

## 6.4 Entry-Level Recruitment & Selection

The Sheriff's Office uses the Anne Arundel County Office of Personnel's position management system. This system includes the number and type of each position authorized in the annual budget, the location of each position within the Office's organization structure, and status information (e.g., position filled or vacant). When vacancies come about, the Sheriff's Office will recruit, screen, and select employees based on qualifications, experience and suitability for the job as established by the Sheriff's Office and the Anne Arundel County Office of Personnel, and by State selection standards for law enforcement. The Office will seek to carry out affirmative action policies at every level to ensure that all interested applicants receive equal opportunity. It is our goal to maintain a diverse and highly skilled workforce, willing and equipped to serve the public.

### 6.4.1 Overview

The Sheriff will complete and forward a *personnel requisition* to the Anne Arundel County Office of Personnel when a position vacancy occurs. Once approval to fill a vacancy has been granted, recruitment and hiring will ensue according to the procedures and practices of the Office of Personnel and the Sheriff's Office.

The Sheriff's Office *Human Resources Coordinator* will consult with the Office of Personnel's *Analyst* and determine advertisement qualifications to recruit applicants for the vacant position. The Office of Personnel's *Analyst* will establish a date for the written examination for entry level or lateral candidates for the sworn positions.

The Human Resources (HR) Coordinator will set up and coordinate the investigation and selection period. He/she will manage the process with expediency to fill the vacancy as soon as possible. The HR Coordinator will promptly forward a time-line to the Chief Deputy that identifies specific phases in the investigation and selection period for filling the vacancy. The time-line will serve as a management plan for the period. The HR Coordinator will submit the time-line five (5) work days before the closing date of the vacancy announcement.

The time-line will minimally include projected dates for the following phases:

- Panel Interview
- Personal History Statement Return Dates
- Polygraph Examinations
- Background Investigation Assignments
- Personnel Meetings
- Administrative Interviews
- Hire Date

At the time of their formal application, prospective employees will be informed in writing of all the elements of the selection process, the expected duration of the selection process, and the agency's policy on re-application.

The HR Coordinator will select *Background Investigators* for the selection period, to include qualities and skills of prior investigative experience or "trainability" in this specialty. They will be temporarily assigned to the Sheriff's Office Administrative Bureau, and supervised by the HR Coordinator. These investigators will remain in their temporary assignments until background investigations are complete. The Investigator is a voluntary assignment. The HR Coordinator establishes their work schedules and responsibilities which may differ from "normal" work arrangements to satisfy the investigative need.

#### 6.4.2 Initial Panel Interview

Initial *Panel Interviews* consist of at least three panelists. The Panel is selected by the HR Coordinator and will reflect the diversity and rank structure in the Office.

The HR Coordinator and the Office of Personnel Analyst will coordinate preparation of interview questions, procedures, and evaluation methods. A score of 70 or more is required in order to successfully complete the initial panel interview.

Following the interviews, applicants will be placed in descending order by interview score. The HR Coordinator will submit the list to the Chief Deputy and the Office of Personnel Analyst. Applicants with a score of 80 and above will receive first consideration for polygraph examinations and background investigations. In the event an applicant is disqualified or removed from the process, the applicant with the next highest score below 80 will be considered for a polygraph examination.

#### 6.4.3 Personal History Statement

The *Personal History Statement* is a fundamental tool to retrieve in-depth and critical information about an applicant. It is used to guide Background Investigations and confirm information. Personal History Statements are used with various investigative tools. It is not a sole source to determine an applicant's eligibility for a position unless it is: returned to our Office beyond the deadline, is incomplete, is not notarized, or the information provided by the applicant violates local and state selection criteria.

All applicants are required to complete a Personal History Statement, including persons applying for sworn, civilian, contractual, part-time, or volunteer positions.

#### 6.4.4 Background Investigations

With the written consent of an applicant, a background investigation will be conducted. Background investigations for sworn positions will consist minimally of inquiries outlined in the Maryland Police and Correctional Training Commissions (MPCTC) Manual, Chapter 5: *Background and Criminal History Investigations*. Similar background investigations will be conducted on all civilian applicants.

Information discovered during the background investigation and polygraph examination is highly confidential. Staff authorized to handle or consult on matters concerning investigations include the Sheriff, Chief Deputy, HR Coordinator, assigned investigators and administrative support staff to the investigative team. Background Information shared among unauthorized personnel is prohibited. Acquired background information will be retained for a period consistent with the direction given in General Order 7.6, *Records Retention*, in this General Orders Manual.

#### 6.4.5 Selection Standards

After the successful completion of a background investigation, the HR Coordinator will recommend to the Office of Personnel Analyst a list of candidates for the eligibility list. The candidates will be placed in order of preference beginning with the most qualified. These candidates will meet the minimal *Selection Standards* of the MPCTC, the *Background Standards for Public Safety* from the Anne Arundel County Office of Personnel, or any other criteria recognized by the Sheriff.

The Sheriff, along with the Chief Deputy, will interview each of the candidates on the eligibility list. They will offer conditional employment to candidates of their choosing. A full offer of employment will follow the successful completion of both medical and a psychological examination. The results of the medical and psychological exams will be sent directly to the Office of Personnel Analyst. The Personnel Analyst will advise the HR Coordinator whether or not the applicant passed these exams. The Office of Personnel will retain all original medical and psychological exam results and will provide a copy of the medical and psychological reports to the HR Coordinator to be placed in the applicant's background file per MPCTC mandate. Upon hire, new civilian employees will be on probationary status for no less than 6 (six) months; sworn personnel, no less than 12 months.