

**CHAPTER ELEVEN**  
**TRANSFERS / PROMOTIONS**

Purpose ..... 11:1

Discussion ..... 11:1

Policy ..... 11:1

Procedure ..... 11:2

Promotion Eligibility Examinations ..... 11:3

Announcement ..... 11:4

Interviews ..... 11:5

Available Resources..... 11:5

Promotion / Transfer Process Evaluation..... 11:6

Evaluation Period for New Positions ..... 11:7

Responsibility of Director of Human Resources..... 11:8

Transfer / Appointment Form ..... 11:8

External Applicants..... 11:8



## CHAPTER ELEVEN TRANSFERS / PROMOTIONS

### I. PURPOSE

The purpose of this directive is to establish guidelines for the transfer and administration of examination devices used in the promotional process of personnel within the Monroe County Sheriff's Office. This may include, but is not limited to, written examinations and oral interviews.

### II. DISCUSSION

The promotional process is of vital interest and concern to both the Monroe County Sheriff's Office and the employee. The promotion process brings about recognition, personal satisfaction and added responsibility. For these reasons the process must be standardized and provide a fair and equitable means of advancement for all employees who participate. In order for the process to be successful it must show validity, utility and minimum adverse impact.

### III. POLICY

A. The Human Resource director shall be responsible for coordinating the processes of transfer and promotion. The Monroe County Sheriff's Office promotional process shall be based on Monroe County Sheriff's Office policy and procedures.

- 1) All elements of the promotional process shall be job related and nondiscriminatory. Tests shall be based on, at a minimum, the job description for that position, and other source materials as determined by the Executive Director of Human Resources.
- 2) The Executive Director of Human Resources shall consult, where necessary, commanders, supervisors and subject matter experts when developing procedures.
- 3) Employees are encouraged to develop new skills, expand knowledge of their work, and assume greater responsibilities.
- 4) Employees are to make known their qualifications for promotion to more difficult and responsible positions, and compete in all examinations for which they are qualified.

### IV: PROCEDURE

A. The authority and responsibility for administering the Monroe County Sheriff's Office's promotional process is placed directly with the Monroe County Human Resources Director. The Office of Professional Standards is responsible for the administration and technical direction of the General Operations Manual.

- 1) The Executive Director of the Human Resources Division shall determine when vacancies in positions above entry level in the classified service will be filled as far as practical by qualified and interested employees within the County service, except when it is determined to be in the best interest of the County service to fill the positions with candidates recruited from outside the County service.
- 2) The Executive Director of the Human Resources Division shall perform appropriate liaison activities to successfully accomplish the promotional process.

- 3) The Executive Director's responsibilities will include, but are not limited to the planning, organizing, staffing, directing, coordinating, reporting and budgeting of those areas relevant to the Monroe County Sheriff's Offices' personnel needs.
- 4) The Sheriff or his designee, through the Executive Director, will maintain the primary responsibility for the development of the measurement instruments that are used in determining the skills, knowledge and abilities of the employees eligible for promotional positions.
- 5) The Monroe County Sheriff's Office will have primary responsibility for any oral interviews used in the promotional process, as well as administration of all employees probationary periods.
- 6) The Sheriff or his designee, retains final responsibility for the promotions of the employees.
- 7) The Executive Director of the Human Resources Division will have the responsibility for the continuous review and revision of the selection and promotion process.
- 8) The Sheriff, through the Executive Director, will have input into these procedures.
- 9) The Executive Director will determine which examining device or combination of devices will be used to evaluate the relative fitness of promotional applicants.
- 10) The promotional process as a whole and its individual components and procedures are subject to statistical proof and documentation and must satisfy professional, legal and administrative requirements designed to ensure that job relatedness has been achieved in selecting employees for promotion.
- 11) Examinations may be assembled or unassembled, will be practical in nature and will be constructed to reveal the capacity of the applicant for the particular class for which they are competing, their general background and related skills, knowledge and abilities as well as any character or personal traits which are job related.
- 12) The Sheriff, through the Executive Director, will have input as to the promotional process and those devices identified and used in the examination of applicants.
- 13)** Promotional examinations will be open to any employee who meets the qualification requirements for the class for which the examination is given.
- 14) The Executive Director will assure that a written test, if any, used as a device in the promotional process is documented as being job related. This is true for any test used or relied upon by the Monroe County Sheriff's Office, including those that are commercially developed. Written tests, if any, used in the promotional process will have available an updated bibliography of the reading materials used as the source of questions. This information will be provided to each eligible applicant. Bibliographies will be prepared and periodically revised by representatives of the agency. Examination questions will be restricted to material covered in the referenced sources.
- 15) Promotional announcements publicizing the holding of examinations to create eligible lists to fill current and/or future vacancies shall be distributed and posted through the Sheriff's Offices and in such other public places as to ensure the widest possible exposure.

