

**RECRUITMENT, HIRING, AND RETENTION:  
CURRENT PRACTICES IN U.S. JAILS**

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# **RECRUITMENT, HIRING, AND RETENTION: CURRENT PRACTICES IN U.S. JAILS**

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# Introduction

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Perhaps the most serious problem jail administrators face today is the need to attract and retain sufficient numbers of high-quality correctional officers. Recognizing the need for information to help jail administrators meet this challenge, the Jails Division of the National Institute of Corrections (NIC) in 1999 directed the NIC Information Center to survey a cross-section of large, medium, and small jails and jail systems from throughout the United States.

Because this report is based on information obtained from a small proportion of jails in this country, it does not provide a complete picture of current staffing practices. Instead, it is intended as an information resource on successful staffing practices in a variety of facility types and sizes. Its aim is to assist jail administrators seeking effective and innovative approaches to recruiting, hiring, and retaining qualified correctional officers.

A number of forces combine to make staffing a major issue confronting jails. Among these forces is the demand for more correctional officers to staff either new or expanded facilities in many locales. Many counties participating in this study plan to add correctional officers over the next year or two; some—including four jurisdictions that are building new jails—will increase their number of officers by as much as 100%. Federal government statistics also suggest that corrections agencies will continue to focus on recruitment in the years ahead. The Bureau of Labor Statistics projects a growth in employment in correctional officer positions of 38.7% from 1998 to 2008, as compared with overall job growth of 14.4%.

## Project Method

### Sources of Information

Staff from NIC's Information Center and Jails Division developed a survey instrument/interview protocol to obtain the information and materials collected for this project. Jail administrators were contacted and given a choice of participating via either a telephone interview or a written survey response. Administrators from 17 large jails, 10 medium jails, and 7 small jails contributed information for this report. Most administrators chose to be interviewed, but six responded exclusively in writing. In some cases, the chief administrator was interviewed; in others, the information was obtained from the personnel division. A list of contact names is provided in Appendix A.

This report of survey findings is augmented by remarks of speakers and participants in a July 1999 meeting of NIC's Large Jail Network, which also focused on the topic of jail staffing. In addition to participating in the interview process, many survey respondents provided examples of their recruitment materials, personnel policies, and screening and hiring instruments. Selected items are included in Appendices B through D of this report. Other materials were added to the NIC Information Center resource collection.

## Approach to Selecting Participants

Survey participants were selected to represent a cross-section of jail types. Jail administrators who participated in the project were identified through the following means:

- NIC Information Center and Jails Division staff notified administrators of jails in NIC's Large Jail Network of the project and invited them to participate.
- NIC Information Center and Jails Division staff identified specific medium and small jail jurisdictions for participation that were considered likely to have developed successful approaches to staffing.
- Additional medium and small jails were randomly selected for participation to ensure broad geographical representation.

## Diversity in Jails Surveyed

The jails represented in this report vary widely in terms of several factors:

**Size.** The jails whose administrators participated in this study range in size from an average daily inmate population of 15 to more than 3,500 inmates. The largest agency represented is the Los Angeles County Sheriff's Department, which houses approximately 20,000 inmates.

**Administrative setting or location in county government.** Although most jails in this study are under the control of the county sheriff, five are located under the county administration, two are under the city administration, and one is part of the state's corrections system.

**Unionization of officers.** Officers are unionized or represented by an internal bargaining unit in about half of the jails in this study. Most, but not all, of these are among the larger jails represented.

## Participating Agencies

The agencies that participated in the project are listed below. Contact information for the survey respondents is provided in Appendix A. All respondents have expressed a willingness to be contacted by colleagues who would like further information on the approaches outlined in this report.

- Office of the Sheriff, Arlington, Virginia
- Atlantic County Public Safety Department, Mays Landing, New Jersey
- Beaufort County Detention Center, Beaufort, South Carolina
- Bernalillo County Corrections / Detention Department, Albuquerque, New Mexico
- Boulder County Sheriff's Department, Boulder, Colorado
- Cochise County Sheriff's Department, Bisbee, Arizona
- Columbia County Sheriff's Department, Appling, Georgia
- Dane County Sheriff's Department, Madison, Wisconsin
- Denver Sheriff's Department, Denver, Colorado

- Erie County Department of Corrections, Erie, Pennsylvania
- Fairfax County Office of the Sheriff, Fairfax, Virginia
- Hennepin County Sheriff's Department, Minneapolis, Minnesota
- Hillsborough County Sheriff's Office, Tampa, Florida
- Larimer County Sheriff's Department, Fort Collins, Colorado
- Los Angeles County Sheriff's Department, Los Angeles, California
- Milwaukee County House of Correction, Milwaukee, Wisconsin
- Minnehaha County Sheriff's Department, Sioux Falls, South Dakota
- Multnomah County Sheriff's Office, Portland, Oregon
- Olmstead County Sheriff's Department, Rochester, Minnesota
- Palm Beach County Sheriff's Department, West Palm Beach, Florida
- Pierce County Sheriff's Office, Tacoma, Washington
- Pitkin County Sheriff's Department, Aspen, Colorado
- Riverside County Sheriff's Department, Riverside, California
- Salt Lake County Sheriff's Office, Salt Lake City, Utah
- San Diego County Sheriff's Department, San Diego, California
- San Miguel Sheriff's Department, Placerville, Colorado
- Santa Ana Police Department, Santa Ana, California
- St. Joseph County Sheriff's Department, South Bend, Indiana
- Shawnee County Sheriff's Department, Topeka, Kansas
- Stutsman County Sheriff's Department, Jamestown, North Dakota
- Tarrant County Sheriff's Department, Fort Worth, Texas
- Travis County Sheriff's Department, Austin, Texas
- Vermont Department of Corrections, Waterbury, Vermont
- Woodbury County Sheriff's Department, Sioux City, Iowa



## Organization of this Document

The body of this report presents survey findings, organized into three sections, and is followed by appendices containing contact information and additional materials contributed by participating agencies.

**Section I, Recruitment**, presents methods used by respondents for targeting, reaching, and appealing to appropriate candidates for correctional officer positions.

**Section II, Screening and Hiring**, describes current approaches in hiring jail officers.

**Section III, Retention**, highlights successful tools used by respondents to retain the officers who are already on the staff of the jail.

The **Conclusion** summarizes survey findings.

**Appendix A** provides a list of participating agencies and contact names.

**Appendix B** presents sample materials addressing recruitment.

**Appendix C** presents sample materials addressing screening and hiring.

**Appendix D** presents sample materials addressing retention.

# Section I. Recruitment

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The challenge of recruiting of correctional officers has prompted jail administrators to examine the link between their agencies and the local labor environment. In the recruitment process, the defining elements of an agency—such as size, resources, and style of jail supervision—intersect with local factors, particularly demographics and the local economy. This intersection produces obstacles as well as opportunities.

Based on the obstacles and opportunities they face, survey respondents have formulated recruiting methods that overcome disadvantages and tap into advantages within their agencies and communities. The survey findings focus primarily on targeting, reaching, and appealing to promising candidates for correctional officer positions.

## Barriers to Effective Recruitment

Jail administrators face a number of obstacles—both internal and external—in trying to recruit strong candidates for positions as correctional officers. Jail administrators participating in this study identified several specific factors that make it difficult to attract applicants.

### Competition with Law Enforcement

Jails have traditionally been at a disadvantage in competing with law enforcement agencies, or with the law enforcement divisions of their own agencies, for officers. A number of survey respondents have found that many applicants for correctional officer positions are primarily interested in moving to law enforcement jobs. A major factor driving this interest is that despite real progress in establishing pay equity between corrections and law enforcement, patrol officers are still paid more than correctional officers in about two-thirds of the jurisdictions surveyed.

### A Strong Local Economy

Low local unemployment often forces the jail agency to compete with other public agencies and private companies for applicants. For many survey respondents, such competition reduces their effectiveness in attracting qualified candidates for officer positions.

### Poor Actual or Perceived Working Conditions

The public perceives the corrections environment as television portrays it, according to Linda Hawkins, Manager of the Recruitment and Background Unit in the Multnomah County Sheriff's Office in Portland, Oregon. In her presentation at a 1999 NIC Large Jail Network meeting, Hawkins described what she has found to be the usual outsiders' view of corrections—correctional officers all want to be police officers, and working in the jail is a terrible job. In her work, Hawkins encounters potential applicants who believe that officers will be exposed to sexual assault, that officers in the jail are sadistic, or that they are simply security guards. Hawkins believes such stereotypes can be countered, but warns that some agencies perpetuate this negative image by using an assignment to the jail as discipline for those on patrol, or by treating correctional officers as lesser employees and giving them inadequate respect. Until such actual working conditions are addressed, Hawkins asserts, it will be difficult for jails to change perceptions and recruit new officers.

## **Unfocused Recruiting Efforts**

Agencies sometimes fail to focus clearly on the interests of potential applicants, a necessary step in creating effective approaches to recruiting. One respondent has found a particular challenge in promoting benefits packages to young applicants who are part of “Generation X.” In his jurisdiction, many younger applicants are not interested in retirement or do not believe that it will exist when they reach retirement age, making the agency’s retirement plan less of a recruiting asset than it had been in the past.

## **Difficulty in Attracting Qualified Candidates for Staff Diversity**

Because many women and minorities are seeking jobs with opportunities for professional advancement, the problem of attracting them can be exacerbated when correctional officer positions are not seen as professional opportunities. Many survey respondents noted that agencies need to find better approaches to targeting women and minorities and that efforts can be bolstered by educating the public about corrections as a profession.

## **Special Characteristics of the Area**

Location, local economy, and other defining characteristics of an area can pose special recruiting problems for jurisdictions. Responding agencies located in ski towns or other vacation destinations reported difficulty in attracting good officer candidates because of other employment opportunities in the region. Respondents in small towns face problems in competing with employers who attract local labor to more lucrative positions within commuting distance, although this draw is sometimes countered by the desire of local residents to find jobs closer to home. For survey participants, local characteristics ranging from city regulations to changing demographics also limit the pool of applicants.

- ✓ A City of Santa Ana, California, requirement that all new hires must be bilingual places serious restrictions on the available labor pool.
- ✓ In Boulder, Colorado, the tight labor market and high cost of living make it difficult to find applicants who can afford to take relatively low-paying jobs in the Sheriff’s Department.

## **Unqualified Candidates**

Even when a large number of people apply for correctional officer positions, it may still be difficult to attract applicants who are qualified. Many jurisdictions surveyed for this report screen out all but a small number of their applicants.

- ✓ Salt Lake County, Utah, hires only 8% of those who apply.

## **Approaches to Recruiting Effectively**

Barriers to jail recruitment challenge agencies to find and make use of their own strengths as well as assets within their communities. Survey respondents reported a number of approaches used by their agencies to overcome—or at least begin to address—the barriers to recruiting they encounter.

These approaches can be summarized in three basic steps:

- **Target priority applicants.** Many responding agencies focus special recruitment efforts on target populations that have proven effective in the jail or that bring more diversity to the workforce.
- **Develop effective recruiting tools.** Those interviewed for this study recommend that agencies use a wide variety of carefully designed tools for reaching new applicants.
- **Promote the profession.** Respondents have found that potential candidates often need to be educated about the advantages of being a correctional officer and the reasons why the jail offers an attractive job opportunity.

The suggestions that follow under each of these categories are based on the current practices and recommendations of those participating in this study. A selection of materials used in recruitment is presented in Appendix B.

### **Targeting Priority Applicants**

Agencies often focus recruitment approaches on the types of applicants to whom they would give priority in hiring. Agencies that participated in this study target groups who have a proven record of becoming effective correctional officers as well as groups who will contribute to the diversity of the workforce.

**Retired military personnel.** A number of project participants noted that although they run broad recruitment campaigns, they focus especially on the military, as former military personnel are likely to come with a certain set of useful skills and personal characteristics. Many also have experience in the military police. Some respondents also pointed out that although the military was once a primary area for recruiting, its importance has declined somewhat in recent years.

Respondents have found that most military personnel begin looking for a job from 6 months to a year before they leave the service. In addition, the Armed Services will do free advertising, including putting announcements on the Internet for a jail agency. Responding agencies also noted that the military's TAP (Transition Assistance Program) is a good source of retired military personnel, some of whom are in the reserves. The TAP program is regionally administered.

**Criminal justice students at 2- and 4-year colleges.** In some participating agencies, facility administrators or other jail staff teach at a local higher education institution, where they can recruit either full-time staff or interns from among criminal justice students. Agencies reported that such involvement with local 2- and 4-year colleges helps increase students' understanding of the opportunities available in corrections careers, while offering instructors a solid source for interns who can be groomed for certain positions and then hired. Administrator/instructors can also provide time for a recruiter to speak to the class about opportunities in the agency.

- ✓ The jail director in Stutsman County, North Dakota, teaches courses in criminal justice at a local college.
- ✓ Two high schools in Palm Beach County, Florida, have criminal justice magnet programs. Representatives from the corrections department sit on the school advisory board, provide instructors, participate in Career Day, and take students on tours of the correctional facilities.

Respondents noted that if 2- or 4-year degrees are desirable qualifications, it is helpful to offer pay incentives for additional education.

- ✓ In Columbia County, Georgia, those with a 2-year degree receive a \$1,200 a year supplement over the base salary, and those with a 4-year degree receive \$1,800. This supplement is advertised and helps draw qualified candidates.

**Minority groups.** Survey respondents acknowledged that it is important, but sometimes difficult, to recruit correctional officers who represent minority groups or who are bilingual. Respondents have found that a regular relationship with local associations targeted to minorities can help improve recruiting.

- ✓ Multnomah County has a program in which command staff work with different minority groups. They serve as a steady contact within the agency and have the opportunity to make presentations at various meetings of community groups with high minority membership.
- ✓ As a result of the outreach efforts by the Fairfax County, Virginia, Sheriff's Department, the agency has been invited to participate in several minority job fairs.

**Women.** Survey respondents reported that women may perceive jobs in the jail as potentially dangerous or simply not suited to a woman's abilities. Although several administrators noted that they would like to have a larger proportion of women officers in the jail, they have not been successful in identifying good ways to recruit them.

- ✓ The Los Angeles County, California, Sheriff's Department has developed several Web pages specifically designed to encourage women to apply as deputies.

### **Developing Effective Recruiting Strategies**

Jail agencies use a variety of recruitment vehicles, ranging from community networks to outreach tools to current staff. Survey respondents recommended using a combination of approaches and evaluating the effectiveness of each. The agencies surveyed for this project use a combination of recruitment tools and have a range of means—through informal observation or a more formal tracking mechanism—for tracking the effectiveness of each tool.

- ✓ The Los Angeles Sheriff's Department worked with a pro bono policy analyst from the University of Southern California on a project to assess the impact of several recruitment initiatives.

As they examine their recruitment methods, some respondents are consciously positioning their agencies to compete for new recruits by analyzing corrections agencies, law enforcement agencies, and other local businesses and organizations that attract the candidates who might otherwise apply for jobs with the jail. On the basis of this analysis, these agencies have been able to identify specific ways to make their jobs more attractive to potential candidates.

**Community networks.** Every jail is a part of the broader community. Jail managers who foster favorable public perceptions of the jail and who develop working relationships with outside agencies and organizations are contributing to the recruitment strengths of the jail.

- **Good community relations.** Respondents pointed out the importance of educating the community at large about what the jail really is like, in terms of its mission, role, operations, and environment. Participating agencies have developed good public relations through openness with the media, coupled with other efforts to network in the community. In many jurisdictions, the sheriff or jail administrator is a member of local civic groups. A number of agencies open the detention center to local business people to help the community understand its operations. Some agencies establish a positive image by making jail staff available as speakers to local organizations. According to respondents, such activities educate the community and enhance recruiting efforts.

- ✓ The sheriff in Olmstead County, Minnesota, is a member of Rotary, whose members regularly tour local businesses.
- ✓ The corrections department in Erie County, Pennsylvania, has established a Speaker's Bureau to train staff for speaking to community organizations.

- **Partnerships with local job services and other agencies.** A number of those interviewed recommended that jails work with the local job service and other agencies to publicize openings. Some respondents believe that distributing job announcements and flyers to local government agencies has increased their applicant pool.

- **Pre-certification of officers.** In some jurisdictions that require correctional officers to be certified, applicants may pursue education and training on their own to become licensed peace officers. They can sometimes receive dual certification for either police or corrections work. In a number of jurisdictions, local community colleges have developed certification programs and/or training academies.

- ✓ A community college criminal justice program in Baltimore, Maryland, has developed a complete police academy as part of the curriculum. The 25-week program is fully accredited, and graduates are recruited and hired by area law enforcement and corrections agencies. A certified Corrections Academy is currently being developed, which will function in the same way.
- ✓ A Corrections Officer Basic Training Academy in Erie, Pennsylvania, offers 4 weeks of state-mandated training on the local Mercyhurst College North East campus. Erie County Prison gives graduates priority in hiring. The program is the result of a collaborative effort among the Erie County Prison, the Pennsylvania Department of Corrections, and Mercyhurst College, with the participation of the Pennsylvania Commission on Crime and Delinquency.

**Outreach tools.** Jails get their message to potential officer candidates through print advertisements and other visual materials, through live and video presentations at civic events and job fairs, and through the World Wide Web. (See Appendix B for examples of recruitment material provided by respondents.)

