of measurable and realistic job performance standards allows the rater to reach equitable decisions regarding performance evaluations.

Promote communication - The process provides a vehicle for better communication on performance standards and encourages employee input in the evaluation process.

#### EVALUATION PROCESS

The performance evaluation is conducted shortly before the employee's annual performance review date. This is normally the anniversary date of the employee's hire. The evaluation of the employee's performance according to clearly defined performance levels and standards provides an objective way to reach equitable decisions regarding performance.

#### EVALUATION FORM

The management performance evaluation form consists of two major sections. Part I focuses on job-related performance areas during the evaluation period. Worth 70% of the total evaluation, Part I recognizes that certain performance areas are common to all management positions and should be considered as a basis for evaluation.

# PERSONNEL MANUAL

Part II recognizes the need for an individualized, job-related approach to performance evaluation. Worth 30% of the total evaluation, Part II is goal-directed. The supervisor and employee agree on acceptable performance standards for which the employee is responsible. Known as performance planning, the employee is aware of what is expected during the evaluation period through the setting of performance objectives. The rating provides an assessment of the employee's success in achieving established objectives at the conclusion of the rating period.

## COMPLETING THE EVALUATION FORM

### A. Rating

Choose a rating in each of the relevant performance areas which most accurately describe the employee's performance during the evaluation period. You may add performance areas not already included on the evaluation form. Each area marked Needs Improvement shall be assigned a value of -1. Each area marked Meets Expectations shall be assigned a value of 0. Each area marked Exceeds Expectations shall be assigned a value of +1. After all performance areas have been rated, calculate the average value for all applicable performance areas.

### B. Comments

It is important to explain a rating of Needs Improvement or Exceeds Expectations. For any Performance Area receiving such a rating, cite a specific example of the employee's performance which justifies such a rating.

### C. Performance Objectives

1. Objectives are specific statements which identify key areas of responsibility in terms of the results expected. At least three of the employee's top performance objectives should be identified for the upcoming year. Objectives should possess the following qualities:
  - results-oriented and specific
  - consistent with city/departmental goals
  - clear and concise
  - achievable, yet challenging
  - mutually agreed upon
  - accomplished through specific activities or performance standards

# PERSONNEL MANUAL

2. The evaluation of performance objectives involves reviewing and listing the top objectives from the previous year. A minimum of three objectives must be rated. Choose a rating for each performance objective which most accurately describes the employee's performance during the evaluation period. Calculate the average value for each performance objective using the same method as in Section I.

## D. Overall Performance Rating

1. To calculate the overall performance rating, multiply the Performance Area Rating by .70 and the Objectives Rating by .30 and add the weighted scores.

### Example

Average Performance Factor Rating       $\underline{0.5} \times .70 = 0.35$

Average Performance Objective Rating       $\underline{0.3} \times .30 = 0.09$

Overall Performance Rating    0.44

2. In the rater comments section, provide the employee with additional direction to guide him/her toward improved performance.
3. The Overall Performance Rating determines which personnel action you will recommend. Each employee who receives a rating of zero or more may receive a merit increase if eligible to do so.
4. Solicit employee comments and have the employee sign the form in the space provided.
5. The performance evaluation form and any attached documentation must be forwarded to the City Manager's Office for inclusion in the employee's personnel file.

## HOW PERFORMANCE EVALUATION IS LINKED TO PAY

The performance evaluation process provides a direct link to the management compensation system. The overall evaluation, or level of performance, determines the employee's eligibility for a pay increase within the established pay range.

Pay increases are not automatic. They are based on the employee meeting and sustaining acceptable job performance.



# PERSONNEL MANUAL

## A. Management Salary Ranges and Pay Grades

The management salary range and pay grade for each position are approved by City Council based on the recommendation of the City Manager. Each position is assigned to a pay grade for which a minimum and maximum salary or pay range is established. Annually, City Council may approve an adjustment in pay ranges by granting an across-the-board increase. This increase would adjust the minimum and maximum salaries of each pay range, as well as the current annual base salary rate for each management employee, by a constant percentage. This increase is usually implemented on April 1 but may occur on any date determined by City Council.

