



GREENVILLE COUNTY
SHERIFF'S OFFICE

GO - 147

GENERAL ORDERS

PROMOTION PROCESS

PURPOSE:

This policy establishes standards specifying conditions for the evaluation, selection, and advancement of candidates qualified for promotion. The Sheriff's Office promotion process is designed to ensure fairness within the selection of personnel for promotion. This policy also ensures the promotion process is job-related and non-discriminatory.

PERSONNEL/ RECRUITMENT:

The Director of Personnel/Recruitment is responsible for:

1. Administration of the promotion process.
2. Conducting an annual review of the promotion process.
3. Monitoring the process for adverse impact.

PROMOTION/ SPECIALIZED ASSIGNMENT ANNOUNCEMENTS:

Written promotion and specialized assignment announcements are to be advertised for at least seven days to all personnel. Announcements are to include:

1. A description of the position or job classification for which the vacancy exists.
2. A schedule of dates, times and locations of all elements of the promotion/selection process.
3. A description of eligibility requirements.
4. A description of the process to be used in selecting personnel for the vacancy.

TRANSFER:

When an opening occurs in a position above the Deputy I or Communications Specialist pay grade, requests for lateral transfers will be considered. The Sheriff has the authority to order the transfer of an employee from any office, division, section or unit to another to serve the best interest of the Sheriff's Office. Transfers will not be restricted merely to those employees who have expressed their interest in a transfer. Deputies must have three years of civilian law enforcement experience from the date of certification with at least one year with this agency since their most recent date of hire/reinstatement before they are eligible for transfer. In cases where the vacant position is of a pay grade higher than Deputy II or Communications Specialist, transfer requests will be considered first.

When a vacant position is posted, all personnel wishing to transfer who are at a pay grade higher than Deputy II must submit a transfer request form on vConnect. Such personnel will then be interviewed by ranking members from the division where the vacancy exists. Transfers will be interviewed first; however, if the candidate or candidates are not deemed qualified or suitable for the position after the interview, then personnel from the promotion eligibility list will be considered. The final selection decision will be made by the Sheriff with recommendation from the affected Division Commander. Decisions not to accept personnel requesting to transfer must be thoroughly documented in writing and submitted to the Sheriff and a copy forwarded to the Director of Personnel for retention. This will only need to be documented if the denial of transfer(s) results in the opening of the promotion list to fill this vacancy. The Sheriff will make direct appointments for positions on his Command Staff or Personal Staff.

PROMOTION:

When a promotion opportunity is available a lateral transfer may be undertaken by the concurrence of the Division Commander(s) concerned and with the approval of the Sheriff, provided the transfer is of the same rank.

Bi-annual Promotion Boards will be held for Sergeants, Master Deputies/Investigators, Communications Training Specialists, Assistant Principal Communications Specialist and Principal Communications Specialists in January and July. Those who qualify on the board will remain on the promotion eligibility list for one year. During the term that a successful candidate occupies a position on the promotion eligibility list. The following conditions would remove the candidate from the eligibility list:

- Demotion from current rank or suspension from duty will remove the candidate from eligibility for promotion for a period of one year.
- Being placed on a performance improvement plan and/or probationary status will remove the candidate from eligibility for a period of six months.
- Receiving a Written Reprimand will remove the candidate from eligibility for a period of six months.
- All documented discipline will be considered during the competitive promotion process.

In the event that seventy-five percent of the eligible candidates are exhausted from the promotion list or at the Sheriff's discretion, a new Promotion Board will convene to replenish the list of eligible candidates. Those who qualify will remain eligible until the next Bi-annual Promotion Board is held.

NOTE: An employee who has been considered ineligible for promotion due to disciplinary action will be allowed to take the promotion board but will not be eligible for promotion until the end date of the disciplinary action has been met.

