

CHAPTER SIX

RECRUITMENT AND SELECTION

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CHAPTER SIX

RECRUITMENT AND SELECTION

I. PURPOSE

The purpose of this directive is to establish guidelines for the recruitment, screening and selection of personnel for the Sheriff's Office.

II. DISCUSSION

This directive shall apply to all Sheriff's Office personnel. The recruitment, screening, and selection process is vitally important to any organization desirous of attracting and appointing qualified personnel. In order for the process to meet desired goals, it must be valid and measurable, with minimum adverse impact. The Sheriff's Office assumes full responsibility for recruitment. It is the policy of the Sheriff to recruit and appoint persons without regard to race, creed, sex, age, national origin, marital status, ancestry, physical or mental disability. Persons seeking appointment or appointed by the Sheriff shall be treated equally with respect to all appointment practices including screening, advertising, recruitment, selection, appointment, promotion, demotion, assignment, hiring, leave practices, rate of pay, fringe benefits, and other forms of pay or credit for services rendered.

III. POLICY AND PROCEDURE

A. Goals and Objectives

1. A properly structured and administered recruitment program will result in applicants who represent a more diverse cross section of the Office's service community.
2. The use of recruiters on a rotating basis from within the Office, and input from community groups representing the local minorities, will increase the number of qualified minority applicants from within the Office's service community.
3. Overall, an effective, standardized and properly administered recruitment, screening, and selection process will improve the quality of applicants from which to fill existing vacancies.

B. Recruitment

1. Administrative Practices and Procedures
 - a. Whenever there are actual or forecasted vacancies, the Office shall initiate and maintain an active recruitment program.
 - b. The Office shall directly involve itself in all activities critical to the recruitment effort.
 - c. The responsibility for administering the Office's recruitment program shall rest with the Director of Human Resources.
 - d. Prior to initiating recruitment activities, those individuals used for recruiting purposes, shall undergo an in-service training program that provides knowledge and skills in the following areas:

- 1) The Office's recruitment needs and commitments

- 2) The Office's career opportunities, salaries, benefits and training
 - 3) Federal and State compliance guidelines
 - 4) The community and its needs (including demographic data, community organizations, educational institutions, etc.)
 - 5) Cultural awareness, or understanding of different ethnic groups and subculture
 - 6) Techniques of informal record keeping systems for candidate tracking
 - 7) The selection process utilized (including procedures involved in background investigations and written, oral and physical agility examinations)
 - 8) Recruitment programs of other jurisdictions
 - 9) Characteristics that disqualify candidates
 - 10) Medical requirements
- e. The Training Director shall be responsible for supervision of new recruits during their attendance in the local basic law enforcement/corrections officer academy.
 - f. Because members of the Office demonstrate a pride in their Office and due to their professional interest, members generally recruit qualified candidates. Therefore, all members of the Office shall encourage those individuals they feel would be an asset to the Office to apply.
 - g. Minority personnel, fluent in the community's languages and aware of the cultural environment, shall be included in recruitment activities. Placing minority personnel, especially those of supervisory ranks, in recruitment roles will:
 - 1) Demonstrate the Office's commitment to the minority community
 - 2) Demonstrate promotability by virtue of their rank
 - 3) Enhance the receptivity of the minority community to the recruiter
 - 4) Increase the potential for recruiting minority personnel
 - h. A signing bonus may be authorized by the Sheriff for critical need positions. Conditions and limitations of such a bonus will be maintained by the Human Resources Division, published to the Office and Public as necessary
 - i. Payment of certification training tuition or officer certification examinations fee by the Office, and reimbursement to the Office for such training will be governed by Section 943.16, Fla. Stat. (2002).
2. Cooperative Agreements - The Office will inform local employment agencies of vacancies within the Office in hopes of recruiting qualified applicants. The employment agencies will be supplied with the requirements for appointment with the Office.

3. Community Outreach

- a. The Office shall seek recruitment assistance, referrals, and advice from community organizations and key leaders.
- b. The Office shall post job announcements with community service organizations.
- c. The Office will send recruiters / members to local educational institutions and community organizations to recruit on site for entry level law enforcement deputies.
- d. For the purpose of nurturing student interest in the law enforcement field and providing them with firsthand experience in law enforcement, the Monroe County Sheriff's Office School to Work Program has been established.
 - 1) The School to Work Program shall be administered by the Director of Human Resources.
 - 2) The School to Work Program shall be open to high school juniors and seniors with a 2.0 GPA..