The pay grade assigned to a position may also be changed as the result of a salary survey or the reallocation of a position. This is commonly referred to as an "upgrade" or "downgrade." In these cases, only the minimum and maximum salaries of the position change. The current annual base salary rate for the employee(s) involved would remain unchanged after an upgrade, provided it is still between the minimum and maximum salaries of the newly assigned pay grade. Future changes in the employee's annual base salary rate would occur as a result of an across-the-board increase or through the performance evaluation system.

## B. Merit Increases

Employees who have not attained the maximum salary for their position fall within the "development range." The development range is designed to advance the employee to the range maximum, contingent on standard or better performance. A standard performance rating can never advance an employee's salary above the range maximum. The employee's poor performance will serve as an impediment to reaching the range maximum.

### DEVELOPMENT RANGE

<u>Performance Rating</u>	<u>Pay Adjustment</u>
Less than zero	no increase
Zero or more	4%*

\*If 4% adjustment exceeds range maximum, adjustment is limited to range maximum.

Amended 8/26/03



# PERSONNEL MANUAL

## CITY OF NEWARK, DELAWARE MANAGEMENT EMPLOYEE PERFORMANCE EVALUATION

EMPLOYEE NAME: \_\_\_\_\_ PROBATIONARY: \_\_\_\_\_  
 TITLE: \_\_\_\_\_ ANNUAL: \_\_\_\_\_  
 EVALUATION PERIOD: \_\_\_\_\_ OTHER: \_\_\_\_\_

### **MISSION STATEMENT**

The City of Newark's mission is to improve the City's quality of life by providing well-managed, cost-effective services to our customers, both internal and external, with an emphasis on quality, value, accessibility and responsibility.

#### I. Performance Areas

The performance of each and every employee shall be evaluated with respect to the employee's adherence to the values and pursuit of the goals of the Mission Statement.

Choose a rating in each of the following relevant performance areas which most accurately describes the employee's performance during the evaluation period. You may add performance areas not already included. Each area marked **Needs Improvement** shall be assigned a value of -1. Each area marked **Meets Expectations** shall be assigned a value of 0. Each area marked **Exceeds Expectations** shall be assigned a value of +1. If the performance area does not apply to the employee being rated, place a mark in the space provided.

NOT APPLICABLE	NEEDS IMPROVEMENT	MEETS EXPECTATIONS	EXCEEDS EXPECTATIONS	<b><u>PERFORMANCE AREAS</u></b>
				<b>TEAMWORK/COOPERATION</b>
				Supports management directives, follows instructions, responsibly carries out duties/assignments
				Considers impact of actions on other departments/operations
				Offers assistance to other employees and departments
				Maintains a cooperative work environment
				Encourages subordinates to assist others
				Attempts to correct policy deficiencies in a constructive manner without complaining or blaming others
				<b>PROFESSIONALISM</b>
				Adheres to high standards of ethical conduct by avoiding any appearance of impropriety or conflict of interest
				Keeps abreast of technical and/or legal developments in field of expertise
				Recognizes when a decision is necessary, considers potential impact, and accepts responsibility for actions
				Maintains confidentiality
				<b>LEADERSHIP</b>
				Achieves results by motivating and directing others
				Delegates responsibility as needed
				Sets positive example
				Promotes a positive personal, professional and organizational image
				<b>SUPERVISION</b>
				Manages the performance of staff and uses personnel effectively
				Evaluates employees objectively and fairly based on established performance criteria
				Applies policies consistently and supports policy compliance by other employees
				Takes appropriate corrective action on violations of ordinances, policies, procedures and work rules
				Acts impartially
				Keeps subordinates informed of policy developments and changes
				Treats subordinates with respect, dignity and patience
				<b>EMPOWERMENT</b>
				Supports the professional development and training of subordinates
				Solicits input from subordinates
				Encourages subordinates to be creative
				Supports initiative and innovation by subordinates