INTRODUCTORY PERIOD:

Promoted personnel serve a six month introductory period. Upon recommendation of the affected Division Commander, the Sheriff may request Greenville County Human Resources to extend the introductory period an additional three months, if a promoted employee is not performing satisfactorily. An additional extension will not be granted. Personnel are not permitted to transfer until the successful completion of their introductory period unless approved to do so by the Sheriff.

APPEAL PROCESS:

Appeals for review of adverse decisions concerning eligibility or appointment to promotion vacancies may be made by affected personnel. Appellants are entitled to the following:

1. The correct answers to questions asked at the Promotion Interview Board and written exam.
2. To review their scored elements of the promotion process.
3. To review their performance appraisals used in the selection decision.
4. Re-application, re-testing or re-evaluation.

Appellants may request procedures 1, 2, and 3 through the Director of Personnel/Recruitment. Procedure 4 may be requested through the chain of command up to the Conduct and Procedures Review Board. If the adverse ruling is appealed to the Conduct and Procedures Review Board, the Board will thoroughly examine all relevant factors and submit a recommendation to the Sheriff. The Sheriff's disposition is final.

PROMOTION ACTION:

Following the selection of a candidate for promotion, the Sheriff will announce the promotion via a Personnel Order. The successful candidate will receive a Promotion Warrant describing their appointment and date of promotion from the Sheriff.

PROMOTION

MATERIAL SECURITY: Promotion materials are stored in a locked file cabinet in the Administrative Services Division.

SWORN

PERSONNEL: All sworn personnel, except limited duty sworn personnel and Class 3 Deputies, are governed by this policy. These positions are identified as:

1. Deputy II
2. Master Deputy
3. Investigator
4. Sergeant

ENTRY-LEVEL RANK - For sworn personnel is Deputy I.

LATERAL ENTRY - Permitted in the rank of Deputy II, providing a candidate possesses the minimum qualifications for such rank.

NON-COMPETITIVE PROMOTION - Awarded to Deputy I who successfully complete the requirements for Deputy II and are recommended for reclassification.

COMPETITIVE PROMOTIONS - Required for all ranks above Deputy II. Sworn personnel exceptions: Lieutenants, Captains, Majors and the Chief Deputy, are direct appointments by the Sheriff.

QUALIFICATIONS: There are four factors in the promotion process:

1. Longevity
2. Performance Appraisal
3. Knowledge Based Written Test
4. Promotion Review Board

LONGEVITY: Candidates must have the following total years of civilian law enforcement experience as listed below. Recruits or deputies who have been reinstated/hired will not be eligible for promotion until completing one year of continuous employment from their most recent date of hire or reinstatement.

<u>Rank</u>	<u>Experience and Performance Appraisal</u>
Master Deputy/Investigator	Three years of civilian law enforcement experience from the date of-certification with at least one year with this agency since their most recent date of hire/reinstatement. Must have at least a 3.6 from their last performance appraisal.

Sergeant

Five years of civilian law enforcement experience from the date of certification with at least two years with this agency since their most recent date of hire/reinstatement. Candidates must be currently at the rank of Master Deputy/Investigator for a period of one year. Must have at least a 4.0 from their last annual performance appraisal

WRITTEN EXAMINATIONS - Written examinations must meet the requirements of validity, utility, and minimum adverse impact. In addition, a current bibliography of reading material used as the source for questions must be provided to each candidate prior to the written examination. Questions are to be restricted to material covered in the bibliography. The written examination will consist of forty-eight questions. Candidates must correctly answer at least thirty-six questions (75%) to move on to the Promotion Review Board. Those who do not meet this requirement must wait until the next bi-annual Promotion Board to re-test.

PROMOTION REVIEW BOARD - Four Promotion Review Board members will be appointed by the Sheriff to serve at the pleasure of the Sheriff. Board members will be appointed as follows:

1. Division Commander or their designee.
2. Director of Personnel/Recruitment or their designee.
3. Two members of equal or greater rank than the position being considered.