4. Comprehensive Recruitment Program

- a. The Director of Human Resources shall be responsible for administering and developing a written recruitment plan which may be revised/reissued as needed. The written recruitment plan enables the Office to conduct an organized and effective search for well-qualified applicants by relating job requirements to recruiting methods. The written recruitment plan shall include the following elements:
 - 1) A statement of objectives.
 - 2) A plan of action designed to achieve the above objectives.
 - 3) Procedures to periodically evaluate the progress of the objectives and revise the objectives, at least every three years. The procedures shall include:
 - a) Cost accounting of advertisement for the period the report covers for
 - Newspaper (list each)
 - Magazines (list each)
 - Web Site (ours)
 - School Career Days (list each)
 - Job Fairs (list each)
 - Recruitment Bonus for MSCO employees (law enforcement and corrections)
 - Signing Bonus
 - b) The number of applicants hired as a result from each medium and specific entity
 - c) Based on the data collected make a recommendation as to where to focus recruitment efforts
- b. The Human Resources Division shall prepare a written recruitment evaluation report analyzing the effectiveness of the program and any needed improvements.
- c. The Human Resources Division shall prepare a written recruitment progress report each quarter for submission to the Sheriff.

5. Equal Opportunity Action Policy

- a. The Office will attempt to maintain a ratio of minority group appointments in approximate proportion to the makeup of Monroe County, Florida work force.
- b. The Office has adopted the following Equal Opportunity Program.

1) Purpose and Policy

a) Equal Appointment Opportunity Policy - It is the policy of the Monroe County Sheriff's Office to hire well-qualified people to perform the many tasks necessary in providing superior law enforcement to the county. An integral part of this policy is to provide equal opportunity for all persons. This requires that the personnel policies governing recruiting, appointment, compensation, working conditions, benefits and privileges of appointment, training, appointments for advancement, transfers, and terminations of appointment be applied to all members without discrimination because of race, color, religion, national origin, sex, marital status, ancestry, physical or mental disability.

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b) The Policy Objective - The equal appointment objective of the Monroe County Sheriff's Office is to achieve a member profile with respect to race and sex which is an appropriate reflection of proper utilization.

2) Responsibility

a) Responsibility for the development and monitoring of the EOE policy is assigned to the Director of Human Resources and includes the responsibility of communicating equal appointment policies to all levels within the Office. The Director will have overall responsibility for monitoring the Office's performance through audit and reporting systems to assure policy effectiveness. Inherent in this responsibility is the task of identifying problem areas and establishing programs to aid in problem solving. Results of reporting systems are to be presented by the Director of Human Resources in progress reports to the Sheriff.

b) In compliance with Equal Employment Opportunity Commission requirements, the Commander, Support Services Division will make reports and analysis as will be required by proper state and federal authorities.

6. Job Announcements and Publicity

a. All job announcements for position appointments with the Office shall:

- 1)** Have a description available of the duties and responsibilities in the Human Resources Section
- 2)** Location of the position
- 3)** Pay grade of the position

b. For any position which requires an official application filing deadline, such vacancy shall be publicized at least ten (10) days prior to any official application filing deadline.

c. Entry-level job vacancies shall be advertised through the local mass media.

d. To facilitate the successful recruitment of minorities and women, the Office will advertise as an Equal Opportunity Employer on all applications and recruitment advertisements.

7. Application Process

- a. Should any application deadline exist, it shall be boldly indicated on appointment announcements and recruitment advertisements.
- b. All application and testing processing shall be conducted at Headquarters or other places designated.
- c. Applications for all positions shall not be rejected with minor omissions or deficiencies, but shall be processed routinely provided such omissions or deficiencies can be corrected prior to the testing or interview process.

C. Selection

1. Professional and Legal Requirements

- a. The authority for administering the Office's role in the selection process rests with the Director of Human Resources, however, the ultimate responsibility for the selection of applicants to fill existing or projected positions rest with the Sheriff.
- b. The Human Resources Section shall maintain on file, a current manual that describes all components of the selection process. A comprehensive manual is essential for the proper administration, use, and defensibility of the selection process. The manual shall describe the order of events in the selection process.
- c. The selection process shall use only those components that have been documented as being job related and nondiscriminatory. (Adverse impact is a substantially different rate of selection (generally less than eighty (80) percent) that works to the disadvantage of members of an ethnic group. When two or more alternative components of the selection process are available that have equal validity and utility, the Office shall use that element with the least adverse impact.)
- d. The selection process should be strictly accountable to the following checklist:
 - 1) Professionally and legally accepted data collection techniques are used to identify job tasks
 - 2) Measurable candidate characteristics related to predicting job performance are identified
 - 3) Selection components whose measures are job-related have been used
 - 4) Conclusions and inferences about candidates are logical and persuasive
- e. Adverse impact in the selection process shall be measured by comparing the selection rates for each race, sex, and ethnic group with the group having the highest selection rate.
- f. Adverse impact shall be minimized in the selection process.
- g. Records and data used to monitor adverse impact shall be maintained on file by the Human Resources Section.
- h. Written tests used as part of the selection process shall be documented as having validity, utility and a minimum adverse impact.
- i. Any and all elements of the selection process administered or provided by a private sector

organization or vendor shall meet the requirements of validity, utility and minimum adverse impact.