NOT APPLICABLE	NEEDS IMPROVEMENT	MEETS EXPECTATIONS	EXCEEDS EXPECTATIONS	<b><u>PERFORMANCE AREAS</u></b>
<b>PLANNING</b>				
				Establishes goals, develops realistic objectives, and sets priorities which reflect those of the City
				Organizes work flow and manages time effectively
				Coordinates functional elements to develop and implement plans
				Proactively recognizes and addresses emerging issues and prevents recurrent problems
<b>PRODUCTIVITY</b>				
				Implements and completes assignments in an accurate, thorough and timely manner
				Coordinates, schedules and carries out activities to meet deadlines
				Produces an appropriate volume of work
				Achieves established performance standards
				Identifies and recommends potential improvements, cost saving measures, and innovations
				Places a high priority on improving productivity
<b>COMMUNICATION</b>				
				Communicates effectively, both verbally and in writing
				Prepares accurate, thorough and succinct written reports
				Maintains positive customer relations
				Responds promptly and courteously to inquiries, complaints or requests
				Gives informative, organized and thorough presentations
<b>PROBLEM SOLVING</b>				
				Evaluates problems and solutions carefully and objectively before making a decision
				Responds quickly and positively to changes in priorities
				Performs effectively under stress and changing work conditions
				Resolves routine problems effectively
				Originates new ideas and work methods
<b>JUDGMENT</b>				
				Exercises appropriate discretion and good judgment
				Presents logical and technically sound recommendations and decisions
				Addresses questions and researches issues in an accurate and thorough manner

	NOT APPLICABLE	NEEDS IMPROVEMENT	MEETS EXPECTATIONS	EXCEEDS EXPECTATIONS	
<h1><u>PERFORMANCE AREAS</u></h1>					
					<b>COMPETENCE</b>
					Demonstrates proficiency in the skills needed to perform duties
					Understands and applies knowledge and expertise to the work environment
					Quickly masters new skills needed to perform duties
					<b>CARE OF CITY PROPERTY</b>
					Appearance of worksite projects positive image
					Exercises reasonable care in the operation and/or use of City property
	-1	0	+1		← RATING VALUE OF EACH BOX CHECKED IN THIS COLUMN
					← INDICATE TOTAL BOXES CHECKED MULTIPLIED BY RATING VALUE
					← INDICATE SUM OF ALL BOXES IN PREVIOUS ROW
					← DIVIDE SUM BY NUMBER OF PERFORMANCE FACTORS RATED AND INSERT ON PAGE 5

**COMMENTS:** For each Performance Area marked "Needs Improvement" or "Exceeds Expectations", cite specific examples of performance upon which the rating is based.

## II. Evaluation of Objectives

The employee and the rater should list, discuss and evaluate progress made on objectives established in the previous performance evaluation. For each objective, choose a rating which most accurately describes the employee's progress toward achieving the objective. Use the same scoring method as in **Section I, Performance Areas**.

				<h1>EVALUATION OF OBJECTIVES</h1>			
NEEDS IMPROVEMENT	MEETS EXPECTATIONS	EXCEEDS EXPECTATIONS					
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	1. Objective:	_____			
			Comments:	_____ _____ _____			
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	2. Objective:	_____			
			Comments:	_____ _____ _____			
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	3. Objective:	_____			
			Comments:	_____ _____ _____			
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	4. Objective:	_____			
			Comments:	_____ _____ _____			
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	5. Objective:	_____			
			Comments:	_____ _____ _____			
-1	0	+1	<input type="checkbox"/> RATING VALUE OF EACH BOX CHECKED IN THIS COLUMN <input type="checkbox"/> INDICATE TOTAL BOXES CHECKED MULTIPLIED BY RATING VALUE <input type="checkbox"/> INDICATE SUM OF ALL BOXES IN PREVIOUS ROW <input type="checkbox"/> DIVIDE SUM BY NUMBER OF OBJECTIVES RATED AND INSERT ON PAGE 5				

**III. OVERALL PERFORMANCE RATING**

Performance Area Rating from page 3 \_\_\_\_\_ X 70% = \_\_\_\_\_

Objectives Rating from page 4 \_\_\_\_\_ X 30% = \_\_\_\_\_

**OVERALL PERFORMANCE RATING** \_\_\_\_\_

**IV. PERFORMANCE OBJECTIVES FOR UPCOMING YEAR**

The employee and the rater should discuss and prioritize at least three of the employee's top performance objectives that are to be accomplished during the upcoming year. Additional objectives may be attached. Performance objectives must be results oriented and specific, stating what is to be achieved.

1. Objective: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

2. Objective: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

3. Objective: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

4. Objective: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

5. Objective: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**V. RATER COMMENTS:**

I certify that this review constitutes my best judgment of the employee's performance and is based on my personal knowledge of the employee's work.