- **Multimedia recruiting materials.** Participating agencies produce recruiting materials in a broad range of media, including display boards, pictures, posters, brochures, computer presentations, and recruitment videos. The materials cover such areas as career opportunities, agency values, pay and benefits, and the

testing and hiring process. Some agencies have also developed 30-second spots for local television stations and regularly run public service announcements on the radio.

- ✓ A recruitment video and computer presentation developed in Arlington County, Virginia, lets applicants actually see where they will work.
- ✓ Many agencies use promotional slogans to emphasize the appeal of a career in corrections. For Los Angeles County, the appeal is “Be a Star.” Hillsborough County, Florida, invites applicants to “Step Up and Stand Out.” The Correctional Officer Information brochure for Salt Lake County is titled, “Secure Your Future.”

- **Advertisements in local, regional, and national publications.** Responding agencies advertise openings in various publications not only locally, but also in surrounding states, in military publications, and on the Internet. Some agencies have found that advertising in out-of-state papers can help in attracting interest, although requests for information may not yield many actual applicants.

- ✓ When Larimer County, Colorado, advertised outside of the local area, it received 27 inquiries about positions after the first Sunday ad.

- **A Web site.** Many responding agencies have found that their Web site is a valuable recruiting tool. Nearly three-quarters of large jails and jail systems participating in this study have established Web sites, as have a number of smaller agencies. Web pages give agencies the opportunity to market themselves as professional organizations and to point to opportunities for growth and development within the profession. These pages include information specific to recruiting staff, such as job descriptions, qualifications, pay, and benefits.

Agencies with Web sites noted that a large number of applicants are either applying directly via the Web or have used the agency’s Web page to get information on positions. In a few locations, applicants can apply easily and quickly by submitting an application online through a link to the sheriff’s department or the county’s human resources department.

- ✓ Dane County, Wisconsin, along with several other agencies, noted that approximately 25% of applications are arriving in response to information posted on the Web.

- **Job fairs.** Respondents have found that job fairs, a traditional recruiting approach, can be more useful in planting seeds than in achieving immediate results. This is especially true of job fairs at 2- and 4-year colleges. At military job fairs, however, some agencies heighten contact with potential candidates by administering a personnel test. In any case, survey respondents recommended that enough staff attend a job fair to respond to questions from those who stop to talk.

- ✓ Job fairs attended by Multnomah County recruiters have resulted in the hiring of a significant number of successful staff.

- **“Passive activities.”** Some responding agencies use what they term as “passive activities”—notices that, once in place, serve as a steady reminder that the agency is looking for staff. Examples include advertisements on billboards and buses, particularly on certain routes where they will be seen by promising potential candidates.

- ✓ The Sheriff's Department in San Diego County, California, places ads and information on how to get application materials on the exterior of its recruitment vans.

**Current staff.** Jail managers surveyed recognize that their current officers and staff are one of their best assets for recruitment. Many respondents described formal or informal ways in which they encourage jail staff to help maintain an effective workforce.

- **Formal programs.** Some responding agencies have developed formal programs to train volunteers from their current staff to carry out specific recruiting assignments.

- ✓ Thirty-seven deputies who volunteered to be recruiters have been formally trained by the Arlington County Human Resources Office and the Sheriff's Office, based on a curriculum designed by both agencies. The recruiters are responsible for networking with other agencies and with people in the community to learn about local recruitment opportunities and for organizing their own recruiting events.

- **Informal staff involvement.** A number of responding agencies rely informally on current staff to let others in the community know of openings, to answer questions from potential applicants, and to promote the jail as a good place to work. In agencies where this approach yields results, every member of the organization in effect functions as a recruiter and recognizes the importance of his/her role in getting the best possible co-workers.

- ✓ In Salt Lake County, the Chief of the Corrections Bureau held a series of regular meetings at which staff made suggestions for recruitment, which were followed successfully by the administration.

- **Incentive rewards.** Some agencies are trying incentive rewards to engage more current staff in recruiting new staff.

- ✓ In Hennepin County, the position of detention deputy is listed on a "recruitment critical" status, which means that county employees can earn a \$500 cash reward for referring successful applicants.

- ✓ Salt Lake County pays a \$50 reward to staff whom new hires identify as influential in getting them to apply.

## Promoting the Profession

Key to the success of recruitment efforts—whether a position and agency description on the Web or a recruiter sitting face-to-face with an applicant—is providing an accurate picture of the aspects of the jail that will appeal to job candidates, especially to the agency's target groups. Agencies participating in this study have found that career opportunities, attractive working conditions, and competitive compensation have offered the strongest appeals.



**Career opportunities.** Professionalism, opportunities for ongoing training and development, and a career ladder offering increasing authority can all have appeal to desirable officer candidates.

- **Professionalism.** Most responding agencies emphasize the importance of promoting the position of correctional officer as a professional opportunity. In their recruiting efforts, these agencies underscore both career opportunities and specific efforts within the jurisdiction to increase professionalism. Some agencies make a point of using a job title that conveys professional standing. Other agencies have found it necessary to convince applicants that the position is not that of “guard.”

Some agencies, particularly those that operate direct supervision facilities, have promoted correctional work as a chance to manage people. A number of respondents noted that detention work needs to be presented as attractive in itself rather than as a stepping stone to patrol work.

Recruiting materials used by survey respondents often emphasize the professionalism of the agency or the position.

- ✓ The Salt Lake County brochure states that the Sheriff’s Office has “built the position of Correctional Officer into a career with pride and integrity.”
  - ✓ The lead line on an Arlington County poster is “A Professional Career.”
  - ✓ A prominent line on a Multnomah County recruitment folder is “Work with the professionals.”
- **Training.** Survey respondents observed that an agency’s training program can help attract candidates who are interested in overall professional development as well as in building specific skills. Some respondents suggested that training opportunities are even more attractive to applicants when they learn that training is built into the work schedule.
  - **Accreditation.** Responding jails that are accredited advertise that fact to applicants as further evidence of the professional nature of the work. To underscore the rigors of accreditation, many agencies also promote the fact that officers are provided strong training through an academy and within the facility.
    - ✓ In its recruitment brochure, Hillsborough County highlights its accreditation in a brief history of the Sheriff’s Office.
  - **Growth potential.** Many responding agencies promote the career path in the jail. The career path has been an especially strong draw where an agency is expanding or new construction is taking place, which strengthens the appeal of on-going growth and potential for advancement within the corrections system.
    - ✓ The recruitment brochure for Fairfax County emphasizes the growth and expansion of the Sheriff’s Office.
  - **Lateral movement.** In many jails represented by the survey findings, officers have opportunities for lateral movement that are not available to road deputies. Areas such booking, transport, and electronic monitoring programs offer different roles for correctional officers, making it possible to emphasize the versatility offered by the position.

**Attractive working conditions.** Jails that can highlight pleasing facility design and amenities, appealing work schedules, and/or interesting job characteristics unique to their facilities have a further advantage in officer recruitment.

- **The jail facility.** Survey respondents noted that a pleasant facility can be a draw in itself, especially where it contributes significantly to good working conditions. Agencies with a state-of-the-art facility reported promoting its safety features and pleasant working environment. Many responding agencies with attractive facilities offer tours to candidates, either alone or with their families, which provide staff an opportunity to educate them on the jail’s operation and the important roles of the correctional officer.
  - ✓ In Shawnee County, Kansas, a co-located jail and youth center have helped with recruitment.
  - ✓ The Salt Lake County recruiting brochure promotes the agency’s new “state of the art” facility.
- **The schedule.** Agencies that offer flexible or otherwise attractive work schedules have found this to be a strong draw for candidates. For example, in one responding agency officers strongly prefer a schedule that provides for two 12-hour shifts followed by two days off, with one block of 6 consecutive days off in every 28 day cycle.
- **Strengths based on size.** Among respondents, some administrators of small jails identified job flexibility as a potential advantage in attracting new officers. Large jails in general can rely on more resources, such as Web sites, to help in their recruiting efforts. Some larger facilities are also able to emphasize more opportunities for a variety of posts and better prospects for advancement.
  - ✓ The jail in Cochise County, Arizona, competes with other agencies by emphasizing the advantages of working in a small, rather than a large, facility. Many prospective applicants prefer the idea of a small jail. Some applicants are drawn to employment with the local sheriff’s office because they prefer to stay close to home and family, rather than moving or commuting to a larger metropolitan area for work.

**Competitive compensation.** If they are appealing, salary and benefits remain a strong recruitment draw, according to those surveyed. Some respondents noted that competitive salaries and benefits allow their agencies to not only appeal to entry-level officers, but also attract experienced, certified officers from other criminal justice agencies. A number of agencies are working hard to increase salaries, some in response to external studies that recommend substantial raises for correctional staff.

- ✓ In Bernalillo County, New Mexico, the jail administrator has demonstrated through a cost analysis that raises for correctional officers would create no real increase in expenditure. The cost of training 125 new officers and paying overtime—both made necessary by high turnover—would be offset by increased retention.
- ✓ Salary and benefits are emphasized in the recruiting materials developed by many agencies, including those in Arlington County, Fairfax County, Multnomah County, Salt Lake County, and Travis County, Texas.

## **Section II. Screening and Hiring**

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No universal standards can be applied to the selection of correctional staff. To determine appropriate screening and selection processes, jails must not only design procedures to fit their local contexts but must also factor in state statutes and regulations.

Because of these realities, the jurisdictions contacted for this study differ significantly in their approaches to hiring new officers. Some of the contrasts are rooted in philosophical differences among agencies—for example, whether or not conviction of a misdemeanor disqualifies a candidate from consideration. Other differences may be based on current employment contexts in the local area—for example, low unemployment in a jurisdiction may cause the jail to lower its minimum qualifications for officers or relax its testing requirements. What is appropriate for candidate screening in one jurisdiction may be completely inapplicable in another.

The survey findings reflect a range of screening and hiring procedures developed by respondents to match their local contexts. Appendix C presents examples of materials developed by responding agencies for use in screening and hiring new correctional officers.

### **The Baseline: Strong Personal Qualities**

Despite the differences in the procedures they use to screen candidates for correctional officer positions, jail administrators participating in this study tended to agree broadly on the personal qualities they are seeking in new officers. These qualities can be summarized as:

- Honesty
- Good judgment
- Ability to communicate
- Dependability
- High ethical standards
- Stability
- Maturity
- Ability to learn and adapt.

### **Screening to Improve Success Rates**

Among the jurisdictions surveyed, the success rate of applicants for correctional officer positions varies significantly. The success rate tends to be higher among jails committed to identifying and hiring only the strongest candidates. In these jails, screening is specifically designed not only to enforce minimum requirements, but also to weed out weaker applicants. This means, in some locales, that only about 2% of those who initially apply are eventually hired.

- ✓ In Santa Ana, about 40% of candidates fail the written or oral exam. Many more are dropped during the background investigation, which looks for prior drug use or evidence of irresponsible behavior. Another 10% fail the polygraph or psychological test.

## **Common Elements of Screening**

In many jurisdictions the sheriff's office is a department within the overall county governmental structure. In these places, the county administers many policies related to employment for all county employees, including those employed by the sheriff's office or jail. A county's human resources division may be responsible for publicizing open positions for correctional officers, conducting initial qualification screening, and/or doing basic testing of applicants. Such a centralized approach to staffing can be an advantage in that it saves time and money for the facility. However, centralization of personnel functions can also be a limitation in that it constrains the jail's ability to try a variety of innovative approaches to staffing.

Collectively, the agencies surveyed for this study use a broad range of tools and measuring instruments to screen candidates for correctional officer positions. Candidates must meet minimum requirements and pass background checks and a battery of written, oral, and physical examinations. Responding agencies include most or all of the following elements during their course of screening.

**Minimum eligibility requirements.** Age and education remain the core measures of eligibility for correctional officer candidates, though jails surveyed often consider education and experience flexibly, with an eye toward a candidate's overall strengths.

- To apply to be a correctional officer in most jails surveyed, an applicant must be at least 21 years old. A few agencies require applicants to be 18 or 19 years of age.
- Three of the jails participating in this study require at least a 2-year college degree. The remainder require a high school diploma or GED. Recruitment materials of some agencies indicate that they give preference to candidates who have college degrees or are bilingual, although these qualifications are not required. In general, agencies have been tending to lower—or make exceptions to—minimum education requirements.
- Many agencies require all applicants to have a current driver's license.

**Background investigations.** Most, but not all, agencies in the study conduct full background investigations that cover employment, arrest record, and residence. Some agencies employ full-time officers to do background checks, while others tend to rely principally on computerized databases, such as NCIC. A few agencies look specifically at a candidate's financial record, under the assumption that bad credit may indicate a disregard for society's rules or susceptibility to bribery.

**Ability tests.** Agencies vary in terms of their reliance on tests of applicants. Initial screening may include a variety of tests, including written tests, some off-the-shelf products, and others designed by jail personnel. Some jails test candidates not only for general knowledge but also specifically for computer or typing skills, spelling, or writing ability.

**Psychological tests.** Most agencies surveyed conduct some kind of psychological testing, usually following a conditional offer of employment. Some jurisdictions administer standard psychological tests such as the Minnesota Multiphasic Personality Inventory or the California Psychological Inventory, while others have developed their own psychological tests. At least six of the jails participating in this study do not use psychological tests of any kind.

**Polygraphs.** Polygraphs are not commonly used by agencies participating in the study, but a few responding agencies routinely administer polygraphs following a conditional offer of employment. In some agencies, for example, all Deputy Sheriffs are Class 1 Peace Officers, which means they may be tested through a psychological exam and polygraph. Sometimes, applicants are not candid regarding such things as past drug use; the polygraph encourages them to provide more truthful information about themselves.

- ✓ In an effort to identify an alternative to the traditional polygraph, Cochise County is testing the use of a Voice Stress Analyzer Test for 1 year. The sheriff's department is hoping that the Arizona state agency that certifies deputies for all agencies in the state will accept this test as an alternative. Four people in the jail are now certified to conduct the Voice Stress Analyzer Test, which picks up any stress in voice inflection.

**Oral interviews and examinations.** The oral interview, which is nearly always part of the screening process, varies in both purpose and content as well as in its importance in the screening process. Some jails represented in this study rely exclusively on interviews to screen candidates. In some jurisdictions, candidates go to an assessment center where they are given an oral exam based on expected answers that have been graded on a point scale. In other jurisdictions, a background interview provides an opportunity for administrators to ask candidates questions specifically focused on their personal backgrounds and to note divergences from information gained through a background investigation.

**Medical examinations.** An initial medical exam is a common requirement for hiring in most of the jurisdictions surveyed. It is given after a conditional offer of employment has been made. Some jurisdictions also do a drug screen of all candidates in connection with their physical exam.

**Physical fitness tests.** In addition to a medical exam, many participating agencies also test candidates for physical fitness. In some cases, the physical fitness test has been developed specifically for the department on the basis of a task analysis. It includes simulations of tasks a candidate would have to perform if hired.

**Absolute disqualifiers.** Discovery of current drug use automatically disqualifies someone from further consideration in all jurisdictions surveyed. Conviction of a felony also disqualifies candidates in almost every jurisdiction. Some agencies will consider those convicted of a misdemeanor while others will not; in some places, applicants convicted of a misdemeanor are disqualified if the offense involved domestic violence or a conviction of driving under the influence.

## Recent Trends

Several common patterns emerged from discussions with agency respondents about recent changes in their methods for screening and hiring new staff. As in other areas addressed by this study, local uniqueness and diversity have led to wide variations in specific agency practices. Some of the newer practices identified by respondents are becoming fairly widespread in jails across the country, they suggest, while others are very new.

**Agencies are attempting to streamline their hiring processes.** Both those sheriffs' offices that hire new officers directly and those that depend on county departments of human resources are looking for ways to shorten the time it takes to hire new officers.

- ✓ In Palm Beach County, the Director of Corrections discovered that it took an applicant four returns to the county's Human Resources Department to qualify as a viable candidate. The four returns involved administering tests that are not required by the state of Florida. To save both time and money, changes were made to shorten the process.

- ✓ Palm Beach County, along with several other responding agencies, has found that outsourcing the background checks has cut down on the time required to complete the hiring process.
- ✓ In some places, agencies no longer have to wait for information on individual eligible applicants to arrive from the county personnel office. Instead of sending one application at a time, the county compiles a list of all eligible applicants who meet minimum qualifications. When the list arrives at the sheriff's office, it is treated as a current roster of potential applicants.

**Testing is increasingly based on skills actually required on the job.** New tests go further than those in the past to hone in on skills essential in a particular jail. Such testing may emphasize interpersonal skills, judgment in responding to crises, or selective physical abilities.

- ✓ The County Council in Beaufort County, South Carolina, is developing hypothetical facility situations to use as part of the testing process.
- ✓ The Boulder County Jail tests applicants for reactions under stress.
- ✓ Riverside County, California, and several other agencies conduct practice physical agility tests to help candidates prepare for the actual test.

**Minimum qualifications are being lowered.** Several jurisdictions have lowered their minimum qualifications because of the difficulty of finding qualified applicants during a time when the labor market is extremely tight. Among the changed requirements, the most common is a reduction in required education—for example, no longer requiring a high school diploma or GED, not specifying any minimum education level, or no longer requiring a 2- or 4-year degree. There was no general agreement among respondents on the effects of these changes, although some administrators expressed a sense that fewer strong candidates are applying for positions than in the past.

