



GREENVILLE COUNTY
SHERIFF'S OFFICE

GO -149

GENERAL ORDERS

SELECTION PROCESS

PURPOSE:

This policy ensures that the Sheriff's Office adheres to the basic principles of an efficient, effective, and fair selection process for all full time positions, sworn and civilian. The goal of this policy is to procure the appointment of individuals who best possess the skills, knowledge, and abilities necessary for an effective, professional law enforcement agency.

PROFESSIONAL/LEGAL REQUIREMENTS:

The Director of Personnel/Recruitment in the Administrative Services Division is responsible for administering the selection process. The Director manages employment interview boards, identifies candidate qualifications, and informs the affected Division Commander and the Sheriff of candidate qualifications as vacancies occur. The Sheriff has final approval on all employment decisions.

Greenville County Human Resources serves as a centralized personnel agency for all departments and offices in County government. Their role is to generate applicant interest, advertise job vacancies, process applications, screen them for minimum qualifications, and refer them to requesting departments. The Sheriff's Office is responsible for its own employment interviews, background investigations, examinations, hiring discussions, and introductory period ratings. Decisions to dismiss are also made solely by the Sheriff. All personnel administrative forms required by the County are completed and forwarded to Greenville County Human Resources.

Records of the selection process are maintained in the Administrative Services Division. Records include, but are not limited to, the purpose, development, administration, scoring, and interpretation of all elements used in the selection process.

All elements of the selection process for all personnel are to be administered, scored, evaluated, and interpreted in a uniform manner within the classification. Whenever selection materials, such as written tests, are used, they are to be stored in a secure area to prevent unauthorized access. Selection materials are to be disposed of by either burning or shredding under monitored conditions.

ANNUAL REVIEW - The entire selection process is to be evaluated annually to ensure its continuing effectiveness in selecting the best-qualified candidates in a fair and equitable manner. The Director of Personnel/Recruitment is responsible for the annual review.

ADVERSE IMPACT:

Adverse impact, if any, in the selection process is measured by comparing the selection rates for each race, sex, and ethnic group in proportion with the group having the highest selection rate. Adverse impact occurs when decisions, practices or policies, even though they may be unintentional, has a disproportionately negative effect on a protected group. The following procedures apply to adverse impact:

1. Records and data that may be used to monitor adverse impact are maintained on file in the Administrative Service Division.
2. Any written tests that may be used in the selection process are to be job related, valid and non-discriminatory.
3. All elements of the selection process administered outside of the Sheriff's Office are to meet these same requirements of being job related, valid and non-discriminatory.

**OCCUPATIONAL
QUALIFICATIONS:**

The Sheriff's Office uses the minimum age and physical qualifications as promulgated by the South Carolina Criminal Justice Academy and the South Carolina Code of Laws for deputy positions. Standards adopted beyond these must meet the requirements of being job related, valid and non-discriminatory.

PRE-EMPLOYMENT MEDICAL EXAMINATION - Prior to appointment to an introductory status, all candidates for sworn deputy positions must have a medical examination conducted by a licensed physician. The examination is carried out and recorded on the medical examination form supplied by the South Carolina Criminal Justice Academy and conducted following a conditional offer of employment.

PHYSICAL ABILITIES TEST - A physical abilities test for Class 1 sworn applicants is included as part of the screening process to ensure the fitness of an individual to undergo required physical training at the South Carolina Criminal Justice Academy and to demonstrate the candidates ability to perform the essential functions of the job, with or without reasonable accommodations. The physical abilities test is to be job related using valid and non-discriminatory procedures. The events in the testing protocol are to be representative of the degree of physical abilities that sworn personnel are expected to maintain throughout their career and specific to their job classification.

EMOTIONAL ABILITIES / PSYCHOLOGICAL FITNESS ASSESSMENT – Following a conditional offer of employment and prior to appointment to introductory status, all candidates for sworn a position must have an emotional stability and psychological fitness assessment conducted by qualified professionals. Records of assessment results are to be maintained in separate files under secure conditions by the Director of Personnel/Recruitment.