\_\_\_\_\_  
**Rater**

\_\_\_\_\_  
**Date**

**V. EMPLOYEE COMMENTS:**

I certify that I have received a copy of this evaluation and it has been discussed with me. My signature does not mean that I agree with the ratings assigned. I have been given the opportunity to respond to this evaluation and my concerns or disagreements have been stated above.

\_\_\_\_\_  
**Employee**

\_\_\_\_\_  
**Date**

**VII. RECEIVED**

\_\_\_\_\_  
**City Manager**

\_\_\_\_\_  
**Date**

\_\_\_\_\_  
**Assistant to the City Manager**

\_\_\_\_\_  
**Date**



# PERSONNEL MANUAL

## MERIT PAY PERFORMANCE EVALUATION SYSTEM CWA AND AFSCME EMPLOYEES

### INSTRUCTIONS FOR RATERS

#### **PURPOSE**

The Merit Pay Performance Evaluation System serves two very important purposes. First, it promotes objective performance evaluation by establishing clearly defined performance standards. Second, through the use of quantifiable ratings, it introduces a greater degree of uniformity into the merit step increase process.

#### **OBJECTIVES**

The Merit Pay Performance Evaluation System is designed to:

Promote communication - The process provides a vehicle for better communication on performance standards and encourages employee input in the evaluation process.

Manage performance - The documentation of sub-standard performance guides the employee towards improved performance.

Promote objectivity - The establishment of measurable and realistic job performance standards allows the rater to reach equitable decisions regarding performance evaluations and pay.

Encourage improvement - The system, provides penalties for sub-standard performance and rewards for standard performance.

#### **EVALUATION PROCESS**

The performance evaluation is the heart of the Merit Pay Performance Evaluation System and it provides a direct link between the employee's performance and the employee's progress to the top of the pay grade. The performance evaluation is to be conducted shortly before the employee's performance review date.

#### **EVALUATION FORM**

The Merit Pay Performance Evaluation form consists of several sections. The first of these, Rating the Performance Factors, requires the employee's immediate supervisor to rate the employee's performance on a numerical scale from 0 to 5 in each of eight (8) different performance categories.



# PERSONNEL MANUAL

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The eight (8) rating categories are referred to as Performance Factors and they are common to every position in the employee group. A description of standard performance for each performance category may be found on the pages immediately following the evaluation form. Using the numerical scale provided, compare the performance of the employee being rated to the description of expected behavior for each performance factor. Assign a numerical rating from 0 to 5 which most consistently describes the employee's performance relative to the descriptions for expected behavior. An employee who is performing at expected levels is a good employee and should be rated between 2.5 and 3.49. The descriptive statements below should be useful in determining the rating for each performance factor.

## Performance Level

0.00 to 1.99	Performance is totally unacceptable and fails to meet the requirements of the position.
2.00 to 2.49	Performance falls short of meeting acceptable levels of performance. While not considered totally unacceptable, this rating indicates a performance deficiency that requires remedial action.
2.50 to 3.49	Performance consistently meets acceptable standards for the position.
3.50 to 4.49	Performance is above acceptable standards and exceeds the requirements of the position.
4.50 to 5.00	Performance is exemplary and well above acceptable standards for the position with no room for future improvement.

The ratings should then be added and divided by 8 to determine the employee's Average Performance Factor Rating.

Prior to establishing any of the numerical ratings, the employee's immediate supervisor should discuss the employee's performance with the department director. Since both the supervisor and the department director must approve of the employee's rating, it is important to resolve any disagreements at this point so that when the evaluation is presented to the employee, the employee will receive a clear assessment of his/her strengths and weaknesses.



# PERSONNEL MANUAL

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The next section, Rating Justification, requires the employee's immediate supervisor to justify a rating for any individual performance factor which falls below 2.5 or above 3.49. You must specify which factor is being justified. The rater must also cite actions the employee will take to increase the next ratings to 2.5.

The Employee Comments section gives the employee the opportunity to respond to any information provided in the previous sections. This is an extremely important right granted to the employee. Each employee should be strongly encouraged to make use of this section.

Finally, the form must be signed by the employee, the employee's supervisor, and department director before it is submitted to the City Manager's Office. The employee may not refuse to sign the form. Any employee who refuses to sign the form may be subject to disciplinary action.