#### B. Promotion Eligibility Examinations

Some positions require a candidate to pass an advance written examination in order to be eligible for promotion into those positions. When such eligibility examinations are scheduled, the Executive Director of Human Resources is responsible for selecting a test administrator and ensuring that a

written announcement of the examination process is issued, and that such an announcement includes the date and location of the examination(s), as well as a description of the eligibility requirements and a description of the selection process.

The determination of appropriate written, performance or other tests; the method of evaluating experience, education and training; and of weights, if any, to be assigned to various parts of the examination will be a matter of cooperation between the Executive Director and the Sheriff. The examination will represent a proper balance between the specialized knowledge of position requirements possessed by Monroe County Sheriff's Office personnel and the specialized knowledge of regulatory requirements and testing methods possessed by the Human Resources Division.

Members must be a full time employee of the Monroe County Sheriff's Office for 18 consecutive months before becoming eligible to participate in the promotional exam.

The written promotional process announcement shall include:

1. A description of the positions or job classifications for which vacancies exist;
  - a. A schedule of dates, times and locations of all elements of the process;
  - b. A description of eligibility requirements; and
  - c. A description of the process to be used in selecting personnel for the vacancies.
  - d. Attached to the announcement shall be a bibliography of study material and information outlining the material that shall be available, if any.
    - 1) Members wishing to review and/or appeal a decision concerning their eligibility for promotion may:
      - a) Review the answer key to written examinations;
      - b) Review the written results to any scored elements of the process;
      - c) Contest in writing the process used in making said decision; and
      - d) Requests for such review shall be made through the chain of command to the Executive Director of Human Resources.
  - e. The Monroe County Sheriff's Office Human Resources Division will have an examination plan prepared describing specific qualification requirements and alternatives and skills, knowledge, and abilities to be measured by each examination device selected; the importance of weighing each part of the examination process; and the method to be used in evaluating each applicant against the others.
  - f. The Sheriff or his designee, through the Executive Director, will actively participate in the design and implementation of the examination plan.
  - g. If applicable, the Executive Director will establish, for all examinations, the minimum performance or cut-off score.
  - h. The Executive Director ensures that all elements of the promotional process are administered, scored, evaluated, and interpreted in a uniform manner.

- i. The conduct of the examination(s) as well as the operational elements of the promotional process are clearly set forth and carried out identically for all candidates.
- j. The Sheriff, through the Executive Director, will assure compliance by having an active and continuous liaison with the Monroe County Human Resources Division into the use of all devices used in the promotional process.
- k. The Executive Director provides final examination results in the form of numeric scores.
- l. Lists will contain the name of those persons who have successfully qualified in the examinations, based on a pass or fail score point to determine if an employee is eligible to put in for vacant Sergeants or Lieutenants positions.
- m. Once the employee has successfully been placed on the eligibility list, they are not listed in any particular rank order.
- n. The duration of eligible lists and the names appearing on the lists will be for a period of thirty-six (36) months.

**C. Consideration for Promotion** - As vacancies become available those members on the eligible list may submit their names to Human Resources via e-mail of their desire to be considered for a promotion.

1. Announcements of vacancies will be posted by the Human Resources Division in an area of the sheriff's office computer system accessible to all members. Posted announcements will include:

- a. The number and title of each vacant position
- b. The Sector/Division in which each vacancy exists
- c. The pay-grade assigned to each vacant position
- d. The last date on which requests for consideration will be accepted ("closing dates")
- e. Instructions for requesting consideration for a vacant position and for obtaining copies of job descriptions for the vacant positions.