**SELECTION PROCESS
ADMINISTRATIVE
PRACTICES
AND PROCEDURES:**

RECORD RETENTION - Retention of medical, psychological, and emotional examinations for, at least, five years after termination or rejection from employment may then destroyed.

APPLICANT SCREENING PROCESS - The Administrative Services Division is responsible for screening and scheduling applicants for interviews. After successful completion of the interview, the applicant will be given a Physical Abilities Test. Applicants for all positions are informed in writing of all elements of the selection process, the expected duration of the process, and procedures for re-application.

EMPLOYMENT INTERVIEW RECORDS - The Administrative Services Division is responsible for maintaining all records pertinent to employment interviews. At the conclusion of employment interviews, background investigations are initiated on candidates qualified for further processing. The list of rated candidates will be effective as long as qualified candidates remain on it and applications have not expired.

BACKGROUND INVESTIGATIONS - Background Investigations, concerning all relevant, non-medical information, which can reasonably be obtained to determine a hiring decision, will be performed prior to the conditional offer of employment. However, the act of hiring does not preclude a further background investigation, if warranted.

PRE-OFFER APPLICANT TESTING - Following a satisfactory background investigation, a polygraph test will be scheduled. Upon completion, the background investigation report and testing results are submitted to the Director of Personnel/Recruitment. Recommendations for selection are forwarded to the Sheriff for consideration by the Director of Personnel/Recruitment.

CONDITIONAL OFFER OF EMPLOYMENT – Is an offer of employment, conditioned upon medical evaluation and testing to ensure the applicant can perform the essential functions of the job, with or without reasonable accommodations. Following a conditional offer of employment, a psychological / emotional assessment, medical examination and a drug screening are scheduled.

**INTAKE AND
QUESTIONNAIRE:**

Once Greenville County Human Resources is notified that the Sheriff's Office will accept applications, a public posting for employment is made by Human Resources for a minimum of five

days. Applications received by mail are forwarded to the Administrative Services Division for processing.

Each applicant is contacted by mail and provided with an overview of the selection process and a pre-employment screening questionnaire.

Applicants, who have applied “on-line”, through the internet, are required to complete the questionnaire prior to submission. At the point of completion, each applicant is electronically provided with an overview of the selection process. Online applications and questionnaires are electronically forwarded to the Administrative Services Division for processing.

The Director of Personnel/Recruitment, or his designee, reviews all returned questionnaires. Once questionnaires are approved, an applicant’s status changes to active applicant. As staffing needs require, applicants are scheduled for an Employment Interview Board.

EMPLOYMENT

INTERVIEW BOARD:

Each Employment Interview Board is comprised of management/supervisory staff and the Director of Personnel/Recruitment, or his designee, as members. One to two additional members of the same job classification are chosen to complete each Board. Board members are to have at least two years work experience with this agency. When reasonably possible, the composition of the board should have four members and should represent personnel from diverse groups utilized in selection processes, particularly the Employment Interview Board.

INTERVIEW QUESTIONS – Interview procedures are to be valid, useful, and non-discriminatory. Interview questions are prepared by individual members based on expected job performance or legitimate occupational qualifications. Questions are in no way to reflect discriminatory inferences. Questions are reviewed by the Director of Personnel/Recruitment prior to the Board convening.

BOARD SCORES – To ensure scoring is consistent and uniform, the Director of Personnel/Recruitment is to confirm Board Members are familiar with the Employment Interview Rating Guide. Standard score sheets are to be used with a rating scale of 1 through 10. The lowest acceptable score is 8.25 with a maximum score of 10. Applicants are notified of board results by mail.

BACKGROUND

INVESTIGATION:

A background investigation is to be conducted on every candidate for employment, sworn and civilian, prior to appointment to introductory status. Background investigations include but are not limited to:

1. Verification of the candidate’s credentials, such as educational achievement, employment, age, residence, and citizenship.