# PERSONNEL MANUAL

## CITY OF NEWARK, DELAWARE PERFORMANCE EVALUATION CWA AND MANAGEMENT PART-TIME EMPLOYEES

EMPLOYEE: \_\_\_\_\_  PROBATIONARY

JOB TITLE: \_\_\_\_\_  MERIT

DEPARTMENT: \_\_\_\_\_  ANNUAL

EVALUATION DATE: \_\_\_\_\_  OTHER

EVALUATION PERIOD: \_\_\_\_\_

### A. PERFORMANCE FACTORS

The eight (8) rating categories are referred to as Performance Factors and they are common to every position in the employee group. A description of expected performance for each performance category may be found on the pages immediately following the evaluation form. Using the numerical scale provided, compare the performance of the employee being rated to the description of expected behavior for each performance factor. Assign a numerical rating from 0 to 5 which most consistently describes the employee's performance relative to the descriptions for expected behavior. An employee who is performing at expected levels is a good employee and should be rated between 2.5 and 3.49. See page 2.5-45 in the Instructions for Raters for descriptions of each performance level. The ratings for each factor should then be added and divided by 8 to determine the employee's Average Performance Factor Rating.

<u>PERFORMANCE</u>	<u>RATING FROM 0 TO 5</u>
1. TECHNICAL COMPETENCE	_____
2. ATTITUDE	_____
3. PUBLIC RELATIONS/COMMUNICATIONS	_____
4. PRODUCTIVITY	_____
5. POLICY COMPLIANCE	_____
6. ATTENDANCE	_____
7. CARE/USE OF EQUIPMENT	_____
8. PLANNING/ORGANIZING	_____
AVERAGE PERFORMANCE FACTOR RATING	_____



# PERSONNEL MANUAL

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- 0.00 to 1.49** Performance is totally unacceptable and fails to meet the requirements of the position.
- 1.50 to 2.49** Performance falls short of meeting acceptable levels of performance.
- 2.50 to 3.49** Performance consistently meets acceptable standards for the position.
- 3.50 to 4.49** Performance is above acceptable standards and exceeds the requirements of the position.
- 4.50 to 5.00** Performance is exemplary and well above acceptable standards for the position.

## **B. RATER JUSTIFICATION/COMMENTS**

Provide a written justification for ratings that fall below 2.5 or above 3.49. Specify which performance factor is being justified and cite actions which the employee must take to increase the next rating to 2.5.



# PERSONNEL MANUAL

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## C. SUPERVISOR COMMENTS

## D. SUPERVISOR CERTIFICATION

I certify that this review constitutes my best judgment of the performance of this employee and is based on my personal knowledge of the employee's work.

---

SUPERVISOR

---

DATE



# PERSONNEL MANUAL

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## E. EMPLOYEE COMMENTS

I certify that I have received a copy of this evaluation and it has been discussed with me. My signature does not mean that I agree with the ratings assigned. I have been given the opportunity to respond to this evaluation and my concerns or disagreements have been stated in the Employee Comments section.

\_\_\_\_\_  
EMPLOYEE

\_\_\_\_\_  
DATE

## F. DEPARTMENT DIRECTOR REVIEW

I have reviewed this evaluation. I approve of the supervisor's ratings.

\_\_\_\_\_  
DEPARTMENT DIRECTOR

\_\_\_\_\_  
DATE

I have reviewed this evaluation. I do not approve of the recommendation. My revised recommendation and comments are attached.

\_\_\_\_\_  
DEPARTMENT DIRECTOR

\_\_\_\_\_  
DATE



# PERSONNEL MANUAL

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## G. RECEIVED

\_\_\_\_\_  
CITY MANAGER

\_\_\_\_\_  
DATE

## H. RECEIVED

\_\_\_\_\_  
ASSISTANT TO THE CITY MANAGER

\_\_\_\_\_  
DATE



# PERSONNEL MANUAL

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## PERFORMANCE FACTORS EMPLOYEES COUNCIL AND MANAGEMENT, PART-TIME EMPLOYEES

### 1. TECHNICAL COMPETENCE

- Demonstrates the skills needed to perform the job.
- Understands and applies knowledge/expertise to the work environment.
- Attempts to improve upon and expand expertise.

### 2. ATTITUDE

- Accepts assignments willingly.
- Promotes a positive image personally, professionally and organizationally.
- Acts impartially.
- Separates personal feelings from business matters.
- Cooperates with fellow employees.