At the discretion of the Sheriff, members composing the board may vary, depending on availability of those individuals for specific interviews. Nothing precludes the Sheriff from utilizing personnel from other agencies or citizens from the private sector to serve on the Promotion Review Board. At a minimum, at least one sworn deputy from the Sheriff's Office will serve on all sworn personnel Promotion Review Boards. Every effort is to be made to ensure minority/female representation on all Promotion Review Boards when possible.

SCORING:

At the conclusion of each candidate's answers, board members will assign each promotion applicant a numerical rating between one and six indicating interview performance on that particular question. Candidates may obtain a maximum of forty-eight points.

**PROMOTION
REVIEW BOARD
MEMBER****RESPONSIBILITIES:**

All candidates for promotion will appear before the board in appropriate business professional attire or in their Class-A uniform with tie. If wearing the uniform, candidates display a professional appearance with boots shined, uniform pressed, and have their appropriate rank and hash marks displayed. Candidates who appear before the board in unprofessional attire or who do not meet acceptable uniform standards will be prohibited from interviewing. Each board member will be allowed to ask scenario based questions or give practical exercises (i.e., review a Daily Observation Report, review an incident report, review a time sheet, etc.) that are specific to duties of the rank for which the candidate is applying. Each board member will be allotted two questions, one of which may be a practical exercise. Board members assess each candidate's answers to scenarios and practical exercises using the following 1-6 grading scale:

- 1 – Makes no attempt to answer the scenario question/solve the exercise, cannot come up with any insight in to the problem or issue at hand.
- 2 – Makes an attempt to problem solve/complete the exercise; however, the answer was subpar or not realistic in the approach, deviates from policies and/or procedures, or not legally sound.
- 3 – Provides a bare minimum response to the scenario/exercise but not to the level of what would be expected.
- 4 – Problem solving ability is what you would expect from someone at their grade and experience level. Provides an acceptable, basic and generic answer that is consistent with policies and/or procedures, or is legally sound.
- 5 – Provides exceptional insight and is able to relate the scenario/exercise to real life situations and pull from past experiences and encounters. Answer is what would be expected from a well-seasoned, senior deputy/master deputy.
- 6 – Shows command level knowledge and ability to problem solve and address critical situations. Provides superior insight in to issues without hesitation. Goes above and beyond in approaching the scenario/exercise and offers solutions that a policy making deputy would be expected to provide.

At the conclusion of each candidate's Promotion Review Board, the board members will be allowed to openly discuss the candidate amongst themselves in an effort to better assess the candidate collectively. Each board member will add up all of their scores from the eight questions/exercises. These numbers will then be added together and divided by four to obtain an average overall numerical grade for that candidate by the Promotion Review Board. The maximum number of points available is forty-eight.

**CANDIDATE
SELECTION:**

After reviewing all potential candidates for promotion, the Promotion Review Board will forward its ratings to the Administrative Services Division which will add the written test scores to the Promotion Review Board scores to gain an overall score.

The total number of points that can be accumulated from the written test and the Promotion Review Board is ninety-six points. Four additional points can be obtained by meeting the following criteria:

- 1 point - Five or more years of civilian law enforcement experience for Deputy II's or five or more years as a current Master Deputy.
- 1 point - Any advanced college degree (Associate's Degree or higher).
- 1 point - Current or prior military service.
- 1 point - Currently holding any instructorship from the SC Criminal Justice Academy (Firearms Instructor, Driving Instructor, SMD Instructor, SFST Instructor, etc.).

The four additional points, if applicable, will be added to the overall score only and will not be used towards the written test. Candidates scoring a minimum of seventy-five points out of one hundred possible points will be placed on the final promotion list. The promotion list will be published by the last 4 digits of the candidates social security number in no particular order. The promotion list will be presented to the Command Staff in numerical grade order and will include the overall scores.

After the conclusion of the interview process, the affected Division Commander will make their recommendation to the Sheriff for final approval.

As with all transfers and promotions, the Sheriff will ultimately have the final authority in these matters.