2. A criminal history, warrant and civil process check with both local and NCIC records.
3. A credit history check.
4. Verification of the applicant's driving record by a copy from the South Carolina Department of Motor Vehicles. If needed, a SLED check prior to appointment.
5. Verification of at least three personal references.
6. Verification of employer references from the most recent positions dating back at least five years or to age eighteen.

Background investigations are completed by the Sheriff's Office BACKGROUND INVESTIGATOR who is assigned to the Administrative Services Division. The Background Investigator is a sworn employee trained to collect and record background information.

BACKGROUND INVESTIGATION RECORDS – Written reports of background investigations for employed sworn candidates are sent to the South Carolina Criminal Justice Academy. Records of all hired candidates' (sworn and civilian) background investigations are maintained on file for, at least, five years and all other candidates' background files will be stored for two years. Records are disposed of by either burning or shredding under monitored conditions.

**POLYGRAPH
EXAMINATION:**

After completion of background investigations all candidates for full-time employment may be subjected to polygraph examinations. Applicants are given a list of the areas from which polygraph questions will be generated. This is accomplished with pre-offer questionnaires and prior to polygraph examination.

Polygraph examinations on candidates for employment are performed by examiners certified by the State of South Carolina to conduct polygraph examinations.

Polygraph examinations and other instruments for the detection of deception are to be used as an investigative aid and will not be used as the single determinant of employment status.

LATERAL ENTRY:

Deputy II is the only position open to lateral entry. To qualify for lateral entry as a Deputy II, an applicant must be a certified law enforcement officer in South Carolina or certified in another state whose certification process is recognized by the South Carolina Criminal Justice Academy. Candidates employed at the rank of Deputy I are reclassified to Deputy II status after successful completion of their twelve-month introductory period.

NOTE - Exceptions are at the discretion of the Sheriff.

DISQUALIFICATION: Any applicant not selected for employment and not rejected for a permanent disqualification may reapply after a period of one year. A permanent disqualification may include:

1. A felony conviction, conviction of a crime of moral turpitude, or a misdemeanor conviction carrying a sentence of one year or more.
2. Background investigation that reflects poor character.

All candidates not appointed to introductory status are informed in writing within ten days of the specific reason. Record retention of all candidates not appointed to introductory status are maintained on file for at least three years and then destroyed under controlled conditions.

Applicants disqualified because of temporary conditions may reapply when those conditions no longer constitute a disqualifying factor.

HIRING ACTION: Candidates for hire are selected by the Sheriff who recommends salary and grade. Factors considered are experience, education and critical skills. Job-related college degrees equate to salary increases of (5%) for an Associate's Degree, (10%) for a Bachelor's Degree and (15%) for a Master's Degree. Qualified experience may equate to a salary increase and will be determined based on prior civilian law enforcement experience. Critical skills, such as Spanish bi-lingual, may equate to salary increases up to (5%). The Sheriff's Administrative Coordinator, or designee, prepares a Personnel Order containing the effective date of employment and other pertinent data.

The Administrative Services Division is responsible for processing all other internal paperwork required for employment. New hires are placed on payroll at the beginning of a two-week pay period.

INTRODUCTORY PERIOD:

All entry-level employees, sworn and civilian are appointed to an introductory status. The introductory period for sworn and communications positions is at least one year while civilian employees is at least a period of six months. The introductory period for non-certified sworn personnel begins upon successful completion of Criminal Justice Academy training. The probationary period for certified personnel will begin on date of hire. Communications personnel must complete entry-level training before being granted regular status.

Newly hired sworn personnel used in special assignments will begin their formal introductory period when assigned to their normal entry-level duties.

During the introductory period, sworn, communications personnel, and Reserve Deputies, are evaluated on a quarterly basis using valid, useful, and non-discriminatory procedures. Civilian employees are evaluated on a bi-monthly basis.

These assessments are formal and follow a standard performance appraisal format.

During the introductory period, a Deputy Sheriff or civilian employee may contest an appraisal by appealing to the next highest supervisor, after discussing the appraisal with the supervisor responsible for completing the evaluation. A contested appraisal may be appealed to the affected Division Commander, who will make a final disposition. The Sheriff has final managerial oversight on performance issues.