- j. All elements of the selection process shall be administered, scored, evaluated and interpreted in a uniform manner. Operational elements of the selection process – time limits, oral instructions, practice problems, answer sheets and scoring formulas, etc... shall be identical for all candidates.
- k. All selection materials shall be stored in a secure area when not being used.
- l. Whenever selection materials are disposed of, it shall be performed in a manner that prevents disclosure of the information therein. Burning or shredding under monitored conditions is recommended.
- m. The entire selection process shall be evaluated in terms of its effectiveness in selecting the best qualified candidates in a fair and equitable manner on an annual basis.
- n. For any positions that require a specialist, a manager, or an administrator, the Office may have to seek an individual from outside the agency to fulfill the role. In so doing, the selection criteria for outside individuals shall be the same as for inside personnel seeking to attain the position. When qualified personnel are available both within and without the Office, the selection decision should be made in favor of Office members.
- o. Only qualified professionals shall be used to assess the emotional stability and psychological fitness of candidates.

D. Selection Process Procedures

1. The process applies to both certified and civilian positions.
2. The Department maintains on file in the Human Resources Division a Selection Process Procedures Manual for review at any time.
3. The Office shall allow re-application, re-testing, and re-evaluation of candidates not appointed on a previous attempt(s) provided that nothing in the candidate's history indicates an unfitness for appointment.
4. At the time of the receipt of their formal application, candidates are informed, in writing, of all elements of the selection process, and a job description for the position being applied for will be included in the application packet. The office shall maintain contact with each applicant to advise them of the status and final disposition of their application.
5. If the applicant does not receive a satisfactory score from the Oral Review Board, his/her file will be placed in an inactive status for six (6) months after which time the applicant may be re-interviewed for a position.
6. The selection process includes:
 - a. Minimum Eligibility Requirements - Outlined in position job description available from the Human Resources Division
 - b. Oral Review Board
 - c. Drug Screen
 - d. Background Summary - Phase I
 - e. Eligibility Lists
 - f. Conditional Offer of Probationary Employment

- g. Polygraph Examination
- h. Psychological Examinations
- i. Medical Examinations
- j. Physical Agility Test (if applicable)
- k. Phase II Summary

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7. If the applicant is disqualified at any time during the selection process, the file is placed in an inactive status for a period of one (1) year. After the one-year period has expired, the applicant may reapply.
8. All files placed in inactive status will remain inactive for a period of two (2) years, unless the applicant reapplies. After two (2) years, the files may be destroyed. This is in accordance to Florida State Statute 119.01.

E. Appointments

1. Newly appointed members shall be required to satisfactorily complete any and/or all entry-level training relevant to the specific position appointed to retain appointment.
2. Entry level training shall be evaluated by the Human Resources Section to ensure such training is not creating adverse impact. If adverse impact is suggested, the Human Resources Director and Training Supervisor shall meet to review the procedures and techniques being used for entry level training.
3. Should a new member be appointed for a special operation or assignment (e.g., undercover work), entry-level field training may be postponed until completion of the special operation or assignment. (If, however, at the end of the special operation or assignment, it is determined, by the member's supervisor that entry level field training would be of no new benefit to the member or the Office, such training may be waived.)
4. The work performance of each newly appointed road patrol Deputy shall be measured and evaluated through the Field Training Program. Field Training Officers shall use the Office established procedures for evaluating these appointees.
 - 1) All newly-hired employees, to include Reserve Deputies, shall be evaluated quarterly during probationary period.
5. A newly appointed member may contest a work performance report concerning entry level training by following the procedures outlined in (Chapter 13, Section III).
6. Should the member still be dissatisfied, one final appeal may be made to the Sheriff. Such appeal shall be in writing, citing the reason(s) for such appeal, and forwarded to the Sheriff within five calendar days or three work days after the District Commander's decision is received.
7. Any employee may, at any reasonable time, ask to review his or her personnel file which is maintained by the Division of Human Resources. If after reviewing the file a question arises as to the contents of the file, the employee may write a memo, via chain of command, to correct or challenge the information found. At no time may the employee remove any document in the file. The Director of Human Resources may have a document removed from a file if the document was improperly filed and actually belongs in someone else's file.
8. The Human Resources Division maintains the results of medical examinations, psychological evaluations and polygraph examinations in a confidential file.

9. The results of the polygraph examination will not be used as the sole determinant of the employment status. An admission during pretest, test or post-test interviews, together with other information, may be sufficient to support decisions relevant to employment status.