### 3. PUBLIC RELATIONS/COMMUNICATIONS

- Understands written and verbal directions.
- Expresses ideas in a concise, organized and timely manner.
- Responds promptly and courteously to inquiries, complaints, or requests from the public.
- Maintains positive relationships with coworkers and the public.

### 4. PRODUCTIVITY

- Completes an appropriate volume of work for the position.
- Produces work which is accurate, consistent, thorough and of generally good quality.
- Follows instructions accurately and completely.

### 5. POLICY COMPLIANCE

- Attempts to learn and understand policies and procedures.
- Attempts to correct policy deficiencies in a constructive manner.
- Complies with policies.
- Supports policy compliance by other employees.



# PERSONNEL MANUAL

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## **Performance Factors Employees Council And Management Part-Time**

### **6. ATTENDANCE**

- Regularly reports for work as scheduled.
- Complies with reporting and notification procedures for vacation, sick leave and other absences.
- Uses no more than the Annual Average Sick Days for all City employees.
- Is regularly available for reasonable overtime assignments.
- Does not abuse work breaks, quitting time, or other special absences.

### **7. CARE/USE OF EQUIPMENT**

- Maintains neat and orderly appearance at work site.
- Exercises reasonable care in the operation of assigned equipment.
- Operates assigned equipment with reasonable level of proficiency.

### **8. PLANNING/ORGANIZING**

- Establishes realistic objectives and priorities.
- Coordinates, schedules and carries out activities to meet deadlines.
- Organizes work flow and manages time effectively.

Amended 8/26/03





# PERSONNEL MANUAL

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0.00 to 1.49	Performance is totally unacceptable and fails to meet the requirements of the position.
1.50 to 2.49	Performance falls short of meeting acceptable levels of performance.
2.50 to 3.49	Performance consistently meets acceptable standards for the position.
3.50 to 4.49	Performance is above acceptable standards and exceeds the requirements of the position.
4.50 to 5.00	Performance is exemplary and well above acceptable standards for the position.

## **B. RATER JUSTIFICATION/COMMENTS**

Provide a written justification for ratings that fall below 2.5 or above 3.49. Specify which performance factor is being justified and cite actions which the employee must take to increase the next rating to 2.5.

## **C. SUPERVISOR COMMENTS**



# PERSONNEL MANUAL

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## D. SUPERVISOR CERTIFICATION

I certify that this review constitutes my best judgment of the performance of this employee and is based on my personal knowledge of the employee's work.

\_\_\_\_\_  
SUPERVISOR

\_\_\_\_\_  
DATE

## E. EMPLOYEE COMMENTS

I certify that I have received a copy of this evaluation and it has been discussed with me. My signature does not mean that I agree with the ratings assigned. I have been given the opportunity to respond to this evaluation and my concerns or disagreements have been stated in the Employee Comments section.

\_\_\_\_\_  
EMPLOYEE

\_\_\_\_\_  
DATE

## F. DEPARTMENT DIRECTOR REVIEW

I have reviewed this evaluation. I approve of the supervisor's ratings.

\_\_\_\_\_  
DEPARTMENT DIRECTOR

\_\_\_\_\_  
DATE



# PERSONNEL MANUAL

I have reviewed this evaluation. I do not approve of the recommendation. My revised recommendation and comments are attached.

\_\_\_\_\_  
DEPARTMENT DIRECTOR

\_\_\_\_\_  
DATE

**G. RECEIVED**

\_\_\_\_\_  
CITY MANAGER

\_\_\_\_\_  
DATE

**H. RECEIVED**

\_\_\_\_\_  
ASSISTANT TO THE CITY MANAGER

\_\_\_\_\_  
DATE

## **PERFORMANCE FACTORS AFSCME LOCAL 1670 EMPLOYEES**

### **1. TECHNICAL COMPETENCE**

- Demonstrates the skills needed to perform the job.
- Understands and applies knowledge/expertise to the work environment.
- Attempts to improve upon and expand expertise.

### **2. ATTITUDE**

- Accepts assignments willingly.
- Promotes a positive image personally, professionally and organizationally.
- Acts impartially.
- Separates personal feelings from business matters.
- Cooperates with fellow employees.

### **3. PUBLIC RELATIONS/COMMUNICATIONS**

- Responds promptly and courteously to inquiries, complaints, or requests from the public.
- Understands written and verbal directions.
- Maintains positive relationships with coworkers and the public.

