PURPOSE:

Personnel Development provides individual and professional growth opportunities. It is designed specifically for the sworn members and communications personnel of our agency. This program should further build trust, improve communication, and have a direct impact upon the overall level of job satisfaction. The focus of the Personnel Development Program, a leadership driven initiative, is on broadening and enhancing the skill, knowledge, and ability of personnel. This is accomplished through various means including one-on-one meetings, educational pursuits, and training opportunities.

The pursuit of higher education is encouraged, as it is an important component of structured self-development. However, it should be noted that higher education is not an absolute answer in achieving improvement in law enforcement agencies. Deputies and communications personnel who have received a broad general education have a better opportunity to gain a more thorough understanding of society, to communicate more effectively with our citizens, and to develop an in-depth approach to challenges facing our community.

PROCEDURE:

The Sheriff's Office maintains a Personnel Development Program which includes career counseling, in-service training, and advanced training. This is a leadership driven program. Sworn and communications personnel will be receiving intentional face-to-face developmental sessions within their own chain of command.

P**ROGRAM OBJECTIVES:**

1. To enhance trust, communication, and retention.
2. To provide development opportunities to all personnel.
3. To enhance the ability of each individual deputy through Personnel Development.

This program will be validated annually by the Division Majors and records retained by the Administrative Services Division Commander.

PERSONNEL DEVELOPMENT:

Each Deputy and Communication Specialist will receive Personnel Development a minimum of twice a year, bi-annually, with one being completed with the Annual Performance Appraisals. This will be completed by a member of their chain of command that is two levels above their current rank (i.e. Lieutenants develop Master Deputies, Captains develop Sergeants, etc…). Personnel Development will be continuously documented on agency approved forms.

Personnel Development will be conducted in a manner to enhance communication between personnel, but will not generally be utilized for disciplinary actions arising from discussions. Information shared should be treated as confidential and not for general dissemination. It should be noted that other supervisory personnel will have access to prior session records when an employee is transferred or promoted under their command. Discussions should include a collection of background information such as law enforcement experience, military experience, and educational experience. In addition to this information, law enforcement interests and goals should be discussed. Goals should be set at varying time intervals to include 1 year, 3 years, and overall career. Goals are not to be limited to promotion desires, but should include other law enforcement related desires such as cross training, advanced classes, special teams, etc. Goals may also include non-law enforcement related topics like education and post retirement planning. Plans for achieving goals are paramount to the success of the program and should be clearly documented. Efforts to ensure attainment of goals will fall upon both the deputy being counseled and the counselor.

PERFORMANCE IMPROVEMENT PLAN: A Performance Improvement Plan (PIP) is designed to assist employees who are performing below expected standards within the Sheriff's Office. A performance improvement plan is not considered a disciplinary action, although failure to successfully complete the PIP may result in disciplinary action to include suspension, demotion and or termination. A PIP will be assigned by a Platoon/Unit Commander or higher rank.

A Performance Improvement Plan will include the following guidelines in order to assist the employee with successfully completing the PIP.

1. Address the area of concern where the employee is performing below standards.
2. Clearly explain to the employee what level of performance is expected.
3. Explain what the immediate supervisor and the Sheriff's Office can and will do to assist the employee in improving their performance.
4. Identify what the employee can do to improve their performance.
5. Determine the length of the PIP, (30 days, 3 months or 6 months), in which the employee is expected to improve their performance.

6. Set a period of supervisor documented review during the PIP, (weekly, bi-weekly or monthly), that the supervisor will meet with the employee to discuss their progress.
7. An outline of the discipline that may occur if the PIP is not successfully completed by the employee.
8. At the conclusion of the PIP, the supervisor will write a follow-up letter that explains the results of the plan whether the employee was successful or unsuccessful in improving their performance.

Note- All forms related to the Performance Improvement Plan will be forwarded to the Administrative Services Division Commander at the start of the PIP and throughout the process until completion.

SKILLS, KNOWLEDGE, AND ABILITIES:

The Administrative Services Division is to maintain an inventory of the skills, knowledge, and abilities expected of each deputy and each career specialty requirement. This inventory is available to supervisors to assist them in their duties.

SKILLS – the proficiency with which a deputy performs his/her duties.

KNOWLEDGE – a body of information or the understanding gained through learning, education, experience, or associations.

ABILITIES – processes required to perform various job responsibilities.

The skills, knowledge, and abilities inventory may contain the following areas:

- Educational background.
- Training courses.
- Work experience.
- Special skills.
- Foreign languages capabilities.
- Results of performance evaluation reports.

IN-SERVICE TRAINING:

In-service training is an extension of personnel development. This training keeps deputies up to date on the duties and responsibilities of

the job being performed, enhances skills, and increases the potential for upward mobility.

Records are maintained on each deputy of all proficiency and in-service training. Information recorded includes: title of course, date of completion, grade (if any), and achievement of any special honors.

An inventory of internal and external training sources is maintained in the Administrative Services Division and is available to all personnel.

Agency driven career advancement training is designed to provide training opportunities for all positions classified as promotions. The nature and scope of such specialized training is determined by the skills, knowledge, and abilities required of each position. Such advanced training is considered a part of personnel development. As deputies become eligible for promotion they are provided the opportunity for the training necessary for the position.

Management level training is required for each deputy promoted into positions of lieutenant and above. Such training may include:

- Communication
- Strategic Planning
- Delegation
- Fiscal management
- Decision-making
- Risk Management
- Personnel Development

TEMPORARY ASSIGNMENTS:

Commonly referred to as "Cross Training", deputies may be assigned to temporary assignments outside of their normal duties. This may occur in any agency organizational component with any position of like rank. Cross training offers personnel the opportunity to broaden and enhance their knowledge, skill, and ability in furtherance of career goals. Transfers from one division to another require coordination between lieutenants of the affected units with the approval of the affected Division Commanders.
When cross training occurs, the supervisor of the receiving unit will complete a performance evaluation at the conclusion of such duty. Cross training will be for a minimum of two pay periods with the possibility of an extension at the discretion of the affected Division Commanders.

EDUCATIONAL INCENTIVES:

The policy of the Sheriff's Office is to provide encouragement to sworn personnel to further individual educational development.

Whenever possible, the Sheriff's Office will attempt to adjust an employee's work schedule to accommodate educational programs.

Pursuant to Greenville County policies, personnel may be eligible for reimbursement of certain educational costs under specific guidelines. Leave for educational purposes may be granted at the discretion of the Sheriff, and in accordance with current Greenville County policies.

Educational incentive pay is awarded to officers who complete either an Associate, Bachelor's, or Master's degree in Criminal Justice or a related field. Normally, a 5% increase is awarded for an Associate degree, 10% increase for a Bachelor's degree, and 15% for a Master's degree. Applicant/candidates who possess either an Associate, Bachelor's, or Master's Degree will be awarded a 5%, 10%, or 15% increase over minimum starting salaries. Educational incentive pay will be awarded in accordance with Greenville County policies.

All personnel are encouraged to seek continuing education opportunities. Supervisors are encouraged to support personnel in achieving these goals.

EQUAL OPPORTUNITY:

All personnel are to be afforded equal opportunity in personnel development. All persons, regardless of race, gender, creed, religion, physical or emotional ability, are to have free and full access to personnel development.

Hobart Lewis, Sheriff