In some locations, however, there is a counter trend in the direction of raising requirements.

- ✓ In Palm Beach County, the sheriff raised the minimum education requirement from a high school diploma to an associate degree or equivalent credit hours. The agency has had no difficulty in filling positions despite this change.

**There is an increased emphasis on honesty and integrity.** Although agencies have always focused on personal qualities such as honesty in their hiring, study findings suggest an increased emphasis on broader qualities such as integrity. A few agencies have developed their own “integrity exams,” while others are increasingly turning to polygraph exams to ensure honesty in reporting past behavior.

**Agencies are increasingly requiring new officers to sign “willingness agreements.”** Willingness agreements are designed to help new recruits understand the demands of the position and to eliminate those who are not suitable for the duties required. A willingness agreement or survey is based on an individual facility's philosophy, but it may ask questions such as the following: “Are you willing to stand on your feet 8 hours a day except for meals and breaks?” “Are you willing to work in building areas that have unpleasant odors, such as body odor or body waste?” “Are you willing to work double shifts and on scheduled days off with little or no advance warning?” Agencies that use such a survey require recruits to initial all points to indicate their acceptance.

- ✓ The Atlantic County, New Jersey, Department of Public Safety screening process includes a 26-question willingness survey.
- ✓ A rating sheet developed for staffing the Beaufort County Detention Center includes six questions that address willingness to accept working conditions.

**Agencies are attempting to hire more officers with prior academy certification.** A number of agencies are encouraging applicants to pay for and receive academy training and certification before applying for correctional officer positions. The agencies then hire, when possible, those who have been pre-certified.

Local colleges or community colleges often offer training leading to certification. Being able to hire those who are pre-certified can save the agency considerable time. In addition, the jail does not have to send new recruits away for basic training or to pay for overtime to fill vacant positions. Another advantage of this approach is that if an officer candidate has been willing to pay for training, it is likely that the person is genuinely interested in a job in corrections. However, pre-certification is not legal in all states.

**There is a growing trend toward using unsworn or non-certified officers in the jail.** In a growing number of jurisdictions—and where not in violation of state law—unsworn or non-certified officers are increasingly being used in the jail. Salaries and benefits of sworn and unsworn officers may differ in these jurisdictions. Although their duties in the jail are the same as those of sworn or certified officers, their authority ends at the door to the jail.

- ✓ In Hennepin County, Minnesota, for example, as many as two-thirds of the correctional officers are not sworn peace officers.
- ✓ According to the jail administrator in Riverside County, a number of large agencies in southern California are now studying or actively involved in the use of unsworn correctional deputies in the jails.
- ✓ Hillsborough County has developed a Civilian Support Officer (CSO) position, which bypasses inapplicable civil service limitations. CSOs are not correctional officers and do not play a security role. There are currently over 150 in the jail. The CSO category is a generic position, and about 30 are held in a pool that is ready at all times. This means that when a jail position vacancy occurs, it can be filled immediately. This quick turnaround is impossible with deputy positions.

**There is a growing trend toward using temporary employee contracts.** Temporary contracts have the advantage of creating a pool of applicants who can be hired as openings occur. They also offer some jurisdictions a way to circumvent civil service requirements. Several agencies indicated that they are experimenting with the use of temporary employee contracts; a number of others have had such a system in place for years.

- ✓ In Erie County, the county mandates that almost all hiring be done through “call-in positions,” which are temporary positions of 2 to 4 months’ duration. The time in service in these contract positions varies greatly; some contract employees move to permanent positions in as little as 2 weeks, while others serve much longer under contract. According to the jail administrator, this approach offers a number of advantages, including greater flexibility on the part of the contract employee and the ability of the administrator to remove those who prove to be unsatisfactory. On the other hand, the jail is likely to be recruiting from a pool of candidates who have no other job possibilities and thus are unlikely to have good skills.

## Section III. Retention

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Jails benefit operationally from retaining their experienced correctional officers. Retention also reduces the costs of recruiting, hiring, and training. To retain an experienced staff, jails must work to address the interests of their officers. In a healthy economy where jobs are plentiful, jails face the additional challenge of retaining staff in a competitive job market.

Few agencies keep data on attrition rates. However, it is clear that annual attrition among officers is a serious problem in some jurisdictions. Among the jails participating in this study that track attrition rates, attrition in 1998 ranged from over 28% in one jurisdiction to only 7% in another.

Despite the importance of retaining good officers, respondents noted that a “retain at all costs” approach is clearly not in the best interest of either the employee or the facility. Respondents believe that if an employee is unhappy, he/she should be encouraged to leave, especially if the morale of others is being affected. Survey findings indicate that having systems in place to track both performance and satisfaction can enable jails to identify retention strategies best suited to their specific environment.

Survey respondents identified many factors contributing to staff attrition, as well as many tools being used to retain correctional officers. Examples of materials used to promote staff retention are presented in Appendix D.

### Attrition Factors

Many of the same factors that make it difficult to recruit officers—particularly compensation and working conditions—also undermine the ability of jails to retain them. (See Section I.) During the course of employment, unique attrition factors can emerge as well.

- **Inadequate compensation.** Most of those interviewed for this project believe that low salaries are one of the primary reasons for attrition.
- **Job moves to related fields.** A majority of respondents believe that a primary reason jail officers leave their jobs is to move to other positions in law enforcement or with other area corrections agencies. Respondents noted that the level of pay is often a critical factor in such moves.
  - ✓ The respondent from St. Joseph County, Indiana, noted that 30% of the county’s jail officers are currently waiting for transfer or reassignment to patrol.
- **A change to direct supervision.** Some respondents reported a jump in attrition in a move to a new direct supervision facility—some officers accustomed to their roles in a linear facility were unwilling or unable to make the changes needed to adapt to their new duties. Respondents noted that transition planning and training can help prepare officers to succeed in the new environment, but that losing a certain number of officers in the transition may be inevitable. Attrition related to direct supervision duties was not reported to be a problem after the transition to direct supervision was completed.



- **The challenge of retaining women.** Some of the agencies surveyed have found it more difficult to retain women than men and have considered initiating special retention programs designed especially for women officers.
  - ✓ In the Vermont Department of Corrections, which operates both the state’s prisons and its jails, women are hired at a ratio of about one woman to every six to eight men. Although this ratio is maintained throughout the training period, there is a higher rate of attrition among women than men at the Correctional Officer I level. While women leave positions in the state’s correctional facilities at a higher rate than men, the agency has a better record of retaining women in other positions. For example, a number of women who started as correctional officers have become probation officers in the agency, and approximately 50% of probation officers now are women.

## Retention Tools

### Attractive Compensation and Benefits

The primary tools for retaining employees in any environment—competitive pay and benefits—are also important in the jail setting. However, they are not the only approaches that work for retaining correctional officers. Many of the administrators interviewed for this study identified other strategies, such as awards, positive organizational dynamics, and job enrichment, that they are using successfully to increase staff retention.

**Pay.** Paying well may include not only developing adequate overall pay scales, but providing for step advancements, overtime compensation, and shift differentials. There is no question that agencies that are able to pay officers a competitive rate have a much greater ability to retain staff than those at a pay disadvantage. Also at issue in some jurisdictions is pay differentials between correctional officer and patrol officer positions. In about one-third of the jails in this study, correctional officers are paid the same as patrol officers.

A number of agencies participating in this study cited specific efforts to increase the pay of correctional officers in the jail.

- ✓ Larimer County decreased officer attrition from between 18 and 22% in 1996 to 6.5% in 1998. The jail administrator attributes most of this increased retention to salary increases during that period.
- ✓ Salt Lake County has been building salary equity with deputies for sergeants, lieutenants, and captains but has not yet had the resources to do so for line staff.
- ✓ In Vermont, officers receive at least the same pay as municipal police officers, the closest equivalent to county patrol.
- ✓ Stutsman County began paying its correctional officers more than patrol officers when a new state prison opened nearby.

A survey of local salaries, comparing correctional officers' salaries with those of other nearby jurisdictions and with the community in general, can help administrators convince county boards to provide periodic pay adjustments based on market wages.

In general, administrators in this study whose officers are unionized believe that their agencies' recruitment and retention efforts are strengthened because collective bargaining results in better salary and benefits. A few, however, cited possible limitations in creativity resulting from rigid step systems.

**Benefits package.** Survey respondents confirm that it is easier to retain officers if an agency's benefit package includes generous vacation benefits, strong health insurance plans, and a retirement system. Some sheriffs' offices represented in the survey offer additional benefits such as memberships in professional organizations.

- ✓ Membership in the state sheriff's association and the American Jail Association are available to sworn officers in Alexandria County, Virginia.

**Additional benefits.** Many counties and cities represented in this study offer special benefits to all their employees, including those in corrections. These benefits, which can be helpful in encouraging staff to stay, may include: public transportation subsidies; fitness facilities or memberships in a local health club; county-sponsored child care center that gives county employees a preference for available openings and a preferential rate; and reimbursement for education related to the job.

In about one-third of the jurisdictions surveyed, the county reimburses officers for up to 75% of the cost of job-related college education. In these counties, such benefits are available to all county employees.

## Incentives and Awards

Survey findings indicate that regular recognition programs and special commendations for unusual service are strong retention tools. Awards and incentives can take a wide range of forms, including recognizing good service or extra effort through personal letters of commendation; awarding honors such as "Employee of the Month"; thanking employees for their accomplishments in an in-house newsletter; or acknowledging employees during roll call training to single out those who have done a good job.

- ✓ Olmstead County has an awards program with several levels. The program was developed over a period of 6 years. It is based on attendance, promotion, wellness, specific performance, and public recognition. The county has found this to be a good retention tool.
- ✓ In Fairfax County, the Sheriff's Office Honors Award gives the recipient an item valued at no more than \$25 (not cash or a savings bond), 4 hours of administrative leave, and an Honors Award Certificate.

## Positive Organizational Dynamics

Survey respondents underscored the importance of striving for dynamics within the organization that make correctional officers feel they're a vital part of a team—their viewpoints are heard, their talents are cultivated, and their career and personal interests are supported. The agencies represented in this study create these dynamics through approaches ranging from maintaining a positive overall work environment to providing specific wellness programs.

**A supportive atmosphere and work environment.** A number of those interviewed emphasized the value of letting staff know that the administrator is part of the team. An administrative philosophy that insists on fairness, openness, and honesty can go a long way to improving staff morale—and thus retention. The administrator of a small facility mentioned a relaxed atmosphere that is “more M\*A\*S\*H\* than Patton” as important in retaining staff.

For most respondents, positive working conditions are crucial in retaining staff. Respondents have found that officers will often even take a pay cut to move to another agency if it has good working conditions. Although some large agencies in this study have found it hard to maintain a personal touch, they acknowledge that it can be a strong factor in retention.

- ✓ In Hillsborough County, a major calls every employee on his or her birthday, and the chief administrator gives a speech of congratulations whenever someone is promoted. In addition, whenever there is a birth, death, marriage, or hospital stay, the administrator sends a handwritten note on his or her personal stationery.

**An agency mentoring program.** In mentoring programs described by survey respondents, all new officers can be assigned to a mentor. The relationship is not one of supervisor and employee but is designed to provide support for new employees in making the transition to the jail. Mentors are civilian and sworn employees who are willing to serve as role models, guides, and career coaches to other employees.

- ✓ The Los Angeles County Sheriff’s Department’s offers a “Career Network Mentor Program.”
- ✓ Bernalillo County provides a mentoring program for new jail employees.

**A wellness program.** In addition to providing on-site weight rooms or paying for memberships in local health clubs, some responding agencies offer special awards for fitness. Some agencies also allow healthy employees to donate their unused sick leave to colleagues who have long-term illnesses.

- ✓ In Olmstead County, officers who pass a physical test receive a special pin with a heart on it.
- ✓ In Hennepin County, there is a county-wide “Sick Leave for Fitness” Program that enables employees to cash in sick leave to pay for health club memberships or fitness equipment.

**Flexibility.** Flexibility in meeting officers’ needs is a strong retention tool, according to some respondents. For some agencies surveyed, flexible schedules are part of this approach.

**Policies that empower staff.** Many respondents recommended the adoption of management policies that empower staff, making them feel invested in a mission and providing room for their own judgment and discretion. One respondent emphasized policies that “help staff to feel they are working for themselves.” Evidence suggests that a sense of empowerment is a key to retaining employees in all types of positions, and several of those interviewed for this study reiterated this point.

**A flat organizational structure.** Survey respondents suggested that an alternative to a strict career ladder is a system in which there are few discriminations in rank within the jail, and in which an officer has many opportunities to move laterally and to choose assignments that interest him or her.

- ✓ Minnehaha County, South Dakota, experienced a significant reduction in officer turnover by making administration at the top very light and by providing officers more responsibility.

## Job Enrichment

For correctional officers, job enrichment is often integral to experiencing the jail as a positive work environment. Agencies surveyed for this report address the career motivations of their officers through the structuring of jobs, training, and opportunities for advancement.

- **Opportunities for a variety of duties.** Respondents noted that the possibility of working in a variety of assignments can help jails retain officers. Duties can involve work in other programs operated by the Sheriff's Department, such as work release or electronic monitoring, or assignments in booking or transport.
- **Opportunities for advancement.** Responding agencies have found that creating career paths or ladders can be an effective tool for retention. Some agencies establish an internal career path that includes certified or sworn officers as well as non-certified or non-sworn officers.
  - ✓ Hennepin County created a career ladder for its non-licensed officers. The supervisory positions thus established are equal in authority to their licensed counterparts in the facility.

Performance reviews can be instrumental in helping staff to reach more challenging and rewarding positions in the agency.

- **Training opportunities.** A number of agencies pay correctional officers to attend external training programs in addition to those provided in the jail itself. For some agencies, it is also helpful to offer opportunities for supervisors and managers to attend training programs sponsored by other organizations, such as NIC or the American Jail Association.

## Disincentives to Resign

In addition to offering correctional officers incentives to stay with a jail career, many responding agencies are instituting disincentives to resign, sometimes aimed directly at discouraging or preventing job moves into law enforcement. Such disincentives often take the form of contracts or policies that allow the agency to recoup the cost of training a new hire.

**Commitment contracts.** Many agencies are encouraging retention by requiring new officers to commit to staying with the jail for a certain length of time. Those who leave prior to the end of that time are subject to a requirement to repay the agency for training costs.

- ✓ Arlington County requires 12 months of service; Salt Lake County requires 2 years for previously uncertified officers; and Atlantic County, New Jersey, requires 3 years, or new hires must reimburse training costs.
- ✓ Columbia County requires reimbursement for higher education costs if new officers resign before reaching 1 year of service.

**Personnel policies.** In jurisdictions where there is a tendency for applicants to seek corrections jobs as a stepping stone to patrol, some responding agencies have developed specific policies that reduce the loss of jail officers to patrol positions.

- ✓ In Shawnee County, Kansas, and Pitkin County, Colorado, there is no movement between patrol and corrections.
- ✓ Boulder County requires officers to serve at least 2 years in the jail.
- ✓ The Web page for the Salt Lake County jail specifically discourages applications from persons who are interested in being a patrol officer, stating “You should NOT apply if you merely see this position as an INTERIM STEP TO BECOMING A PATROL OFFICER. The position of Deputy Sheriff is recruited for and filled through a separate recruitment testing process.”

### **Agency Assessments**

To aid themselves in analyzing attrition and retention within their agencies, many respondents have studied retention methods used successfully in private businesses and have developed instruments or processes for gathering relevant information. One source of such information is the staff itself—including those who leave.

**Exit interviews.** Many respondents noted that departing staff can provide valuable information by telling human resources personnel why they are leaving and making suggestions for retaining other employees. Agencies that conduct exit interviews usually focus on finding out if officers are leaving because of working conditions, for better pay, or to join law enforcement.

Survey participants noted that although many agencies conduct exit interviews, few track the results to improve their retention of correctional officers. In some agencies, the results of exit interviews are confidential. However, many agencies have found that an analysis of reasons for attrition—as well as a review of what exiting staff might have liked about the job—can be very useful in determining how to adjust operations to retain staff. Respondents advised staying current with interview results to make assignments more attractive. Some respondents have also found it helpful to conduct an interview when a staff member moves to a new assignment.

- ✓ The Los Angeles County Sheriff’s Department, as well as many others, conducts a “separation interview” using a structured interview instrument.
- ✓ Palm Springs and Hillsborough Counties are among the agencies that conduct exit interviews with all jail employees who leave. Their suggestions are reviewed and acted on where appropriate.

**Internal staff surveys.** Some responding agencies use internal surveys to help identify and address issues that are important to employees. Examples of these issues have included child care, education, and the promotion/career ladder. Respondents have found it helpful to get feedback from staff on a regular basis, both formally and informally. **Research on private business.** A few responding agencies mentioned the usefulness of research on how private businesses are retaining their employees.

- ✓ Tarrant County, Texas, has enhanced its study of private business practices by networking with businesses it has researched.

# Conclusion

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The 34 agencies surveyed for this report provide a cross-section of experience in staffing jails across the country. Competition for highly qualified staff has prompted these jail administrators to seek ways of matching the staffing needs of their agencies to the interests and abilities of potential recruits, especially those in the local labor pool.