Introductory sworn and civilian employees are not entitled to the full grievance process, which is available to permanent, regular status personnel.

DEPUTY SHERIFFS:

A deputy applicant is contacted by mail or electronically within five working days of receipt of his or her application. The selection process is explained in writing and a pre-employment applicant-screening questionnaire is enclosed for completion. Mailed questionnaires are to be returned within fifteen days.

Deputy applicants and questionnaires are processed as follows:

1. Returned completed questionnaires are inspected by the Director of Personnel/Recruitment, or his designee, for acceptance.

Approved questionnaires are filed along with the respective applications and placed in an active file for interview. Non-acceptable questionnaires are those which reflect criminal violations, repeated traffic offenses, unlawful narcotic/drug usage or unacceptable responses to drug related questions, acts of moral turpitude or other behavior that may detract from the professional standards expected of Greenville County Sheriff's Deputies. Non-acceptable questionnaires and their applications are placed in an inactive file and destroyed under controlled conditions after three years.

2. Applications without completed questionnaires or those of questionnaires not returned as specified will be placed in an inactive file and destroyed under controlled conditions after three years.
 3. As the current candidate pool is depleted and vacancies arise, the Sheriff's Office will hold an Employment Interview Board. Normally, this occurs on an as-needed basis, but the Sheriff's Office is not bound to a specific time period.
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Employment Interview Boards are organized by the Director of Personnel/Recruitment with approval of the Sheriff. Interview questions are reviewed for compliance with employment law. At the conclusion of an employment board, a list of candidates and their respective scores is compiled for selection purposes. Of the total scores awarded by a board, a deputy sheriff candidate must score a minimum of 35 points or higher to be eligible for employment. The selection list is given to the Director of Personnel/Recruitment and the Sheriff for their consideration concerning further processing. The Sheriff will determine, from the final list of eligible candidates, who will be subjected to background investigations.

A candidate's background investigation is completed by the Background Investigator. Upon completion of a background investigation and polygraph examination the Sheriff will indicate if an applicant is to receive a conditional offer of employment. The Sheriff makes the final decision on employment and may, at his discretion, interview a candidate prior to his decision.

SELECTION PROCESS FOLLOWING A CONDITIONAL OFFER OF EMPLOYMENT:

1. The candidate is to submit to drug screening.
2. The candidate is subjected to a medical examination by a licensed physician.
3. The candidate is examined for psychological fitness for law enforcement duties by a licensed psychologist or psychiatrist.

EMPLOYEE INTAKE - New employees report to the Administrative Services Division for instructions in the completion of necessary insurance, tax, retirement forms and employment documents. Deputy II recruits report to Supply/Property Control for uniforms and equipment. Platoon assignments are made by the Uniform Patrol Captain.

SWORN PERSONNEL RESIGNATIONS/RETIREMENTS –

Prior to the departure of resigning or retiring personnel, supervisors are responsible for the following requirements:

1. State tickets that can be signed-off are disposed.
2. State ticket books are collected and immediately forwarded to Traffic Enforcement.
3. Determine the resigning deputy's availability for court, most importantly for General Sessions's cases, and forward this information to Traffic Enforcement. Notify the General Sessions Docket Coordinator and request assistance with expediting affected cases through the court system.

4. Review all property placed in Property and Evidence by the resigning/retiring deputy for disposal.

**RESERVE
DEPUTY SHERIFFS:**

A reserve applicant is contacted by mail upon the receipt of his or her application. Written notification explains the selection process and includes a pre-employment screening questionnaire. Completed questionnaires are to be returned within ten working days.

Returned completed questionnaires are inspected by the Director of Personnel/Recruitment, or his designee, for acceptance.

Approved questionnaires are filed along with the respective applications and placed in an active file for interview. Non-acceptable questionnaires are those which reflect criminal violations, repeated traffic offenses, unlawful narcotic/drug usage or unacceptable responses to drug related questions, acts of moral turpitude or other behavior that may detract from the professional standards expected of Greenville County Sheriff's Deputies. Non-acceptable questionnaires and their applications are placed in an inactive file and destroyed under controlled conditions after three years.