### **4. PRODUCTIVITY**

- Completes an appropriate volume of work for the position.
- Produces work which is satisfactory, consistent, thorough and of generally good quality.
- Follows instructions accurately and completely.

### **5. POLICY COMPLIANCE**

- Attempts to learn and understand policies and procedures.
- Attempts to correct policy deficiencies in a constructive manner.
- Complies with policies.
- Supports policy compliance by other employees.
- Remains at work site during breaks.

## **Performance Factors AFSCME Employees**

### **6. ATTENDANCE**

- Regularly reports for work as scheduled.
- Complies with reporting and notification procedures for vacation, sick leave and other absences.
- Uses no more than the Annual Average Sick Days for all City employees.
- Is regularly available for reasonable overtime assignments.
- Does not abuse work breaks, quitting time, or other special absences.

### **7. CARE/USE OF EQUIPMENT**

- Maintains neat and orderly appearance at work site.
- Exercises reasonable care in the operation of assigned equipment.
- Operates assigned equipment with reasonable level of proficiency.
- Operates equipment according to City and departmental policies.
- Performs preventative maintenance on assigned equipment.

### **8. SAFETY**

- Maintains a safe and efficient work environment which results in no preventable accidents.
- Recognizes and reports all unsafe equipment, conditions or procedures to supervisor.



# PERSONNEL MANUAL

## CITY OF NEWARK, DELAWARE PERFORMANCE EVALUATION TEMPORARY FULL-TIME EMPLOYEES

EMPLOYEE: \_\_\_\_\_

JOB TITLE: \_\_\_\_\_

DEPARTMENT: \_\_\_\_\_

HIRE DATE: \_\_\_\_\_

TERMINATION DATE: \_\_\_\_\_

### A. PERFORMANCE FACTORS

The eight (8) rating categories are referred to as Performance Factors and they are common to every position in the employee group. A description of expected performance for each performance category may be found on the pages immediately following the evaluation form. Using the numerical scale provided, compare the performance of the employee being rated to the description of expected behavior for each performance factor. Assign a numerical rating from 0 to 5 which most consistently describes the employee's performance relative to the descriptions for expected behavior. An employee who is performing at expected levels is a good employee and should be rated between 2.5 and 3.49. See page 2.5-45 in the Instructions for Raters for descriptions of each performance level. The ratings for each factor should then be added and divided by 8 to determine the employee's Average Performance Factor Rating.

<u>PERFORMANCE</u>	<u>RATING FROM 0 TO 5</u>
1. TECHNICAL COMPETENCE	_____
2. ATTITUDE	_____
3. PUBLIC RELATIONS/COMMUNICATIONS	_____
4. PRODUCTIVITY	_____
5. POLICY COMPLIANCE	_____
6. ATTENDANCE	_____
7. CARE/USE OF EQUIPMENT	_____
8. PLANNING/ORGANIZING	_____
AVERAGE PERFORMANCE FACTOR RATING	_____



# PERSONNEL MANUAL

## B. SUPERVISOR COMMENTS

## C. SUPERVISOR CERTIFICATION AND RECOMMENDED ACTION

I certify that this review constitutes my best judgment of the performance of this employee and is based on my personal knowledge of the employee's work.

<u>ACTION</u>	<u>OVERALL PERFORMANCE RATING</u>
<input type="checkbox"/> Not recommended for rehire	0.00 to 2.49
<input type="checkbox"/> Recommended for rehire	2.50 to 5.00

\_\_\_\_\_  
SUPERVISOR

\_\_\_\_\_  
DATE

## D. DEPARTMENT DIRECTOR REVIEW

I have reviewed this evaluation. I approve of the supervisor's ratings.

\_\_\_\_\_  
DEPARTMENT DIRECTOR

\_\_\_\_\_  
DATE

I have reviewed this evaluation. I do not approve of the recommendation. My revised recommendation and comments are attached.

\_\_\_\_\_  
DEPARTMENT DIRECTOR

\_\_\_\_\_  
DATE



# PERSONNEL MANUAL

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## E. RECEIVED

\_\_\_\_\_  
CITY MANAGER

\_\_\_\_\_  
DATE

## F. RECEIVED

\_\_\_\_\_  
ASSISTANT TO THE CITY MANAGER

\_\_\_\_\_  
DATE



# PERSONNEL MANUAL

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## PERFORMANCE FACTORS TEMPORARY FULL-TIME EMPLOYEES

### 1. TECHNICAL COMPETENCE

- Demonstrates the skills needed to perform the job.
- Understands and applies knowledge/expertise to the work environment.
- Attempts to improve upon and expand expertise.