Survey responses reflect a growing awareness of the need to actively promote those aspects of a correctional career that offer the strongest attractions to the most promising candidates. The study's participants frequently have developed ways to overturn negative perceptions about corrections careers by first increasing the professionalism of their agencies, then focusing their recruiting efforts on that professionalism. Improvements in career opportunities, working environments, and benefits have proven effective in attracting and retaining high-quality staff. Elements can include opportunities for training and advancement, attractive facilities, positive organizational dynamics, and benefits ranging from competitive pay to wellness programs.

While responding agencies work to attract candidates, they also focus on screening standards and procedures designed to improve the quality of the staff they hire. Many agencies are refining their tests and hiring processes to more closely measure qualities demanded by correctional officer positions—from physical skills to thinking skills to character qualities. At the same time, many of the participating agencies are experimenting with methods for reducing the time and costs required for bringing skilled officers and candidates on board.

Participating agencies identified multiple strategies for recruiting, hiring, and retaining staff. The methods and tools they recommend make use of materials (ranging from flyers to Web sites) and people (including staff, administrators, and community members) as well as policies, programs, and procedures. While no agency can eliminate the problem of maintaining a qualified workforce, jails that undertake a strategy that incorporates some of these suggestions may find their staffing issues become significantly more manageable.



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# Appendix B: Recruitment

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**OFFICE  
OF  
THE SHERIFF**

*Fairfax County  
Virginia*



Professional Career  
Development in Criminal  
Justice



*Hillsborough County  
Sheriff's Office*

*2008 East Eighth Avenue  
Tampa, Florida 33605*

*Phone (813) 247-8000*

*Bill Henderson, Sheriff*

Professional  
Career  
Information



**"Secure Your Future"**



**Be A Star**

**1 (800) A Deputy**

Testing six days a week



**Hillsborough County  
Sheriff's Office**

*2008 East Eighth Avenue  
Tampa, Florida 33605*

*Phone (813) 247-8000*

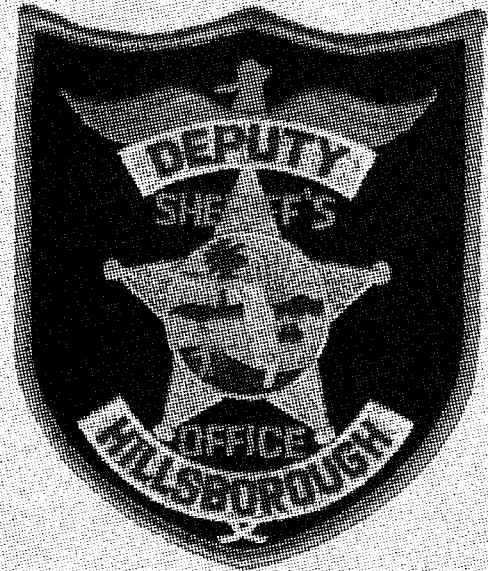
**Cal Henderson, Sheriff**

**MISSION STATEMENT  
OF THE  
HILLSBOROUGH COUNTY  
SHERIFF'S OFFICE**

Our mission is to serve and safeguard all persons in Hillsborough County and insure the quality of life for all, through effective and efficient delivery of law enforcement, detention and court services.

**VALUES**

1. The philosophy of the office is based upon the concepts of community policing and direct inmate supervision.
2. Treat others as you would want to be treated.
3. Employee & citizen participation matters most.
4. Never compromise ethics and integrity.
5. Be fair, friendly and positive.
6. Fix the problem, not the blame.
7. Be courteous. It's contagious.



In 1986, the Hillsborough County Sheriff's Office became the first Sheriff's Office in the southeastern United States and the third in the nation to earn accreditation by the Commission on Accreditation for Law Enforcement Agencies, Inc.

In March, 1989, the Hillsborough County Sheriff's Office became the nation's first Sheriff's Office to be accredited "unconditionally", that is without special conditions or circumstances.

In January, 1992, Morgan Street Jail was awarded re-accreditation by the Commission on Accreditation for Corrections and the American Correctional Association. Orient Road Jail was accredited in July, 1992. The Detention Department's medical services have been accredited by the National Commission on Correctional Health Care since 1985.

The accreditation process requires an in-depth review of all aspects of the agency's organization, including operations, management and administration. The process requires that three areas all meet national standards for law enforcement agencies.

Accreditation assures the public of the Hillsborough County Sheriff's Office's commitment to the highest standards of professional law enforcement and detention services, providing an effective, responsive, police organization.



The Sheriff's Office in Fairfax County, Virginia offers a wide variety of exciting career opportunities in the field of Criminal Justice. We are a nationally recognized leader in the field of corrections and the first in Virginia to be certified by the American Correctional Association for the operation of the Adult Detention Center. If you want to be a part of the growth and excitement in Fairfax County, I encourage you to apply.

Carl R. Peck  
Sheriff

### QUALIFICATIONS

- United States citizen
- 21 years of age
- High school diploma or GED
- Extensive background investigation
- Complete medical examination
- Polygraph examination
- Psychological examination
- Non-smoker at time of appointment

### BENEFITS

- 25 year retirement
- Shift differential and overtime pay
- 11 paid holidays per year
- 13 days annual leave accrued per year
- 13 days sick leave accrued per year
- Fairfax County Merit System job protection
- Group health benefits (Large Employer Contributions)
- Deferred compensation program
- Optional disability, dental, and life insurance
- College tuition assistance programs
- Dependent care assistance program
- Optional U.S. saving bond purchase

The Sheriff of Fairfax County is an elected official, who, according to the Constitution of the Commonwealth of Virginia, must perform the following:

- ◆ Operation of the Adult Detention Center
- ◆ Security within the Judicial complex and courtrooms
- ◆ Service of Civil Process to include court orders, evictions, sales and levies
- ◆ Operation of residential and community treatment programs



This office holds concurrent law enforcement jurisdiction with local police departments but does not routinely engage in criminal law enforcement. New Deputy Sheriffs must complete a 32 week training academy which provides Virginia State certification in the following:

- ◆ Law Enforcement
- ◆ Corrections
- ◆ Court Process
- ◆ Civil Process

College credit up to 18 hours may be credited for training.

The Sheriff's Office is one of the largest in the Commonwealth of Virginia and is one of the fastest growing agencies in the nation with over 500 employees. The Sheriff's Office is constantly expanding to face the growing demands of Fairfax County.

Promotions are based on both merit and written examinations and are open to all personnel of the next lowest grade after completion of their first year of employment.

### CURRENT POSITION SALARIES

Deputy Sheriff	\$30,076 - \$46,658
Private First Class	\$31,651 - \$48,793
Corporal	\$32,991 - \$51,120
Sergeant	\$36,328 - \$56,357
Lieutenant	\$43,769 - \$67,901

Annual pay increments are earned each year, as well as the cost of living allowances in most years.

THE OFFICE OF THE SHERIFF  
IS AN EQUAL OPPORTUNITY  
AFFIRMATIVE ACTION EMPLOYER

Fairfax County  
Virginia





**Arlington County and the Washington Metropolitan Area**

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**About The Office of Sheriff**

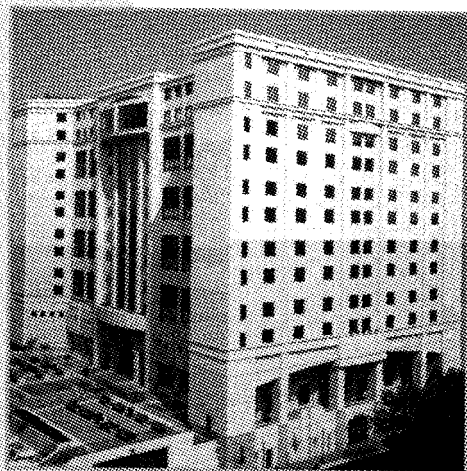
**Career Opportunities  
 With The Arlington County Sheriff's Office**

**Deputy Sheriff I Selection Process**

**Minimum Qualifications**

**Benefits**

**Arlington County Sheriff's Office Career Opportunity**



**With the  
 Arlington County  
 Sheriff's Office**



# SHERIFF'S DETENTION DEPUTY

\*\*\*Recruitment Critical\*\*\*

## Adult Detention Center (a pre-trial facility)

\$28,596-42,684 per year

\$13.74-20.52 per hour

**ANNOUNCEMENT:** 515EO Opens August 9, 1999.  
Closes 5 p.m., October 8, 1999. (CK/KBS)

If you are seeking a rewarding career in a fast-paced public service environment, you may be interested in serving with one of Minnesota's top law enforcement agencies as a Sheriff's Detention Deputy. This is a Recruitment Critical position. County employees who refer successful candidates to this position may be eligible to receive a \$500 referral bonus. For additional information about the Hennepin County Sheriff's Office check our web site at [www.co.hennepin.mn.us](http://www.co.hennepin.mn.us) or call Kari Schmitz at (612) 348-7148.

### DUTIES:

Under general supervision, carry out the statutory detention function of the Office of the Sheriff: fingerprint, photograph, secure and release inmates; supervise the custody of inmates; may run line-ups; may staff security control room; make regular security checks; ensure inmate pretrial rights; supervise visitation; arrange court appearances; verify disposition of inmates returned from court; may transport inmates; responsible for searches as required; respond to emergency situations; may perform emergency first aid; may be a member of the Special Evacuation Team; maintain records on inmates; inventory and secure inmate cash and property; prepare reports on incidents occurring in jail; may assist with commissary; may testify in court; subject to off-duty call; perform other related duties.

### REQUIREMENTS:

Individuals who have graduated from high school or earned a G.E.D. may qualify for consideration by meeting any one of the following criteria:

- two years of experience in corrections, law enforcement, or security; **OR**
- two years of active military duty with an honorable discharge; **OR**
- four years of general work experience, two of which must have been supervisory; **OR**
- successful completion of two years of college or technical college coursework (with a GPA of 2.0 or higher on a 4.0 scale). **Candidates must furnish college transcripts prior to taking the written examination to be given credit for education requirement.**

### EXAMINATION:

To ensure the highest professional standards within the Hennepin County Sheriff's Office, applicants participate in a qualifying process which may take up to 3 months. The examination process includes:

*Written Examination	50% of final score
Oral Examination	50% of final score
Strength and Agility Test	Pass/Fail
Background Investigation	Pass/Fail
Psychological Evaluation	Pass/Fail
Physical Examination	Pass/Fail
Alcohol/Drug Screening	Pass/Fail

Applicants must pass each examination part to qualify.

\*Applicants may be scheduled to take the Written Examination, Strength and Agility Test, and Oral Examination on the same day.

**APPLICANTS MUST ALSO MEET THE FOLLOWING REQUIREMENTS:**

Anticipated schedule: six days on, three days off, including weekends and holidays, rotating to all three shifts. Position involves direct inmate contact with the possibility of physical confrontation. The eligible list created from this job announcement will be used for 6 months.

Must be at least 18 years of age; must not have been convicted of a felony; must supply background data as requested.

Passing a comprehensive Medical Examination will be required prior to appointment. The general medical requirements include, but are not limited to the following:

- Uncorrected vision of at least 20/200 in each eye.
- Corrected vision of at least 20/40 in each eye.
- Must not have episodes of dizziness, blackouts, or incapacitating headaches.
- Must meet normal hearing standards.
- Must not have cardiovascular problems, including hypertension.
- Must be able to identify primary colors.
- Must not have any respiratory impairment.
- Those on medication or under the care of a physician may not meet requirements.

These general medical requirements are provided for applicants' information and are not intended to be an exhaustive or complete list of medical guidelines used by the physician authorized to conduct the pre-employment medical examination. Applicants who have questions concerning specific medical standards should contact the Human Resources Department as soon as possible to avoid unnecessary delays during the testing process.

If you need assistance to actively participate in the employment process, please complete question one on page two of your application.

**APPLICATIONS ARE AVAILABLE AT THE HENNEPIN COUNTY HUMAN RESOURCES DEPARTMENT, A-400 GOVERNMENT CENTER, 300 SOUTH SIXTH STREET, MINNEAPOLIS, MN 55487-0040 OR CALL (612) 348-7078.**

**Hennepin County is an Equal Opportunity Employer**

Hennepin County Provides equal access to employment, programs and services without regard to race, color, creed, religion, age, sex disability, marital status, sexual orientation, public assistance, or nation origin. If you believe you have been discriminated against, contact the Administration Division of Human Resources and Employee Relations Department, A-400 Government Center, Minneapolis, MN 55487, (612) 348-3562, or TTY (612) 348-3770.

**DRAFT**

**MEMORANDUM**

TO: Michael Kenyon  
Lieutenant, Recruitment Unit  
Los Angeles County Sheriff's Department

FROM: Wilson Wong  
Policy Analyst (Pro Bono)  
University of Southern California

DATE: October 26, 1998

SUBJECT: Analysis of the data on recruitment efforts collected through recruitment tracking sheets

---

**SUMMARY**

The data set for the month of September has been entered into the database program and has tallied up all of the different reference sources listed. Over two hundred sources were counted. Frequently, many of the sources overlapped and were later consolidated into broader groups. Sources that were similar in nature were also grouped together, i.e. family/friends. Based on those numbers, an analysis of the data was conducted to determine which recruitment efforts brought in the most applicants.

Billboards, signs, radio ads, and recruitment events all brought in significant numbers of applicants. A breakdown of the recruitment efforts is detailed later in the analysis. Surprisingly, a large number of applicants who listed their paycheck stub as their reference source were women. Some other interesting notes worth mentioning are that a majority of applicants listed the Internet as their reference source were predominantly white males, and booths at job fairs brought in many applicants.

**CONTEXT**

The focus of the Recruitment Tracking Project is to monitor the frequency various recruitment efforts were listed by the applicant. Information on the applicants' name, gender, ethnicity and reference source was collected through recruitment tracking sheets (Appendix A). The applicant was asked to supply that information in exchange for an application. Table 1.1 shows the breakdown by reference source.

**Table 1.1–Count of Reference Sources**

Reference Source	Count of Reference Sources
Aerial Advertisement	4
Banners/Posters	366
Billboards	590
County Employee	239
Family/Friend	702
Internet	107
Job Hotline/Search	42
Law Enforcement	85
Movie Theater	30
Print Media	118
Radio	368
Recruitment Event	3118
Television	5
Word of Mouth	139
Total	5913

Over two hundred different reference sources were listed by the applicants. To make the numbers easier to work with, sources that overlapped or that were similar in nature were consolidated or grouped into broader categories. The following is a listing of the different reference sources and how they are defined.

## REFERENCE SOURCES DEFINED

- ▶ **AERIAL ADVERTISEMENT**—Several weeks ago, a plane towing a banner flew over a beach. The fly by is in its own group because of its unique recruitment approach.
- ▶ **BANNER/POSTER**—Aside from banners or posters, this section incorporates any sign or flyer seen at various locations. A recurring problem in the Recruitment Tracking Project was ambiguity. Often, an applicant listed a location (such as a station, a court, or market). Schools that were listed are grouped in this category because they were likely tipped off about the Sheriff's hiring campaign through a poster.  
This section does not include billboards which is grouped in its own category.
- ▶ **BILLBOARD**—Billboards were very effective in bringing in applicants. The large roadside signs bearing the slogan "JOIN OUR TEAM," are located in several spots throughout Los Angeles County.
- ▶ **COUNTY EMPLOYEE**—It is not perfectly clear how county employees were referred to the Sheriff's Department. They may have been notified about the hiring through their paycheck stubs or through interoffice memos.  
Deputies are not included in this category.
- ▶ **FAMILY/FRIEND**—Family and friends have been a constant and dependable source of bringing in new applicants. Included in this category are members of the immediate family, relatives, in-laws, and friends. Applicants who listed a friend who is a deputy were simply grouped as friend.
- ▶ **INTERNET**—Internet based reference sources such as the Los Angeles County Sheriff's Department web site (<http://www.lasd.org>), and other web sites are included in this category. Email references are grouped here as well.
- ▶ **JOB HOTLINE/SEARCH**—The County's job information hotline and bulletin boards. On-line job searches such as [www.jobtrak.com](http://www.jobtrak.com) are not included in this section.
- ▶ **LAW ENFORCEMENT**—Members of the law enforcement community are grouped here. This category commonly refers to deputies or other officers. A major problem in this category is the distinction between whether the applicant was referred by an officer or whether it is the position the applicant wants to apply for.
- ▶ **MOVIE THEATER**—The Los Angeles County Sheriff's Department experimented

with a movie theater ad. The ad was a slide that was show on the big screen before the featured presentation.

- ▶ **PRINT MEDIA**–The print media category refers to an ad, article, or story in a newspaper, magazine, or journal.
- ▶ **RADIO**–Radio ads ran for a couple of weeks. A breakdown of the radio ads can be found in appendix **XXXXXXXXXX**
- ▶ **RECRUITMENT EVENT**–Recruitment events were probably the most effective in bringing in applicants. Recruitment events are listed by their event number.
- ▶ **TELEVISION**–Some applicants listed television as their reference source. The Recruitment Unit did not schedule Most of the references came by way of cable
- ▶ **WORD OF MOUTH**–Applicants who listed “walk-in,” “self,” “word of mouth,” or other similar references were grouped in this category. There were some applicants who listed “interest card” or “previous applicant.” Those entries were also placed in this category. In short, this category acts as an “other” category.