**NON-SWORN
PERSONNEL:**

All non-sworn personnel are governed by this policy. These positions are identified as:

1. Communications Training Specialist
2. Assistant Principal Communications Specialist
3. Principal Communications Specialist

Entry level, non-sworn positions:

- Service Representative
- Administrative Support Specialist
- Communications Specialist
- Crossing Guard
- E911 System Technician
- Heavy Equipment Operator

Lateral entry, non-sworn positions:

- Principal Accounting Specialist II
- Administrative Coordinator
- Principal Financial Management Analyst
- Administrative Assistant
- Administrative Support Specialist
- Supply Officer
- Crime Analyst
- Principal Heavy Equipment Operator
- Principal Communications Specialist
- Communications Training Specialist
- Director of Communications
- Director, E911
- Systems Coordinator
- E911 System Technician
- Case Manager/Counselor
- General Counsel
- Paralegal
- FOIA Coordinator
- Multi-Media Specialist

SELECTION PROCESS FOR LATERAL ENTRY NON-SWORN POSITIONS - The selection process is the same as that for new hires. Personnel currently working in a lower classification must apply for these positions through Greenville County Human Resources and interview with other candidates.

COMPETITIVE PROMOTIONS FOR NON-SWORN POSITIONS - Required for all positions above Communications Specialist.

QUALIFICATIONS: There are three factors in the promotion process:

1. Longevity
2. Annual Performance Appraisal
3. Promotion Review Board

LONGEVITY: Candidates must have the following total years of Communications experience as listed below. Personnel who have been reinstated/hired will not be eligible for promotion until completing one year of continuous employment from their most recent date of hire or reinstatement.

<u>Rank</u>	<u>Experience and Performance Appraisal</u>
Communications Training Specialist	One year of Communications experience with at least one year with this agency since their most recent date of hire/reinstatement. Must have at least a 3.25 from their last annual performance appraisal.
Assistant Principal Communications Specialist	Two years of Communications experience with at least one year with this agency since their most recent date of hire/reinstatement. Candidate must be currently at the rank of Communications Training Specialist for a period of one year. Must have at least a 3.75 from their last annual performance appraisal.
Principal Communications Specialist	Three years of Communications experience with at least two years with this agency since their most recent date of hire/reinstatement. Candidates must be currently at the rank of Assistant Communications Specialist for a period of one year. Must have at least a 3.75 from their last annual performance appraisal.

PROMOTION REVIEW BOARD – The composition of the Promotion Review Board will follow the same outlined policy as listed for sworn personnel.

SCORING:

At the conclusion of each candidate's interview, board members will assign a numerical rating indicating interview performance. Each member may assign as many as ten points to each candidate. Candidates may obtain a maximum of forty points.

**PROMOTION
REVIEW BOARD
MEMBER**

RESPONSIBILITIES:

Board members assess each candidate's standing in the following dimensions and they are given a numerical score from one to ten in each category:

1. Personal appearance and attire.
2. Personal demeanor (composure and self-confidence).
3. Ability to communicate (voice, diction, grammar, gestures).
4. Knowledge of departmental procedures, rules and regulations, and general orders.
5. Knowledge of statutes relating to the tasks to be performed.
6. Knowledge of position for which applying.
7. Explanations and answers to questions.
8. General attitude.
9. Interviewer's overall assessment.
10. For Supervisory positions:
Opinions relating to the evaluation, leadership and direction of personnel.

At the conclusion of each candidate's Promotion Review Board, the board members will be allowed to openly discuss the candidate amongst themselves in an effort to better assess the candidate collectively.

**CANDIDATE
SELECTION:**

After reviewing all potential candidates for promotion, the Promotion Review Board will forward its ratings to the Administrative Services Division which will compile the scores of all candidates. Candidates scoring a minimum of thirty-six points out of forty possible points will be placed on the final promotion list. The promotion list will be presented to the Command Staff in order and will not include scores. As with all transfers and promotions, the Sheriff will ultimately have the final authority in these matters.



Hobart Lewis, Sheriff