Employment Interview Boards are organized by the Director of Personnel/Recruitment with approval of the Sheriff. Interview questions are reviewed for compliance with employment law and are to be job related. At the conclusion of an employment board, a list of candidates and their respective scores is compiled for selection purposes. Of the total scores awarded by a board, a Reserve Deputy candidate must score a minimum of 33 points or higher from board members to be eligible for employment. The selection list is given to the Director of Personnel/Recruitment and the Sheriff for their consideration concerning further processing.

A Reserve candidate's background investigation is completed by the Background Investigator. Following the background investigation, a polygraph test, physical abilities test and pre-employment drug screening are scheduled. Upon completion, the background investigation report and testing results are submitted to the Director of Personnel/Recruitment.

Recommendations for selection are forwarded to the Sheriff for consideration by the Director of Personnel/Recruitment.

**SELECTION PROCESS FOLLOWING A CONDITIONAL
OFFER OF EMPLOYMENT:**

1. The candidate is to submit to drug screening.
2. The candidate is subjected to a medical examination by a licensed physician.

3. The candidate completes the physical abilities test. Physical abilities must meet the minimum standards as required for admission to the South Carolina Criminal Justice Academy.
4. The candidate is examined for psychological fitness for law enforcement duties by a licensed psychologist or psychiatrist.

Reserve candidates must successfully complete the Reserve Officers Training Class conducted by the Center for Advanced Training that is sanctioned by the South Carolina Criminal Justice Academy. A passing score of 75% is necessary for successful completion.

**COMMUNICATIONS
SPECIALIST:**

A Communications Specialist applicant is contacted by mail, or electronically, within five working days of receipt of his or her application. The selection process is explained in writing and a pre-employment applicant-screening questionnaire is enclosed for completion. Mailed questionnaires are to be returned within ten days.

Applications and questionnaires are processed as follows:

1. Returned completed questionnaires are inspected by the Director of Personnel/Recruitment, or his designee, for acceptance. Approved questionnaires are filed along with the respective applications and placed in an active file for interview. Non-acceptable questionnaires are those which reflect criminal violations, repeated traffic offenses, unlawful narcotic/drug usage or unacceptable responses to drug related questions, acts of moral turpitude or other behavior that may detract from the professional standards expected of Greenville County Sheriff's Office employees. Non-acceptable questionnaires and their applications are placed in an inactive file and retained for another eighteen months to be destroyed under controlled conditions.
2. Applications without completed questionnaires or those of questionnaires not returned as specified will be placed in an inactive file and destroyed under controlled conditions after three years.
3. As the current candidate pool is depleted and vacancies arise, the Sheriff's Office will hold an Employment Interview Board. Normally, this occurs on an as-needed basis, but the Sheriff's Office is not bound to a specific time period.

Employment Interview Boards are organized by the Director of Personnel/Recruitment with approval of the Sheriff. Interview questions are reviewed for compliance with employment law and job related.

At the conclusion of an employment board, a list of candidates and their respective scores is compiled for selection purposes. Of the total scores awarded by a board, a communications candidate must score a

minimum of 34 points or higher from board members to be eligible for employment. The selection list is given to the Director of Personnel/Recruitment and the Sheriff for their consideration concerning further processing. The Sheriff determines who will be subjected to background investigations.

A candidate's background investigation is completed by the Background Investigator. Following the background investigation, a polygraph examination is scheduled. Upon completion, the background investigation report and testing results are submitted to the Director of Personnel/Recruitment. Recommendations for selection are forwarded to the Sheriff for consideration by the Director of Personnel/Recruitment.

Following a conditional offer of employment, candidates are scheduled for a drug screening, medical examination by a licensed physician and psychological evaluation.

EMPLOYEE INTAKE - New employees report to the Administrative Services Division for instructions in the completion of necessary insurance, tax, retirement forms and employment documents. Platoon assignments are made by the Uniform Patrol Captain.