**Table 1.2–Reference Source Definitions**

Reference Source	Includes
Aerial Advertisement	fly by
Banners/Posters	banners, posters, flyers, signs, displays at schools, colleges, courts, markets, shopping centers
Billboards	billboards, roadside or otherwise
County Employee	county employee, work, paycheck stubs
Family/Friend	immediate family, relatives, in-laws, friends
Internet	lasd web site, job search sites, other internet based sites
Job Hotline/Search	county job hotline, bulletin boards
Law Enforcement	deputies, officers, alads
Movie Theater	movie theater
Print Media	print ads in newspapers, magazines, journals, articles
Radio	radio, public service announcements
Recruitment Event	job fairs, events, seminars, talks, sources w/event numbers
Television	television, public service announcements



## Career Opportunities

for

### Deputy Sheriff I - Full and Part Time

(Announcement #99-9001)

&

### Correctional Health Nurse

(Announcement #99-9073)

The Fairfax County Office of the Sheriff continuously accepts resumes for Full-Time Deputy Sheriff I, Part-Time Deputy Sheriff I and Correctional Health Nurse I positions. The Office of the Sheriff is an Equal Opportunity/Affirmative Action employer.

#### Qualifications for Deputy Sheriff positions:

- United States Citizen
- 21 years of age
- High school diploma or GED
- Possession of a valid operator's license
- Extensive background investigation
- Complete medical examination
- Polygraph examination
- Psychological examination
- Non-smoker at time of appointment (Sworn positions only)

Correctional Health Nurse Applicants must possess a valid Virginia LPN, RN, NP, or PA-1 License.

#### Starting Salary:

- Deputy Sheriff I (Full Time) - \$31,782
- Deputy Sheriff I (Part Time) - \$15.00 an hour
- Correctional Health Nurse - \$33,162

Promotions are based on both merit and written examinations and are open to all personnel of the next lowest grade after completion of their first year of employment.

#### Selection:

Selection of most qualified applicants is based on the availability of positions. All newly appointed Full-Time Deputy Sheriffs will attend the Fairfax County Criminal Justice Academy.

#### Benefits:

- 25 year retirement,(sworn positions)
- Shift differential
- 11 paid Holidays per year
- 13 days annual leave accrued per year (Increases after 3 years of service)



- 13 days sick leave accrued per year
- 15 days Military leave per year
- Fairfax County Merit System job protection
- Group health benefits (Large Employer Contributions)
- Deferred Compensation Program
- Optional disability, dental, and life insurance
- College tuition assistance programs
- Optional U.S. savings bond purchase
- Credit Union
- Flexible spending accounts for Dependent Care and/or Medical expenses
- Child Care Services
- Employee Assistance Program
- Free Training
- Free Uniforms and Equipment
- Stipend for Uniform Care and Shoe Purchase

**Closing Date:** Continuous Recruitment

**To Apply:**

Submit **your chronologically formatted resume** with a Fairfax County Resume Attachment Form to the Office of Personnel, 12000 Government Center Parkway, Suite 170, Fairfax, Virginia 22030. Or FAX to (703) 324-3944.

Resume Attachment Forms may be printed from this web site. Click RESUME ATTACHMENT FORM to go to a printable version of the form.

**Points of Contact:**

Recruiting/Testing - Sgt. Glenda Pfister (703) 246-3217

Applicant Investigator - Cpl. Ken Jones (703) 246-3219

---

FAIRFAX COUNTY SHERIFF HOME PAGE

FAIRFAX COUNTY PUBLIC SAFETY PAGE

FAIRFAX COUNTY HOME PAGE



*Be a part  
of our team!*

"Your personal destiny is not a matter of chance, it is a matter of choice."  
*Leroy D. Baca, Sheriff*



**Come join and  
train with our team.**

Challenge yourself in ways you  
never thought possible.

Committed to making a difference.

Lead by example.

Nationally recognized,  
professional law  
enforcement agency.

**Be A Star - Why?**

A truly equal  
opportunity employer.

Attain the credit and  
recognition you deserve.

Departmental recognition for  
outstanding performance.

Reach your goal in our organization.



**We are just like you.**

Build a future.

Choice of various medical  
and dental plans.

Excellent salary &  
benefit package for  
you and your dependents

Supplemental deferred  
compensation plan.

- Home
- Contents
- Search
- Award Recognition
- Crime Statistics
- Employment
- Firearms Permits
- History
- Links
- Sex Offenders
- Memorial Page
- Homicides



## Employment

SHERIFF LINE - DO NOT CROSS SHERIFF LINE - DO NOT CROSS SHERIFF LINE - DO NOT CROSS SHERIFF LINE - DO NOT CROSS

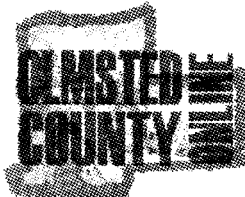
### Deputy Sheriff Employment Information:

**Deputy Sheriff**

### Detention Deputy Employment Information:

**Detention Deputy**

**For inclusion on the Examination Application mailing list contact:**



**Olmsted County Department of Human Resources**  
 151 4th Street S.E.  
 Rochester, MN 55904-3710  
 (507) 285-8333  
 Olmsted.Jobs@co.olmsted.mn.us

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[ Home ] [ Deputy Sheriff ] [ Detention Deputy ]

Send mail to Webmaster with questions or comments about this web site.  
 Copyright © 1998,1999 Olmsted County Sheriff's Office  
 Last modified: November 18, 1999

# Appendix C: Hiring

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Willingness Survey: Atlantic County . . . . .	C-43





# COUNTY COUNCIL OF BEAUFORT DETENTION CENTER

Multi Government Center--100 Ribaut Road  
P.O. Drawer 1228  
Beaufort, South Carolina 29901-1228  
Phone: (803) 525-7371 Fax: (803) 525-7366



NAME OF APPLICANT \_\_\_\_\_

DATE \_\_\_\_\_

Rating Scores:

A: Dimension Scores: (1, ~~3~~ 5)

Comments:

#1: \_\_\_\_\_

#2: \_\_\_\_\_

#3: \_\_\_\_\_

#4: \_\_\_\_\_

#5: \_\_\_\_\_

#6: \_\_\_\_\_

#7: \_\_\_\_\_

SUBTOTAL: \_\_\_\_\_

B: Rating Scores: (0 or 5)

#1: \_\_\_\_\_ Are you willing to work on any shift assigned?

#2: \_\_\_\_\_ Are you willing to work overtime-even mandatory overtime-if needed?

#3: \_\_\_\_\_ Are you willing to work weekends & holidays which occur in your normal work schedule?

#4: \_\_\_\_\_ Are you able to work in a Tobacco-free workplace where it is prohibited to use or possess tobacco products and associated devices inside the facility?

#5: \_\_\_\_\_ Are you willing to work, "locked inside" a detention facility, unarmed and in direct contact with inmates?

#6: \_\_\_\_\_ We work in a stressful environment. Can you handle verbal <sup>AND/OR</sup> physical abuse? (e.g.: intoxicated, angry or unruly inmates)

SUBTOTAL: \_\_\_\_\_

C. Non-Rated Questions:

1. What are your career goals? What would you like to be doing in 5 years?

2. Why should we hire you?

D. Rating Scores: (0-10)

E. Subtotals:

1. \_\_\_\_\_ Appearance

1. Dimension: \_\_\_\_\_

2. \_\_\_\_\_ Poise & Self-Confidence

2. Rating Scores (B): \_\_\_\_\_

3. \_\_\_\_\_ Communication skills

3. Rating Scores (D): \_\_\_\_\_

4. \_\_\_\_\_ Judgement & Problem-Solving

TOTAL: \_\_\_\_\_

5. \_\_\_\_\_ Position Potential

SUBTOTAL: \_\_\_\_\_

Interviewer: \_\_\_\_\_

**DRAFT**

## Question #1

(VIEW THE DIAGRAM OF THE HOUSING POD)

Your responsibility is to supervise all the inmates within this living unit. You must ensure that the inmates do not harm themselves, each other or detention center property, and that the Pod is kept clean. How would you maintain effective supervision within the Pod so that you know what is going on among the inmates?

*DURING YOUR SHIFT*

---

### Dimension 1:

MANAGING THE LIVING UNIT TO A SAFE AND HUMANE ENVIRONMENT

(Show the interviewee a diagram of the Pod and briefly explain the layout of the Pod)

(SEE ABOVE QUESTION)

- 5 = Continually walk around the Pod observing, talking with and listening to inmates.
- 3 = At the desk except when required to make periodic rounds of the Pod or in case of emergency.
- 1 = Stay at the desk where most of the Pod can be observed---if inmates have any problems or questions, they can come to the desk.

## Question #2

An inmate returns from court to your Pod. He has been sentenced to 15 years in prison. He was only expecting 3 years. He begins to swear and shove chairs within the Pod--obviously angry. What would you do?

*YOU KNEW HE HAD BEEN TO COURT, BUT WERE UNWARE OF THE OUTCOME.*

---

### Dimension 2:

#### HANDLING INMATE DISCIPLINE

(SEE ABOVE QUESTION)

- 5 = Talk with the inmate in private. Discuss the inmate's behavior with him rather than punishing him for it. Find out why the inmate is acting like he is.
- 3 = Take disciplinary action against the inmate---do not inquire into the reasons for the inmate's misbehavior.
- 1 = Ignore the situation and hope that the inmate cools down.



### Question #3

Your facility has a rule which states that inmates shall receive only one cup of coffee with each meal. After dinner you noticed that there are several cups of coffee left in the container. An inmate ~~worker~~ *(that is an inmate who has proven to be reliable and has been assigned special duties in your Pod)* asks you for a second cup. How would you handle the request? *Extra*

---

#### Dimension 3:

#### RESPONDING TO INMATE REQUESTS

(SEE ABOVE QUESTION)

- 5 = Tell the inmate "No, it wouldn't be fair to the other inmates". *on the rule of the facility*
- 3 = Tell the inmate "no" without an explanation as to why.
- 1 = Allow the inmate the second cup of coffee ("after all, he's earned it").

## Question #4

It is clothing exchange day in your Pod. This is when dirty inmate clothes are traded for clean clothes. An inmate who has complained to you in the past about having to wear bleach spotted clothes, approaches you in an angry and demanding manner. He says that he was given a pair of ripped pants. He throws the pants down and demands that you get him new ones. You suspect that he may have deliberately ripped the pants because he didn't like to wear bleach spotted clothing. What would you do?

---

### Dimension 4:

#### RESOLVING INMATE PROBLEMS AND CONFLICTS

(SEE ABOVE QUESTION)

- 5 = Assess the validity of the inmate's claim (find out if it is a legitimate complaint). Calmly discuss the inmate's angry manner with him and advise him how he should approach you with a problem in the future. *OBTAIN A NEW PAIR OF PANTS; LOG/DOCUMENT*
- 3 = Tell the inmate it is "not my fault---this is the clothing you have to wear". Hide behind the rules of the facility or blame it on others (e.g., facility administrators, laundry, etc.). *NOTICE*
- 1 = Yell back at the inmate; throw the pants at him; tell him it's too bad; assume the same demeanor as the inmate.

## Question #5

One of your responsibilities is to ensure that inmates keep the Pod clean. It is now 1:00 pm and you want inmates to thoroughly clean the Pod by 4:00 pm. How would you accomplish this task?

---

### Dimension 5:

SUPERVISING IN A CLEAR, WELL ORGANIZED AND ATTENTION-GETTING MANNER

(SEE ABOVE QUESTION)

- 5 = Designate which inmates will clean the Pod; describe to the inmates how to clean it; define your expectations of what "clean" is; ensure that they have the necessary equipment to clean it; tell them when it is to be cleaned by; follow up to ensure that they completed the job; according to your expectations and instructions.
- 3 = Order inmates to clean the Pod; designate who will do what; allow them to decide how to clean it.
- 1 = Give the order to clean the Pod with no direction as to how to clean it, who will clean, when it will be cleaned by, etc.

## Question #6

A facility rule states that inmates will be out of bed at 7:00 am in the morning. In making your <sup>first</sup> morning inspection of the Pod, you notice that an inmate is still in bed. When you order him to get up, he states that <sup>the PO</sup> an officer on the previous shift <sup>has</sup> given him permission to stay in bed because he <sup>was ill</sup> has a cold. What would you do? <sup>AND</sup>

---

### Dimension 6:

#### MAINTAINING EFFECTIVE ADMINISTRATIVE AND STAFF RELATIONS

(SEE ABOVE QUESTION)

- ALLOW HIM TO STAY IN BED UNTIL YOU CAN*
- 5 = Verify the claim of the inmate by looking for documentation (paperwork) OR contacting the officer. *Address*
- 3 = Call your supervisor and ask him/her whether it's okay for the inmate to stay in bed OR ask him/her what to do.
- 1 = Follow the rule of the facility without checking on the inmate's claim (make him get up)

OR

- 1 = Don't verify the claim and allow the inmate to stay in bed.

## Question #7

An inmate in your Pod who has been charged with the rape of a ten year old girl, asks to speak with you in private. When you meet, he tells you that other inmates have threatened him and that he fears for his safety. What would you do?

*Your Supervisor IS UNAVAILABLE.*

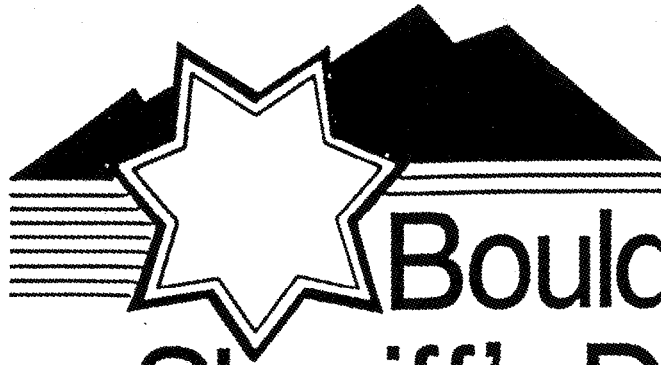
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### Dimension 7:

#### BUILDING POSITIVE RAPPORT & PERSONAL CREDIBILITY WITH INMATES

(SEE ABOVE QUESTION)

- 5 = Verify the claim; communicate and demonstrate a willingness to protect the inmate. Remove him from the Pod if necessary.
- 3 = Tell the inmate that you'll keep an eye open to any signs of trouble but wait until something actually happens before taking action.
- 1 = Ignore the inmate or lie to him (tell him you'll watch out for any trouble but then ignore him. After all, he deserves whatever he gets).



# Boulder County Sheriff's Department

## EMPLOYMENT INFORMATION

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### DEPUTY SHERIFF

#### *JAIL AND PATROL*

Application deadline: September 29, 1999  
for testing in late October.



# Boulder County Sheriff's Department

GEORGE EPP  
Sheriff

Dear Applicant:

The Boulder County Sheriff's Department is an organization with deep roots in the history of the Colorado frontier and a firm footing in the future. The first Boulder County Sheriff was elected in the spring of 1861, as the Colorado Territory was being organized. Boulder County Sheriffs and deputies have faced problems including lynchings, cattle rustling, labor violence, bootlegging, serial murder, drugs, and fraud on the Internet.

I started as a deputy in the Jail Division in 1972, and subsequently worked as a patrol officer, detective, sergeant, lieutenant, and captain. As a captain I had the privilege of commanding our patrol, detective and jail divisions. In 1990 our former sheriff, Brad Leach, retired, and I ran for the position. I was elected and took office in January 1991. I was reelected in 1994 and 1998.

As an elected official, a sheriff has a different perspective from an appointed police chief. Because sheriffs are directly accountable to the voters, rather than to other appointed officials, sheriffs are traditionally more responsive to the public. The principles of community policing have been represented for more than 130 years in the men and women of the Boulder County Sheriff's Department. We take pride in an organization that strives to provide the best public safety services possible to our citizens. We believe in innovation and problem solving.

My career as a deputy and as the sheriff in Boulder County has been very rewarding. Our salaries and benefits are competitive, but the most important factor in working here has been the personal satisfaction I have received from helping my community. If you are looking for a career where you will face hard work and challenges, but also the satisfaction that comes from making the world a better place to live, please join us.

Best of Luck,

George Epp  
Sheriff

---

Administration • Operations • Staff Services  
1777 8th Street  
Boulder, CO 80302  
441-4605 • 441-3650 • 441-3600

Jail Division  
3200 Airport Road  
Boulder, CO 80301  
441-4600

Communications • Emergency Management  
1805 33rd Street  
Boulder, CO 80301  
441-4444 • 441-3390

## **Department Overview**

Boulder County, Colorado covers 750 square miles of suburban development, rural plains, high-tech business and rugged mountain areas at the northwest edge of the Denver metropolitan area. Boulder County's population is over 275,000 and growing rapidly.

The Boulder County Sheriff's Department, headed by Sheriff George Epp, consists of four divisions: Jail, Field Operations, Staff Services and Technical Systems. The jail is located at 3200 Airport Road, in northeast Boulder. The other divisions are located at the Criminal Justice Center at 1777 6th Street, in west Boulder. The department has approximately 325 employees, including 195 commissioned deputies.

The Jail Division is responsible for providing a safe and secure environment for inmates, staff, visitors and the community. The facility currently houses approximately 400 inmates. Designed as a Podular/Remote Surveillance facility, the jail is managed using the principles of Direct Supervision. This requires extensive interaction with inmates by deputies. The jail promotes involvement of inmates in educational and work activity with the Productive Day Program.