### 2. ATTITUDE

- Accepts assignments willingly.
- Promotes a positive image personally, professionally and organizationally.
- Acts impartially.
- Separates personal feelings from business matters.
- Cooperates with fellow employees.

### 3. PUBLIC RELATIONS/COMMUNICATIONS

- Responds promptly and courteously to inquiries, complaints, or requests from the public.
- Understands written and verbal directions.
- Maintains positive relationships with coworkers and the public

### 4. PRODUCTIVITY

- Completes an appropriate volume of work for the position.
- Produces work which is satisfactory, consistent, thorough and of generally good quality.
- Follows instructions accurately and completely.

### 5. POLICY COMPLIANCE

- Attempts to learn and understand policies and procedures.
- Attempts to correct policy deficiencies in a constructive manner.
- Complies with policies.
- Supports policy compliance by other employees.
- Remains at work site during breaks.



# PERSONNEL MANUAL

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## **Performance Factors Temporary Full-Time Employees**

### **6. ATTENDANCE**

- Regularly reports for work as scheduled.
- Complies with reporting and notification procedures for absences from work.
- Is regularly available for reasonable overtime assignments.
- Does not abuse work breaks, quitting time, or other special absences.

### **7. CARE/USE OF EQUIPMENT**

- Maintains neat and orderly appearance at work site.
- Exercises reasonable care in the operation of assigned equipment.
- Operates assigned equipment with reasonable level of proficiency.
- Operates equipment according to City and departmental policies.
- Performs preventative maintenance on assigned equipment.

### **8. SAFETY**

- Maintains a safe and efficient work environment which results in no preventable accidents.
- Recognizes and reports all unsafe equipment, conditions or procedures to supervisor.

# PERSONNEL MANUAL

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## **SUBJECT: Personnel Files**

### A. Policy

The accurate documentation of personnel related activity is absolutely necessary to insure the fair and consistent application of the practices and procedures contained in this manual. The City Manager's office shall maintain the official personnel file for each employee containing all documentation pertaining to his/her employment. Upon request, each employee may be allowed to view the contents of his/her personnel file within the guidelines established by state law.

### B. Contents

Each personnel file shall contain the following documentation:

#### 1. Application

- a. Original application for employment
- b. Future applications
- c. Miscellaneous

#### 2. Performance

- a. Performance evaluation form
- b. Attendance record
- c. Physician's Medical Verification form
- d. Commendations
- e. Disciplinary actions
- f. Professional development
- g. Miscellaneous

#### 3. Status Reports

#### 4. Fringe Benefits

- a. Health
- b. Dental
- c. Life
- d. Pension
- e. Deferred compensation
- f. Job-related injuries
- g. Miscellaneous



# PERSONNEL MANUAL

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## **SUBJECT: Recruitment and Selection - Recreation Personnel**

### A. Policy

It is the policy of the City of Newark to recruit and select recreation employees and contractors from as broad a field of applicants as is reasonably possible in order to assure that the City appoints the most qualified and competent applicants available, to provide an equal opportunity to all qualified applicants, and to base the selection of employees and contractors on valid, applicable and job-related measures of qualifications.

### B. Administration

The recruitment and selection of temporary, part-time recreation employees and contractors shall be administered by the Parks and Recreation department according to procedures established by the Director of Parks and Recreation and approved by the City Manager.

### C. Other City Employees

A current regular, full-time or regular, part-time City employee may be appointed to any temporary, part-time or contractor position subject to the following conditions:

1. The work schedule for the temporary, part-time or contract position shall not conflict with the employee's regular, full-time or regular, part-time work schedule.
2. The recruitment and selection process shall be open and competitive. No preference shall be granted to any regular City employee.
3. Compensation shall be in accordance with Section 5.1 of the Personnel Manual. Fees for contractors will be flat rate or based on a percentage of revenue generated, consistent with market conditions and fees paid to all other contractors.
4. Fees paid to contractors will be reported as personal income to the Internal Revenue Service through the issuance of a Form 1099.