**NON-SWORN
PERSONNEL:**

A non-sworn applicant is contacted by mail within five working days of receipt of his or her application. The selection process is explained in writing and a pre-employment applicant-screening questionnaire is enclosed for completion. Questionnaires are to be returned within ten days.

Non-sworn applications and questionnaires are processed as follows:

1. Returned completed questionnaires are inspected by the Director of Personnel/Recruitment, or his designee, for acceptance.
2. Approved questionnaires are filed along with the respective applications and placed in an active file for interview. Non-acceptable questionnaires are those which reflect criminal violations, repeated traffic offenses, unlawful narcotic/drug usage or unacceptable responses to drug related questions, acts of moral turpitude or other behavior that may detract from the professional standards expected of Greenville County Sheriff's Office employees.
Non-acceptable questionnaires and their applications are placed in an inactive file and retained for another eighteen months to be destroyed under controlled conditions.
3. Applications without completed questionnaires or those of questionnaires not returned as specified will be placed in an

inactive file and destroyed under controlled conditions after three years.

4. As the current candidate pool is depleted and vacancies arise, the Sheriff's Office will hold an Employment Interview Board. Normally, this occurs on an as-needed basis, but the Sheriff's Office is not bound to a specific time period.

Employment Interview Boards are organized by the Director of Personnel/Recruitment with approval of the Sheriff. Interview questions are reviewed for compliance with employment law. At the conclusion of an employment board, a list of candidates and their respective scores is compiled for selection purposes.

Of the total scores awarded by a board, a candidate must score a minimum of 33 points or higher from board members to be eligible for employment. The selection list is given to the Director of Personnel/Recruitment and the Sheriff for their consideration concerning further processing. The Sheriff determines who will be subjected to background investigations.

A candidate's background investigation is completed by the Background Investigator. Following the background investigation, a polygraph examination is scheduled. Upon completion, the background investigation report and testing results are submitted to the Director of Personnel/Recruitment. Recommendations for selection are forwarded to the Sheriff for consideration by the Director of Personnel/Recruitment.

Following a conditional offer of employment candidates are scheduled for pre employment drug screening, and if required, medical screening by a licensed physician.

EMPLOYEE INTAKE - New employees report to the Administrative Services Division for instructions in the completion of necessary insurance, tax, retirement forms and employment documents. Division assignments are based on vacancies at the time.

SCHOOL CROSSING GUARDS:

A School Crossing Guard applicant is contacted by mail within five working days of receipt of his or her application and pre-employment applicant-screening questionnaire. Applicants are scheduled for an interview by the Crossing Guard Coordinator and the selection process is explained to applicants in writing in the case that there are no positions currently available for employment


Crossing Guard applications and questionnaires are processed as follows:

1. Returned completed questionnaires are inspected by the Crossing Guard Coordinator or their designee, for acceptance.

- Applicant requirements: (1) at least eighteen years of age, (2) able to direct pedestrian and vehicular traffic through arm/hand signals and signs, (3) ability to communicate orally and in writing, (4) ability to stand and work in adverse weather for one hour periods, (5) no serious or extensive criminal violations (6) must have telephone.
2. Applications without completed questionnaires or those of questionnaires not returned as specified will be placed in an inactive file and destroyed under controlled conditions after three years.
 3. As vacancies arise, candidates will be contacted for interviews with the majority of the hiring process occurring prior to the beginning of each school year.

INTERVIEWS – Interviews are conducted by the School Crossing Guard Coordinator. Interview questions are derived from the listed job qualifications and the applicant's answers to the Pre-Employment Questionnaire. Interview questions are to comply with Equal Opportunity Employment standards and be confined to legitimate occupational qualifications. Questions and comments are in no way to reflect discriminatory inferences.

Based on interview results, a candidate's background investigation is completed by the School Crossing Guard Coordinator. Acceptable candidates selected for employment as school crossing guards, following a conditional offer of employment, will be scheduled for pre-employment drug screening. New crossing guard employees report to the School Crossing Guard Coordinator for new employee intake, issuance of uniforms/equipment, and work assignments.



Hobart Lewis, Sheriff