The Field Operations Division provides primary law enforcement services to approximately 57,000 citizens in the diverse, unincorporated areas of the county, and contract police services to the towns of Lyons and Superior. A variety of public safety and crime prevention functions are handled in a proactive manner. Problem solving, innovation and community participation contribute to the effectiveness of the division.

In addition to the jail and criminal enforcement functions, the department provides civil process and evictions, warrants and extraditions, animal control, hazardous material response, coordination of search and rescue and wildland fire suppression, and several special programs. The sheriff is also directly involved in the oversight of the Office of Emergency Management and the Boulder Regional Communications Center.

## **Deputy Positions**

The starting salary for both Jail Deputy and Patrol Deputy is \$2,827 per month, with a competitive benefit package. We hire from ten to twenty deputies each year, with more openings in the Jail Division available for outside applicants

### **Jail**

Jail deputy duties include:

- jail rule and criminal code enforcement and investigation;
- dispute resolution;
- basic jail security, including housing area management and booking/release functions;
- assistance with inmate transports, court security, and inmate work crews;
- incident and crime reporting;
- working with other divisions, agencies, and programs.



Jail deputies start their employment in a ten week training program. Upon successful completion of training they are assigned to a shift, working days, swings or graves. Shifts are eight and one half hours, five days per week. Shift assignments are permanent and transfers are granted based on divisional need and seniority. Days off are bid every six months.

As deputies gain experience they can become eligible for a variety of specialty assignments, including Booking Officer, Training Officer, Court/Transport Officer, Classification Officer, Alternate Sentencing Supervisor, Life Skills and Productive Day programs.

Jail deputy positions do not require peace officer certification. The Jail Division has more deputy position open to outside applicants. This is an excellent career path for many interested in law enforcement. Those interested in other areas of law enforcement can gain valuable skills and experience working in the jail. Colorado State certified peace officers assigned to the jail are eligible to apply for transfer to patrol after two years.

## **Patrol**

Patrol deputy duties include:

- criminal and traffic enforcement and investigation;
- dispute resolution;
- response to and coordination of wildland and structure fires, and search and rescue;
- assistance with traffic accidents, medical emergencies and other public safety duties;
- community oriented policing;
- working with other law enforcement agencies and Sheriff's Department divisions;
- other varied calls for service, addressing quality of life issues.

Persons who are Colorado state certified peace officers may apply directly for patrol deputy positions. Patrol deputies start their employment in a thirteen week field training officer program. After successful completion of training, they are assigned to a district, working out of the Criminal Justice Center, or a substation located in one of the communities we serve. Shifts are twelve hours, with three and four days off on alternate weeks, and are bid on a yearly basis.

As deputies gain experience they can become eligible for many specialty assignments including traffic/DUI enforcement, detectives, Boulder County Drug Task Force, SWAT team, hostage negotiations, K-9 program, county parks and open space, field training officer, crime prevention, community service/school resource officer and bomb technician.

The Boulder County Sheriff's Department also has a variety of civilian positions available. These include Law Enforcement Technician for the Records Section or Jail Booking, and Security Officer for county buildings.

## **Deputy Sheriff Qualifications**

### **Minimum Requirements:**

- U.S. Citizen
- 21 years old
- High School Diploma or GED
- Integrity and good judgement, demonstrated by personal, work and criminal histories
- Physically capable of performing all essential job demands of a deputy sheriff
- Patrol Only - Colorado State peace officer certification

### **The following will disqualify an applicant:**

- Any felony conviction
- Commission of any felony, including illegal drug use, in the previous three years
- Marijuana use in the last year
- Any domestic violence conviction or restraining order
- A DUI/DWAI conviction or driver's license suspension/revocation in the previous two years; more than one DUI/DWAI conviction in lifetime
- Falsification of information on the application or elsewhere in the process

### **Preferred qualifications:**

- College education (criminal justice, psychology, or social sciences are most applicable)
- Bilingual (particularly Spanish)
- Work and life experiences that develop communication and problem solving skills
- Computer and typing skills
- Law enforcement, military or emergency services experience

## **Colorado Peace Officer Certification**

Peace officer certification is obtained by attending a basic training academy and passing the state certification exam. There are several private academies and community colleges offering training. Academy training includes a minimum of 435 hours of academic and skills training.

Persons who are certified peace officers in other states may be eligible to receive certification in Colorado without completing a full basic academy. This requires successful completion of the certification examination and meeting POST standards for skills training.

To be eligible to apply for patrol deputy with the Boulder County Sheriff's Department, applicants must have current certification, or a scheduled certification date. An offer of employment will not be made for patrol deputy until basic certification is received.

The Colorado Peace Officer Standards and Training (POST) Board is responsible for issuance of certification. For information on the requirements and the process call 303-866-5671 or visit their web site at [http://www.state.co.us/gov\\_dir/dol/post/psthome.htm](http://www.state.co.us/gov_dir/dol/post/psthome.htm).

## Application Process

Applications for deputy sheriff positions are accepted at all times and will be kept on file for the next testing process. Tests are administered two or more times per year for our applicant pool, from which vacancies are filled.

Applicants must fill out a Boulder County Sheriff's Department application and release of information to be given consideration. Applications must be completed according to the instructions. Incomplete applications, or applications not received or postmarked by a published due date will not be accepted.

Applications can be requested by contacting the Boulder County Sheriff's Department Personnel Section at 303-441-4993, e-mail to [sltsh@co.boulder.co.us](mailto:sltsh@co.boulder.co.us), or picked up at the Sheriff's Department at 1777 6th Street, in Boulder, Colorado, 80302. Completed applications should be sent to Personnel at this address.

The Boulder County Sheriff's Department has personnel standards that are higher than you will encounter with most employers. We believe such high standards are necessary because of the nature of our work, high level of public trust, and the legal obligations of the Sheriff. Applicants must pass each stage in the selection process to receive further consideration.

### Selection Process:

#### Phase I

1. **Initial Screening** - Upon receipt, a completed application will be reviewed for completeness, neatness, and qualifications. After review, a decision is made whether the applicant is eligible for further testing. Applications passing the screening will be kept on file until the next testing process. Letters will be sent to those whose applications are rejected.
2. **Written Entrance Test** - Written tests are required for all Deputy positions. The testing covers problem solving, personality traits, and writing skills. Applicants will be notified by mail approximately three weeks in advance of a scheduled test date.
3. **Interview** - Generally, applicants who pass written tests receive an interview conducted by a panel or a team. This is to establish the applicant's integrity, document background and assess suitability for the position. Applicants should be willing to disclose all relevant information. The interviewers evaluate such things as communication skills, demeanor, self-confidence, maturity and general knowledge. The interview takes approximately 60 minutes.

4. **Polygraph Examination** - Polygraphs are required for all positions in the Sheriff's Department. Areas of inquiry include thefts from employers, serious undetected crimes, illegal drug use, falsification of application; paying or receiving bribes; falsifying official reports; using excessive force; alcohol use on the job, and being fired from previous jobs. In some cases the polygraph may be done in Phase II.
5. **Background Inquiry** - Background inquiries are thorough and will verify pertinent information about you and your character. They will include employment history, criminal activity, character references, credit check, prior residences, military service record, driving history, and education verification and other investigation determined necessary by the investigator.

Applicants who successfully pass all four parts of Phase I will be considered for a Conditional Offer of Probationary Employment (COPE), if there is a current opening, or placed into an applicant pool from which we draw as openings occur. Applications will be kept active in the pool for a minimum of six months. When we have an opening, applicants in the pool will be evaluated considering current departmental needs, overall qualifications and application date. The department reserves the right to test and expand the applicant pool, and to consider other candidates at any time.

## Phase II

1. **Conditional Offer Of Probationary Employment** - When positions become available, the candidate best meeting the needs of the department, in the judgement of the Sheriff's Executive Staff and affected division, will be selected. The individual selected will be given a COPE and proceed to final testing. The COPE will be withdrawn at any stage of the process if the applicant is deemed unsuitable for hire as a deputy sheriff.
2. **Psychological Written Examination and Interview** - Deputy applicants are required to take a series of written tests used to measure intelligence, psychological profile and personality traits required for the position. Applicants will also be interviewed by a psychologist. The results of the testing and interview will be reported to the department.
3. **Medical Examination** - For Deputy positions, the applicant is required to have a medical examination with a physician of their choosing, *at their own expense*, to determine if they meet the functional requirements of the position, and their overall health status is adequate to take the Essential Job Function Evaluation.
4. **Essential Job Function Evaluation** - An essential job function evaluation is required of all Deputy positions. This test is a combination of a physical assessment, obstacle course, job function simulation and maximum physical effort testing (quarter-mile run). This helps determine if you meet the physical demands and essential job function requirements of the position.

### Phase III

1. **Final Selection** - A date to start employment will then be set if the applicant passes all of the above described testing. Most jail deputies begin employment in "hourly" positions, and progress to full time employee (FTE) as positions become available. The pay rate is the same for hourly employees as FTE's, however benefits such as insurance and vacation time do not begin until the employee is selected for an FTE position. Hourly jail deputies who are performing satisfactorily will be selected to fill FTE positions that become available, generally in the order hired.
2. **Introductory/Probationary Period** - An introductory or probationary period of at least 12 months is part of the selection process. During the introductory period employees will be required to meet the training and performance standards of the position. An employee who fails to meet these standards within the introductory period, may be dismissed or reassigned.

All information provided or discovered through the selection process becomes the property of the Boulder Sheriff's Department and will be kept confidential. The results of the testing and investigation are confidential and will not be disclosed to the applicant, or anyone else. Applicants should make copies of any documents before submitting them.

**The Boulder County Sheriff's Department is an Equal Opportunity Employer and welcomes applications from women and men of all races and ethnic backgrounds.**

# 1999 Benefit Package

## Medical/Dental Insurance

Employees have the opportunity to enroll in either a PPO (Preferred Provider Option) or an EPO (Exclusive Provider Option) medical plan and a dental insurance plan. He/she also has the opportunity to enroll dependents in the group insurance program.

COVERAGE	Medical		Dental	
	County Pays	Employee Pays	County Pays	Employee Pays
Employee	\$212.26	16.91	20.54	0.00
Spouse	97.45	84.75	1.17	15.60
Children	85.21	74.09	2.08	27.79

## Life Insurance

Employees have the option to enroll in a group term life insurance program. The coverage is equal to one and one half times the employee's annual salary and the County pays for 75% of the premium.

## Voluntary Group Life insurance

Employees and spouses may purchase additional life insurance at group rates. Dependent children may also be covered.

## Long-Term Disability Insurance

The County pays the full premium for long-term disability insurance. The policy pays a monthly benefit of 60% of the monthly salary to a maximum benefit of \$3,000/month. Employees must work at least 75% time to be eligible.

## Employee Assistance Program

The Employee Assistance Program offers a free, confidential counseling and referral service designed to help employees and their families handle personal problems.

## 125 Pretax Benefit Program

This program allows you to use before-tax salary dollars to pay for the County's medical and dental premiums and certain health and dependent care (day care) expenses.

## **Retirement Plan (401k)**

Employees are eligible to participate in the Boulder County Retirement Savings Plan after completion of one year of service. The County contributes 6% of the employee's salary on a tax deferred basis. The employee can contribute from 0 to 19% of his/her monthly salary, tax deferred, up to a specified maximum. Several investment options are offered.

## **Leave Provisions**

Boulder County offers paid vacation, medical leave and holidays. Eight hours per month vacation is accrued in the first five years of employment, twelve hours starting the sixth year and fourteen hours starting after the fifteenth year of employment. There are eleven or twelve county holidays per year, which includes two floating holidays.

## **Training**

Sheriff's deputies are provided extensive initial training, regular in service training and the opportunity to attend advanced/specialized training. Supervisory and general employee development training programs are offered to all County employees through Human Resources. Computer training is programs are available through Information Services.

## **Credit Union**

All County employees are eligible to join the Boulder Municipal Employees Federal Credit Union.

## **Health Club**

Boulder County Sheriff's Department employees may use the facilities at the Flatiron Athletic Club free of charge.

Contact Boulder County Human Resources at 303-441-3508 with questions regarding benefits.

*This benefit summary is provided as information to prospective Sheriff's Department applicants. See the respective Boulder County employee benefit booklets for specific details.*

*Benefits listed apply to full time employees (FTE). "Hourly" employees are not eligible for benefits until selected for an FTE position.*

## **JOB DESCRIPTION**

### **Deputy I -Jail**

#### **SUPERVISES:**

Reserve Deputies, Volunteers, and Jail Inmates

#### **POSITION SUMMARY:**

The Jail Deputy assigned to the jail is primarily a security officer. The major job emphasis is on the security aspects of working with incarcerated individuals. This includes exercising physical control over violent and uncooperative inmates; breaking up fights and restraining violent and uncooperative inmates; booking of prisoners which includes taking fingerprints and photos and conducting strip searches; hand cuffing and escorting prisoners to and from court; writing reports and testifying in court.

Working varying shift assignments with varying days off is required to provide staffing twenty-four hours a day, seven days a week, including recognized holidays. Shifts and days off are bid for on a seniority basis. Working overtime is frequently required. Minimal restriction(non-compensable) on-call is required once a month.

In some positions, deputies must carry a firearm which will required them to maintain qualification and training standards with the firearm. Some assignments (transport) requires motor vehicle operation. Approximately twenty percent of the job involves some formal and informal counseling with prisoners.

On occasion, appropriately qualified Jail Deputies may be required to perform similar job functions which are normally required of Patrol Deputies, i.e., extra duty events, riot/crowd control response, searches for suspects outside the confines of the Jail, augmentation of the patrol force during major criminal events or natural disaster and catastrophic events such as floods, wind storms and forest fires.

#### **DUTIES AND RESPONSIBILITIES:**

The duties require all the assignments listed below on a rotating basis.

1. Module Assignment - Works directly with prisoners in the individual living areas, seeing to it that they are fed; that the modules are kept clean; escorts prisoners throughout the facility and that interpersonal conflicts are constructively resolved.
2. Booking Assignment - Books in arrestee, takes photos and fingerprints; conducts searches and inventories property as well as providing a brief orientation to new jail residents.
3. Court Assignment - Escorts prisoners to and from court and briefs them on what will take place. Responsible for providing courtroom security and filling out assorted court paperwork.
4. Master Control Assignment - Watches video monitors within the jail to detect unauthorized movement. Responsible for controlling the jail's interior and perimeter security systems.
5. Transport Assignment - Transports prisoners to and from other agencies, medical and dental facilities.
6. Specific individuals after additional specialized training are subject to hazardous duties, i.e., Hostage Negotiation Team, Hazardous Material Team, etc.

#### **QUALIFICATIONS:**

Must be 21 years old and United States Citizen.

Must not have any felony convictions. Committed no felonies, including illegal drug use, in the past three years. Must not have any domestic violence offense related convictions or domestic violence related restraining orders in effect. Must not have any DUI/DWAI convictions or drivers license suspensions or revocations within 24



months of application or more than one DUI/DWAI conviction in lifetime. Must not have used marijuana within one year of application. A history of excessive use of illegal drugs, or other offenses could disqualify an applicant. Must have a good driving record.

Education and Experience:

High School Diploma or equivalent(G.E.D.) required. College Degree in the Behavioral Sciences preferred but not required. Corrections, jail or law enforcement experience is helpful but not required. Bi-lingual skills in Spanish is desired but not required.

Knowledge, Skills, and Abilities:

Must be able to complete departmental jail officer training program. Must have ability to accurately perceive, soundly reason, and correctly judge situations, occurrences and circumstances. Must possess good communications skills and be able to express clearly and precisely, orally and in writing. Must have a great deal of initiative and tenacity to actively influence events rather than passively accepting them. Must have a proper degree of stress-tolerance, including stability and the ability to perform under pressure. Must have the personality traits conducive to working with superiors, peers, subordinates, and members of the public from all socio-economic and cultural backgrounds. Must possess the following personality traits: Maturity, honesty, integrity, adaptability, sensitivity, compassion, common sense, good self-esteem, patience, wisdom, reliability, self-discipline, creativity, fortitude, assertiveness, pride in work, initiative, dedication to public service, and problem solving skills. Must be a resident of Colorado and possess a Colorado Driver's License at the time of appointment

PHYSICAL DEMANDS OF THE POSITION

1. **VISION:** Dual vision is not required. Single eye 20/20 vision, natural or corrected, is acceptable. Minimum peripheral vision for single vision is 90° on the ear side and 70° on the nose side. Frequently uses peripheral vision to observe and monitor multiple persons and activity. An individual with single eye vision must adequately demonstrate the ability to compensate for their restricted peripheral vision with increased scan abilities. Dual vision is required if the Deputy is in a job assignment that requires driving a Sheriff's Department/County vehicle.
2. **HEARING:** Dual hearing is required. Good hearing is required in performing a majority of the tasks. Jail Deputies are constantly required to listen to multiple audible inputs simultaneously such as portable radio conversations, telephone conversations, conversations with inmates or other, noises within the housing units. Frequently listens for audible alarms. Occasionally must hear inmates verbally calling/yelling for help from a distance of fifty feet.
3. **SENSE OF SMELL:** Intact. Occasionally uses olfactory sense to detect illegal use of drugs or chemicals. Occasionally uses the olfactory sense to evaluate the presence of toxic vapors, smoke, and fuels.
4. **SPEECH:** Jail Deputies must have the ability to speak and understand English clearly within normal parameters. Constantly uses voice to communicate with other officers, professionals, prisoners, and the public in person and by telephone and two way radio. Clear diction and audible volume is required. Frequently verbally directs inmates and citizens using a louder than normal speaking voice. Occasionally must talk or yell while wearing a gas mask or self contained breathing apparatus.
5. **SITTING:** Sitting is performed on an occasional to frequent basis while in the module and booking areas. The actual amount of sitting varies on a daily and shift basis. Individual preference also influences the amount of sitting as compared to standing. While working in master control, the deputy will sit constantly but with the option to select a standing posture if preferred.
6. **STANDING:** The amount of standing performed by a deputy in the module and booking areas will vary according to individual preference of sitting or standing. While working in master control, a deputy could choose to stand as opposed to sit while performing his/her duties. This is done on a constant basis.