**D.** After the closing date has passed, the following schedule must be used to determine whether interviews are required as part of the selection process:

INTERVIEW  
MANDATORY

- |   |     |
|---|-----|
| 1. Volunteers (e.g., Reserves, VOICE)                             | No  |
| 2. Entry Level Positions  | Yes |
| 3. Promotion to a Non-Tested Position OR Any Lateral Transfer     | No  |
| 4. Promotion to a Tested Position (i.e., Sergeant and Lieutenant) | No  |
| 5. Upper Level Management   | No  |
| 6. Consultants or contract Employees                              | No  |

E. Human Resources will provide the appropriate Commander of the Sector/Division with the list of eligible individuals who have requested consideration for promotion. The Commander will use the following resources when considering and reviewed in making the decision of which candidate to recommend to the Sheriff for selection:

1. Human Resources Division files, including information on seniority, background, special skills, etc.; and
2. Training division files; and
3. Letters of, and/or awards for, commendation / appreciation; and
4. Discipline files; and
5. Evaluations; and
6. Discussions with current and former supervisors and/or co-workers of the candidates.

F. The Commander may conduct individual interviews with the candidates or an oral board by members knowledgeable in the position being filled. Questions must be consistent for all candidates.

G. Based on the required review of documents and subsequent to any interview that may be conducted the Commanders recommendation will document in detail his/her recommendation for selection to the Sheriff. Such documentation shall cite the basis for the recommendation.

H. The selection recommendation will be returned to the Human Resources Section. They will ensure the afore outlined process has been followed. The recommendation will be forwarded to the Sheriff for final approval via the Administrative Bureau Chief and the Undersheriff.

I. For promotions to non-tested positions and for any lateral transfer, the vacant position's Sector/Division Commander or his/her designee will follow the same selection process as for tested positions.

J. The entire promotion / transfer process shall be evaluated annually by the Director of Human Resources to determine its effectiveness relative to selecting the best qualified candidates in a fair and equitable manner. During the evaluation, circumstances concerning validity, usefulness, and possible adverse impact should be considered in determining whether any component(s) of the process are no longer appropriate. Appropriate revisions should be made.

K. Salary increases due to promotion are effective when a member begins work in the new position. If the promoted member does not complete the promotional probationary period, the salary increase will be withdrawn when the member is removed from the new position.

- L. All members promoted / transferred are automatically placed on a one year intensive evaluation period for their new positions, during which time they are ineligible to apply for transfer only. Members can apply for promotion. This is effective on the date of reporting to the new position. If an employee fails to perform satisfactorily during the evaluation period following a promotion he/she may be subject to an extension of evaluation period, or an involuntary demotion to the former classification held at the previous rate of pay. [CALEA 34.1.7]
- M. At least twenty (20) days prior to the expiration date of an employee's evaluation period, an evaluation report will be completed and discussed with the employee.
  - 1) If the employee's supervisor fails to complete this evaluation, the probationary period will automatically be extended for 90 days.
  - 2) The employee will not be released from probationary status until this evaluation is completed, even after the 90 day extension has expired.
  - 3) Supervisors failing to complete the required final probationary evaluation are subject to disciplinary action.
- N. The evaluation report will state in writing whether or not the employee has performed satisfactorily during the evaluation period.
- O. The evaluation report will be sent to the Executive Director prior to the expiration of the employee's evaluation period indicating that an extension of the evaluation period is desired for additional observation.
- P. When the Sheriff believes that additional time is required to evaluate an employee due to extenuating circumstances which did not allow the employee to be fully evaluated during the normal evaluation period, the Sheriff may request an extension setting forth in writing the circumstances necessitating the extension.
- Q. The Monroe County Sheriff's Office Human Resources Division maintains performance evaluations of the probationary employees. These employees are evaluated regularly using valid, useful and nondiscriminatory procedures. The means of these evaluations are provided the probationary employee through the evaluation period.
- R. All procedures used for the promotion / transfer process shall be job-related and nondiscriminatory.
- S. The Executive Director of Human Resources is responsible for maintaining documentation governing the procedures used in promotions / transfers. The documentation shall include procedures for:
  - 1. Evaluating the promotion / transfer potential of the candidates
  - 2. Administering written tests
  - 3. Determining eligibility for vacancies, in which lateral entry is permitted
  - 4. Assisting with panel interviews
  - 5. Security of test materials.
- T. Although the Sheriff's Office strongly supports a policy of promotion from within, nothing in this policy is intended to prohibit Division commanders and other supervisors from reviewing the pool of external applicants prior to making selection recommendation to the Sheriff.
- U. The administration retains the right to deviate from part or all of this selection procedure on a case-by-case basis, if to do so is determined to be in the best interest of the Agency or the community.