7. **WALKING/RUNNING:** Walking is performed on a constant basis when working as a module and booking deputy. Once per shift a perimeter check is completed involving 1 Deputy walking around the outside perimeter of the jail. The distance covered is approximately 1/3 mile. The maximum distance deputy would have to run inside the jail is approximately 1200 feet(1/4 mile).

Deputies are required to demonstrate the ability to complete a maximum effort essential job function evaluation in the form of an obstacle course of running a distance of approximately 300 feet from a sitting position in a motor vehicle, up and down two flights of stairs, climb a six foot step ladder, crawl through a 2 foot diameter 12 foot long tube, and return to a sitting position in the car.

Deputies are required to demonstrate the ability to run 1/4 mile in 126 seconds +/- 36 seconds.

8. **LIFTING:** The Jail Deputy position is categorized at the Medium Level for the Physical Demands Characteristics of Work. Deputies may be required to lift all the items listed in Appendix A. Deputies may also be required to lift and carry an impaired or combative individual from 20-30 horizontal feet in booking on an occasional basis.

Deputies are required to demonstrate the ability to lift a 35 pound object from the ground to the height of 60 inches and place the object on a shelf.

9. **CARRYING:** The items listed in Appendix A under Lifting are also carried with the same frequency. The maximum distance carried can be up to approximately 1000 feet, except for the airpacks which are worn on the back. These may have to be cared throughout the facility during training or emergencies. A duty belt and 2-way radio are also carried and worn constantly weighing approximately 8.5 pounds.

Deputies are required to demonstrate the ability to carry 60 pounds a distance of 25 feet.

10. **PUSHING:** Food carts and doors are pushed on an occasional basis. Table, chairs, laundry carts and a gurney are pushed on a seldom basis. Pushing a gurney requires a force of 30 pounds over a distance of 225 to 300 feet. Pushing a car may be required on an seldom to occasional basis.

Deputies are required to demonstrate the ability to push a 350 pound sled a distance of 5 feet(simulates car push @ 132 pounds of force).

11. **PULLING:** The items listed above under pushing are also pulled on an occasional basis with the same force requirements.

Deputies are required to demonstrate the ability to pull a 155 pound bag a distance of 25 feet(simulates a body drag).

12. **STOOPING/BENDING:** Stooping is performed on a frequent basis in the module area when performing various tasks throughout the day. Those tasks that specifically require stooping include lifting/carrying restrained individuals, talking/handing mail to inmates through food ports, and conducting a cell and pat down search. Stooping is performed on an occasional basis in booking when performing pat down searches. Stooping is seldom performed in master control.

13. **CRAWLING:** Crawling is only done during cell searches/shakedown on a seldom basis and only for a short distance, such as checking under beds or counter tops.

Deputies are required to demonstrate the ability to crawl through a 2 foot diameter, 12 foot long tube.

14. **CLIMBING:** Climbing stairs is performed on an occasional to frequent basis when completing room checks inside the inmate modules, every 15 to 30 minutes. This requires ascending/descending 1 flight



DEPUTY SHERIFF'S MERIT SERVICE COMMISSION  
APPLICATION FOR THE POSITION OF  
CORRECTIONAL OFFICER

99JAIL3-4-5

PRIOR TO SUBMITTING THIS APPLICATION FORM, APPLICANTS SHOULD  
CAREFULLY READ THE ATTACHED BROCHURE

NAME \_\_\_\_\_  
Last First Middle Initial Social Security Number

ADDRESS \_\_\_\_\_  
Street Apt.# Home Phone Work Phone

City State Zip Other: mobile, pager, fax

**BASIC REQUIREMENTS**

- Must achieve a passing score on the ENTRY WRITTEN TEST required by the Utah P.O.S.T. Academy.
- At least 21 years of age by the proposed date of hire (see brochure Section IV -- Qualifications).
- Must be a U.S. Citizen.
- High school diploma or equivalent (GED).
- Valid Utah Driver's license at time of employment.
- No DUI conviction in past four years.
- No disqualifying criminal history.
- Must be a resident of State of Utah at the time of hire.
- Must successfully pass a comprehensive background investigation including financial, criminal, drug and alcohol review, and polygraph exam.

YOU **MUST** ATTACH DOCUMENTATION TO THIS APPLICATION SHOWING THAT YOU HAVE PASSED THE ENTRY WRITTEN TEST REQUIRED BY THE UTAH P.O.S.T. ACADEMY (scores required) OR THAT YOU HAVE TAKEN THIS TEST BY THE APPLICATION DEADLINE LISTED BELOW (receipt required). CANDIDATES ARE STRONGLY ENCOURAGED TO TAKE THIS TEST BY NO LATER THAN **TWO WEEKS PRIOR TO THE APPLICATION DEADLINE** (see Brochure).

I have read and meet **ALL** of the qualifications for the position as set forth in the APPLICANT INFORMATION BROCHURE and I certify that all statements made on this application are true and complete and that any misstatement of material fact may subject me to disqualification or dismissal. I understand that if hired, I must sign an agreement to repay the cost of wages and benefits paid during the training academy if I resign prior to the agreed employment commitment (see details in brochure).

\_\_\_\_\_  
SIGNATURE DATE

**EQUAL EMPLOYMENT OPPORTUNITY INFORMATION**

Information requested is voluntary. Data will be used for affirmative action purposes. Failure to answer will not subject applicant to adverse treatment.

MALE  FEMALE  AGE: Under 40  40-49  50-59  Over 60

White  Black  Hispanic  Asian or Pacific Islander  American Indian or Alaskan Native

RETURN FORM TO SALT LAKE COUNTY PERSONNEL, 2001 So. State Street #N4600, SLC, UT 84190-3150  
(801) 468-2351 FAX 468-2172

**APPLICATION DEADLINE**

**IMPORTANT -- CIRCLE THE RECRUITMENT YOU ARE APPLYING FOR**

RECRUITMENT 3 May 5, 1999, 5:00 p.m.	RECRUITMENT 4 July 25, 1999, 5:00 p.m.	RECRUITMENT 5 September 29, 1999, 5:00 p.m.
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OVER

**CORRECTIONAL OFFICER MERIT TEST COMPONENTS**  
**APPLICATION FOR WAIVER**

**P.O.S.T. PHYSICAL FITNESS TEST**

Individuals who request a waiver for the P.O.S.T. Physical Fitness Test **MUST** complete this form and return it **WITH DOCUMENTATION**, to the Merit Commission Office with their application.

I, \_\_\_\_\_, request a waiver of the P.O.S.T. physical fitness test and certify that  
(print)

Check the Appropriate Category:

- I am Correctional Officer Certified or Correctional Officer Certifiable (\* proof of graduation from the P.O.S.T. Academy is required).
- I have passed the test at the 40th percentile or greater through a qualified agency since (SEE BELOW) (\* Proof of passing is required. Documentation **MUST** include the date of testing and proof of passing at the 40th percentile or better.)

**RECRUITMENT 3** QUALIFIED ON/AFTER: May 1, 1998       **RECRUITMENT 4** QUALIFIED ON/AFTER: July 1, 1998       **RECRUITMENT 5** QUALIFIED ON/AFTER: September 1, 1998

\* If you have passed the test when participating in an examination with the Salt Lake County Deputy Sheriff's Merit Commission and want to waive the test, please indicate by placing a check in the space provided below and you will not be required to attach documentation.

I have passed the physical fitness test for the Salt Lake County Deputy Sheriff's Merit Commission. Indicate which position you tested for and when: Correctional Officer  Deputy  Date Tested \_\_\_\_\_

\_\_\_\_\_  
SIGNATURE

\_\_\_\_\_  
DATE

**B-PAD VIDEO SIMULATION**

Individuals who request a waiver for the B-PAD video simulation test **MUST** complete this form and return it to the Merit Commission Office with their application.

I, \_\_\_\_\_, request a waiver of the B-PAD VIDEO SIMULATION test since I have  
(print)  
passed the test for the Salt Lake County Deputy Sheriff's Merit Commission since (SEE BELOW).

**RECRUITMENT 3** QUALIFIED ON/AFTER: May 1, 1998       **RECRUITMENT 4** QUALIFIED ON/AFTER: July 1, 1998       **RECRUITMENT 5** QUALIFIED ON/AFTER: September 1, 1998

Please indicate which position you tested for and when: Correctional Officer  Deputy  Date Tested \_\_\_\_\_

\_\_\_\_\_  
SIGNATURE

\_\_\_\_\_  
DATE

**PREFERENCE POINTS**

In order to receive Veteran's, education or Sheriff's Office Employee preference, you must complete the attached Preference Points Application and submit it with your application.

# PREFERENCE POINTS APPLICATION

DATE \_\_\_\_\_

POSITION: CORRECTIONAL OFFICER

IF YOU CLAIM PREFERENCE POINTS, FILL OUT THE FORM BELOW AND RETURN IT WITH YOUR APPLICATION

NAME \_\_\_\_\_  
Last First

SOCIAL SECURITY NO. \_\_\_\_\_

## SHERIFF'S OFFICE EMPLOYEE

Check applicable category below:

### RESERVE/SEARCH & RESCUE STATUS

2.5 possible

*In order to receive credit in this category, the applicant must be a current sworn volunteer with the Salt Lake County Sheriff's Office and have served in this capacity for at least one year (2.5% of total possible score)*

### ALL FULL-TIME SHERIFF'S OFFICE EMPLOYEES

5 possible

*Must be currently employed full-time by the Salt Lake County Sheriff's Office and have completed probation (5% of total possible score)*

## EDUCATION CREDIT

To receive credit for education, you **MUST** attach a copy of your degree.

Check applicable category below:

Bachelor's degree - any field (5% of total possible score)

5 possible

Associate's degree in criminal justice or law enforcement-related (2.5% of total score)

2.5 possible

## VETERAN'S PREFERENCE

- Individuals claiming veterans' preference **MUST** attach a copy of their DD214 with this form in order to verify dates of service and type of discharge.
- Individuals claiming surviving spouse preference must provide a letter from the Veterans' Administration verifying eligibility for such preference.
- Individuals claiming disabled veterans' preference must provide proof of service connected disability.

Check applicable category below.

1. Served active duty at least 90 days - honorably separated (5% of total score)  5 possible
2. Incurred service related injury regardless of time of service (5% of total score)  5 possible
3. Unmarried widow or widower of a qualifying Veteran (5% of total score)  5 possible
4. Disabled and has served on active duty and has been separated or retired under honorable conditions and has established the present existence of a service connected disability or is receiving compensation, disability retirement benefits or pension (10% of total score)  10 possible

**NOTE: APPLICANTS WILL RECEIVE CREDIT IN ONE CATEGORY ONLY**

**SHERIFF AARON KENNARD ENCOURAGES ALL PERSONS WHO MEET THE BASIC REQUIREMENTS AND ARE INTERESTED IN A CAREER IN CORRECTIONS TO APPLY FOR THIS POSITION.**

**The information contained herein should answer most of your questions concerning:**

- **Qualifications**
- **Testing**
- **Hiring procedures**
- **The nature and conditions of employment**

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## **SECTION I INTRODUCTION**

All applicants for the position of correctional officer are processed by the Salt Lake County Deputy Sheriff's Merit Service Commission. The Commission is a three-person Board, appointed by the Salt Lake County Board of Commissioners, to serve a six-year term. The Merit Commission is charged with administering and implementing the provisions of the Utah Code related to Salt Lake County peace officers. The day-to-day administrative functions, including testing, are performed by the Merit Commission Executive Director and Coordinator and the Sheriff's Office Human Resource Manager.

The basic function and role of the Merit Commission is to:

- Select, promote and retain deputy sheriffs and correctional officers in the Sheriff's Office on the basis of merit through a system of impartial and objective examinations.
- Provide a career service by offering advancement within the service whenever practicable and by protecting the tenure of employees who demonstrate continuing efficiency and satisfactory performance.
- Provide a modern system of merit administration in which fair and impartial treatment is accorded regardless of race, religion, color, gender, national origin, political affiliation, personal consideration, or any other non-merit factor.

In performing these functions, the Merit Commission works closely with the Sheriff's Office.

## **SECTION II CAREER OPPORTUNITIES IN CORRECTIONS**

During the past several years, the Salt Lake County Sheriff's Office correctional system has experienced considerable growth. This growth will accelerate over the next few years, thus creating excellent opportunities for both hire and promotion. In addition to the growth in numbers, there has been a corresponding emphasis on professionalism. Sheriff Kennard is committed to creating a correctional environment in which the highest standards prevail, including continual training and education. If you are interested in a career in corrections and want an opportunity for growth and development, we encourage you to apply for this position.

## **OPPORTUNITY FOR EMPLOYMENT**

What are the chances of becoming a correctional officer in Salt Lake County? This depends on two factors: (1) the number of persons competing for the position; and (2) the number of persons actually hired. It is impossible to state exactly how many new correctional officers will be hired during the next year. Such factors as the number of retirements and terminations, whether new positions are created by the County Commission, and other unforeseen circumstances make even approximate estimates difficult. We are estimating that 200 candidates will be hired from these recruitments.

**NOTE:** You should **NOT** apply for a corrections position if you merely see this position as an **INTERIM STEP TO BECOMING A DEPUTY SHERIFF**. The position of deputy sheriff is recruited for and filled through a separate recruitment testing process.



**SECTION III HOW DO I BECOME A CORRECTIONAL OFFICER?**

This section lists in chronological sequence the steps that are involved in becoming a correctional officer.

**Step 1 Complete and file an application form with the Merit Commission Office.**

**Application and Written Test**

Candidates must attach to the application form documentation which shows they have either achieved a passing score on the ENTRY NATIONAL PEACE OFFICER WRITTEN TEST or a receipt from the testing agency which shows the candidate has taken the test by the date of application. The passing score is a minimum qualification for admittance to the Utah P.O.S.T. Academy. The test is administered at the following locations on an ongoing basis:

Bridgerland Applied Technology Center  
1301 North 600 West  
Logan, Utah 84321  
(435) 750-3188

Davis Applied Technical Center  
550 East 300 South  
Kaysville, Utah 84037  
(801) 593-2580

Dixie College Admissions Testing Center  
225 South 700 East  
St. George, Utah 84770  
(435) 652-7692

Utah Valley State College  
800 West 1200 South  
Orem, Utah 84058  
(801) 222-8269

College of Eastern Utah Testing Center  
451 East 400 South  
Price, Utah 84501  
(801) 537-2120 Ext. 5325

Weber State University Testing Center  
Ogden, Utah 84408  
(801) 626-6804

\* Salt Lake Community College Skill Center  
1575 South State Street, Rm. 124  
Salt Lake City, Utah 84115  
(801) 957-3249

It is the responsibility of the candidate to contact one of these agencies, other than the Salt Lake Community College, to schedule a test date. Candidates must pay \$25.00 each time the test is taken and must have picture identification.

\* The test is administered at the Salt Lake Community College Monday through Thursday at 6:00 p.m. Candidates must arrive at 5:30 p.m. to sign-up and pay the fee.

NOTE: Candidates who have not previously taken the test are strongly encouraged to take this test no later than **two weeks prior to the application deadline** to allow time for scoring the exam and receiving written notice of score (see table below). Candidates who submit a receipt showing they have taken the test by the date of application will be scheduled for further testing. Candidates who successfully pass the physical fitness test and B-PAD, will be scheduled for an oral interview; however, if documentation showing a passing score on the written test is not submitted by the candidate on or before the date of the candidate's Oral Interview, no interview will be held and the application will be forwarded to the next recruitment period.

RECRUITMENT 3	RECRUITMENT 4	RECRUITMENT 5
<b>Wednesday April 21, 1999</b>	<b>Wednesday July 14, 1999</b>	<b>Wednesday Sept. 15, 1999</b>

Only those candidates who meet the minimum qualifying standard for the test will qualify to participate in the next phase of the selection process.

**Step 2** **Compete successfully in additional tests.** Following the application deadline and successful completion of the written test, candidates will be required to achieve a passing score on the following tests: PHYSICAL FITNESS TEST, VIDEO SIMULATION and ORAL INTERVIEW. Candidates who successfully complete these tests will be placed on a certified hiring list.

**Step 3** **Successfully pass background investigation.** All candidates who are placed on a certified hiring list will be required to complete a comprehensive background investigation that includes a polygraph test. Only candidates who meet qualifying standards will be maintained on the certified list.

**Step 4** **Hiring procedure.** When vacancies become available, the Commission certifies to the Sheriff the highest ranked names for each opening. The Sheriff may select any of the persons so certified. Note that a candidate is not guaranteed employment even though he/she is in the top position when a vacancy occurs. Individuals who are not selected remain on the hiring register for reconsideration when additional openings occur, unless removed for cause or until a new merit register is established.

**Step 5** **Medical Evaluation.** As a condition of employment, candidates will be required to successfully complete a medical examination performed by the County Physician. Candidates who fail to qualify in this area (see Page 5) will be dropped from the certified list.

**STEP 6** **Repayment Agreement.** Professional Certification is a requirement for this position. Persons who do not have prior certification as a correctional officer from Utah Peace Officers Standards and Training (P.O.S.T.), will be required to sign an agreement of repayment on the first day of hire. The agreement states that the Salt Lake County Sheriff's Office will pay the cost of the academy, wages and benefits while the candidate attends the Corrections Academy.

The agreement requires that a person who has some certification by Utah P.O.S.T. (Mod 1 or Mod 2) must agree to work for twelve months or repay the value of wages and benefits while attending the academy, prorated based upon the length of time worked prior to leaving. The agreement requires that a person who has **no certification** must agree to work for twenty-four months or repay the value of wages and benefits while attending the Mod 1 and Corrections Academy, prorated based upon the length of time worked prior to leaving.

**Step 7** **Probation.** All newly hired employees must successfully complete all Utah Peace Officer Standards & Training (P.O.S.T.) requirements as a condition of continued employment. Upon graduation from the P.O.S.T. Academy all correctional officers serve a six-month probationary period. Following the successful completion of this probationary period, the employee is accorded all status and rights of an officer covered by the merit system.

**SECTION IV QUALIFICATIONS**

Only candidates who meet all of the necessary requirements should apply for this position.

**1. BASIC REQUIREMENTS**

Age - Applicant must be at least 21 years of age as of the proposed date of hire.

<b>RECRUITMENT 3 Proposed Date of Hire</b>	<b>RECRUITMENT 4 Proposed Date of Hire</b>	<b>RECRUITMENT 5 Proposed Date of Hire</b>
<b>August 16, 1999</b>	<b>November 16, 1999</b>	<b>January 24, 2000</b>

Education - Must have a high school diploma or equivalent (GED) at the time of application.

Driver's license and driving record - Must be in possession of a valid driver's license and must obtain a Utah driver's license at the time of employment.

Must be a permanent resident of the State of Utah at the time of employment.

U.S. Citizenship - Must be a citizen of the United States by the application deadline.

Criminal Violations - Must not have been convicted of a crime for which the applicant could have been punished by imprisonment in the federal penitentiary or by imprisonment in the penitentiary of this or another state and shall not have been convicted of an offense involving dishonesty, unlawful sexual conduct, physical violence, or the unlawful use, sale, or possession for sale of a controlled substance. Expungement of felony convictions obtained in this state or any other jurisdiction shall be considered for purposes of hiring.

Crimes Involving Dishonesty - Applicants who have been convicted of or involved in crimes of dishonesty may not be allowed to make application to attend a basic peace officer training program or receive peace officer certification prior to four years from the date of the conviction or involvement.

Crimes Involving Unlawful Sexual Conduct - Applicants who have been convicted of or involved in crimes of unlawful sexual conduct shall not be allowed to make application to attend a basic peace officer training program or receive peace officer certification prior to four years from the date of the conviction or involvement.

Crimes Involving Physical Violence - Applicants who have been convicted of, or involved in crimes of physical violence shall not be allowed to make application to attend a basic peace officer training program or receive peace officer certification prior to four year from the date of conviction or involvement.

Driving Under the Influence (DUI) - Applicants must not have been convicted of a DUI within the previous four (4) years beginning with the date of conviction to:

<b>RECRUITMENT 3</b>	<b>RECRUITMENT 4</b>	<b>RECRUITMENT 5</b>
<b>August 1, 1999</b>	<b>July 1, 1999</b>	<b>September 1, 1999</b>

Use of Illegal Drugs - The use, conviction or possession of unlawful controlled substances requires a two or five year waiting depending on the type of substance(s) involved.

<b>OTHER DRUG USAGE</b>				
Applicants who have been convicted of, or used drugs other than those classified as "hard drugs" shall not be allowed to make application to attend a basic peace officer training program or receive peace officer certification prior to <b>two years</b> from the conviction or last usage. Others drugs include the below listed drugs and their synthetic equivalents:				
Marijuana	Amphetamines, not injected	Anabolic Steroids	Hashish	Amyl Nitrates

<b>HARD DRUG USAGE</b>				
Applicants who have been convicted of, or used hard drugs shall not be allowed to make application to attend a basic peace officer training program or receive peace officer certification prior to <b>five years</b> from the date of conviction or last usage. Hard drugs include the below listed drugs, their chemical derivatives and synthetic equivalents:				
Heroin	Toluene	Cocaine	PCP	Percodan
Tai Sticks	Crack	Barbiturates, injected	Quaaludes	Crank
Morphine	LSD	Amphetamine, injected	Mescaline	Peyote
Opium	Demoral	Methadone	Psilocybin/mushroom	

Indebtedness - Recent problems that reflect either poor judgment or lack of integrity will probably result in disqualification.

2. MEDICAL AND HEALTH REQUIREMENTS — Applicants who are offered employment, must undergo and successfully complete a medical examination by a County physician.

(a) Specific Qualifications

Weight Requirements — Candidates who are overweight, to the point of inability to perform essential duties will be disqualified. Such assessment is made by the County physical in consultation with Sheriff's Office staff.

Drugs and Alcohol — Any applicant who is addicted to the use of intoxicating liquors or narcotics or habit forming drugs will be disqualified.

**Eyesight** — The applicant's distance vision should be correctable to 20/30 in each eye and not less than 20/200 uncorrected. The applicant's near vision should be correctable to 20/40. Successful candidates cannot be colorblind.

**Blood Pressure** — Persons with persistent blood pressure above 140 mm. systolic and 90 mm. diastolic will be disqualified.

(b) **General Disqualifiers**

- (1) An inability or difficulty in performing the essential duties of the job.
- (2) The need to make unreasonable and extraordinary accommodations.
- (3) A safety hazard to self or others.

THE MERIT COMMISSION RESERVES THE RIGHT TO MODIFY THESE QUALIFYING STANDARDS.

3. **SKILLS, ABILITIES AND PERSONAL QUALITIES**

The testing process is designed to evaluate the candidate's qualifications and competence in the following areas. Only applicants who demonstrate a high level of competence in each of these areas will be considered for hire:

- a. **Communication Skills** - Ability to read, write and speak English and the ability to listen effectively.
- b. **Interpersonal Skills** - Ability to relate effectively with all kinds of people in a wide variety of situations. Is cooperative and sensitive to the needs of others.
- c. **Problem Solving Skills** - Ability to exercise good judgment and common sense in performing regular duties, and in pressure and stress situations.
- d. **Integrity** - Must be honest and ethical in everyday dealing and demonstrate reliability and dependability in performing job assignments and other obligations.

**SECTION V EXAMINATION SCHEDULE**

Candidates who have passed the P.O.S.T. written test or submitted a receipt showing they have taken the test by the date of application will be scheduled for the Physical Fitness Test scheduled to occur the Saturday following the application deadline (no written notification will be sent regarding the physical fitness test. Candidates must contact the Merit Commission Office to schedule a test time). Candidates who did not qualify to continue in the testing process will be notified by mail. Below is the tentative examination schedule:

TEST COMPONENT	RECRUITMENT 3	RECRUITMENT 4	RECRUITMENT 5
Physical Test	Saturday May 8	Saturday, July 31	Saturday October 2
B-PAD Video Simulation	May 10-14	August 2-6	October 5-8
Oral Interview	May 24-28	August 16-20	October 19-22

## **SECTION VI MERIT EXAMINATION**

Below is a description of each of the examination components.

### **1. WRITTEN EXAM**

The National Peace Officer Selection Test (NPOST) (developed and scored by Standard and Associates) is administered by the educational institutions outlined in Section III. Sept 1. This written test is a multiple-choice, true/false, short answer test that lasts approximately one hour and 25 minutes. The test is designed to assess the candidate's skills in the following areas:

- MATHEMATICS
- READING COMPREHENSION
- GRAMMAR
- INCIDENT REPORT WRITING

Candidates must achieve a score of 70 percent or higher in each of the four areas in order to pass.

### **2. PHYSICAL FITNESS TEST**

Candidates are required to achieve a score reflecting the 40<sup>th</sup> percentile on each of four exercises. This is a PASS/FAIL test which includes the following exercises:

<b>EXERCISE</b>	<b>PHYSICAL ABILITY BEING ASSESSED</b>
SIT AND REACH	MEASURES FLEXIBILITY
PUSH-UPS	MEASURES STRENGTH
SIT-UPS	MEASURES MUSCLE ENDURANCE
1.5 MILE RUN	MEASURES CARDIOVASCULAR FITNESS

**IT IS EXTREMELY IMPORTANT THAT YOU BEGIN TO PREPARE FOR THIS TEST IMMEDIATELY IN ORDER TO MEET THE QUALIFYING STANDARDS.**

- \* This test will be waived for candidates who are correctional officer certified or correctional officer certifiable or for candidates who have previously qualified by the dates shown below:

<b>RECRUITMENT 3 Candidate qualified since:</b>	<b>RECRUITMENT 4 Candidate qualified since:</b>	<b>RECRUITMENT 5 Candidate qualified since:</b>
<b>May 1, 1998</b>	<b>July 1, 1998</b>	<b>September 1, 1998</b>

In order to assist in preparation for the physical fitness test, the minimum qualifying score (40<sup>th</sup> percentile) for the following four exercises is being provided:

**40<sup>TH</sup> PERCENTILE REQUIREMENTS  
MALES**

AGE	SIT & REACH (inches)	ONE MINUTE SIT-UP	ONE MINUTE PUSH-UP	1.5 MILE RUN (time)
20-29	16.5	38	20	12:51
30-39	15.5	35	18	13:36
40-49	14.5	29	13	14:29
50-59	13.5	24	12	15:26
60+	12.5	19	12	16:43

**FEMALES**

AGE	SIT & REACH (inches)	ONE MINUTE SIT-UP	ONE MINUTE PUSH-UP	1.5 MILE RUN (time)
20-29	19.5	32	9	15:26
30-39	18.5	25	7	15:57
40-49	17.5	20	6	16:58
50-59	17.0	14	6	17:54
60+	15.5	6	6	18:44

**PROBATION INFORMATION: PHYSICAL FITNESS QUALIFICATIONS**

During the probationary period each candidate, who is not Utah state Correctional Officer certified or certifiable, will be required to pass the physical fitness test:

1. During the first week of employment at or above the 40<sup>th</sup> percentile as a part of the pre-testing.
2. During the Academy "mid-term" test at the 50<sup>th</sup> percentile or levels that show some improvement.
3. During the Academy final test must pass at or above the 50<sup>th</sup> percentile.

**50<sup>TH</sup> PERCENTILE REQUIREMENTS  
MALES**

AGE	SIT & REACH (inches)	ONE MINUTE SIT-UP	ONE MINUTE PUSH-UP	1.5 MILE RUN (time)
20-29	17.5	40	30	12:12
30-39	16.5	36	24	12:51
40-49	15.5	31	18	13:53
50-59	14.5	26	17	14:55
60+	13.5	20	17	16:07

**FEMALES**

AGE	SIT & REACH (inches)	ONE MINUTE SIT-UP	ONE MINUTE PUSH-UP	1.5 MILE RUN (time)
20-29	20	34	11	14:55
30-39	19	27	9	15:26
40-49	18	22	7	16:27
50-59	18	17	7	17:24
60+	16.5	8	7	18:16

**2. VIDEO SIMULATION EXERCISE (B-PAD)**

This test requires the candidate to view a series of law enforcement related scenarios on a video screen. Each scenario contains a problem that must be dealt with such as a hostile or emotionally distraught person. Individual responses to the scenarios will be recorded on a video tape which will be reviewed and scored by a panel of raters. The highest ranked candidates on this exercise will be eligible to participate in the oral interview.

This test will be waived for candidates who have previously qualified with the Salt Lake County Deputy Sheriff's Merit Service Commission as of the following dates:

RECRUITMENT 3 Candidate qualified since:	RECRUITMENT 4 Candidate qualified since:	RECRUITMENT 5 Candidate qualified since:
May 1, 1998	July 1, 1998	September 1, 1998

**3. ORAL INTERVIEW**

In this interview, the candidate will be required to submit a standardized résumé and will be asked about their past accomplishments and achievements. Candidates will also be required to respond to several "behavioral incident" questions. A behavioral incident refers to an actual incident of the candidate's behavior that is designed to assess the candidate's problem solving and interpersonal skills.

**SECTION VII CERTIFIED REGISTER**

Candidates who successfully complete the oral interview will be placed on the certified list in order of their respective scores. Test scores will be based on 100 points weighted as follows:

TEST COMPONENT	WEIGHT
Written Test	20
B-PAD Video Simulation	40
Oral Interview	40
<b>TOTAL</b>	<b>100</b>
Preference Points	2.5, 5 or 10 points added to test scores



**SECTION VIII PREFERENCE POINTS**

Candidates who successfully complete the oral interview are eligible for preference points as follows:

**NOTE: Candidates will receive preference points in one area only**

CATEGORY	POINTS ADDED
<b><u>SHERIFF'S OFFICE PERSONNEL</u></b>	
<b><u>Full-time employees</u></b> (must have successfully completed probation)	five (5)
<b><u>Part-time/sworn volunteers</u></b> (must have served at least one year)	two and one-half (2½)
<b><u>EDUCATION CREDIT</u></b>	
<b><u>BACHELOR'S DEGREE</u></b> (must have satisfied all requirements for a Bachelor's degree at an accredited college or university)	five (5)
<b><u>ASSOCIATE DEGREE IN CRIMINAL JUSTICE</u></b> (must have an Associate degree in criminal justice or a law enforcement related area)	two and one-half (2½)
<b><u>VETERAN'S PREFERENCE</u></b>	
1. Served at least 90 days or was a member of a reserve component who served in a campaign or expedition for which a campaign medal was authorized and who has been separated or retired under honorable conditions	five (5) points
2. Incurred service related injury regardless of time of service	five (5) points
3. Disabled veteran with any percentage of disability or a purple heart recipient	ten (10) points
4. The unmarried widow or widower of a veteran	the same points the qualifying veteran would have received

In order to receive Veteran's, education or Sheriff's Office Employee preference, you must complete the Preference Points Application and submit it with your employment application (Application for the Position of Correctional Officer).

## **SECTION IX EMPLOYMENT: DUTIES AND NATURE OF WORK**

### **General**

The position of correctional officer encompasses many varied job assignments. The member will be required to assume the responsibilities and duties of, and functions in all of the correctional officer positions. Such positions would include: Booking officer, tank and printing officer, floor officer, control room officer, clothing room officer, etc.

### **Specific Duties**

1. Receive and safely keep all persons duly committed to the County Jail.
2. File and preserve all commitments by which persons are committed.
3. Keep a record of each prisoner showing name, age, place of birth, and description of said person.
4. Maintain Jail financial records of prisoner funds.
5. Detain persons enumerated in the State Laws (17-22-4 UCA).
6. Deliver judicial papers directed to a prisoner.
7. Compute release dates from commitments and orders of the Court.
8. Segregate prisoners according to established classification and administrative procedure.
9. Serve as Bail Commissioner (to set bail and authorize release of inmates).
10. Fingerprint prisoners according to the law and acceptable procedures.
11. Fulfill all legitimate orders and commands from supervisory personnel.
12. Record in writing any occurrence in the Jail during tour of duty.
13. Learn and follow the policies and procedures of the County Jail.
14. Operate electric/mechanical doors on tiers and cells.
15. Operate electronic/video security system.
16. Enter information into and operate computer terminals.
17. May be required to perform some limited medical functions.
18. May perform bailiff and transportation duties.

Since the jail is always in operation, correctional officers are likely to be assigned to shift work much of their career. **THE ACCEPTABILITY OF SHIFT WORK IS A CONDITION OF EMPLOYMENT.**

**SECTION X SALARY AND BENEFITS**

No contract exists between Salt Lake County and its employees with respect to salaries, salary ranges or employee benefits. Salary, salary ranges, and benefits may change as a result of market surveys, job analysis, availability of funds or changes in County policy.

**ENTRY SALARY SCHEDULE**

January 1, 1999

The salary structure for the entry position consists of 12 steps that include a 2.75 percent increase for each step. Each step after step 1 (the starting salary) corresponds to one year of service.

<b>STEPS (Monthly Salary)</b>											
1	2	3	4	5	6	7	8	9	10	11	12
2,258	2,320	2,384	2,449	2,517	2,586	2,657	2,730	2,805	2,882	2,962	3,043

<b>STEPS (Hourly Salary)</b>											
1	2	3	4	5	6	7	8	9	10	11	12
13.03	13.38	13.75	14.13	14.52	14.91	15.32	15.75	16.18	16.62	17.08	17.55

Employees with prior equivalent correctional officer experience, may start at a salary higher than step 1. The basic formula is that the employee is credited with one step on the plan for every two years of prior credited experience. Advancements to the rank of sergeant, lieutenant and captain are based on competitive merit examinations.

SERGEANT — \$4,214 (maximum)      LIEUTENANT — \$5,095 (maximum)

CAPTAIN — \$5,835 (maximum)

**UNIFORM ALLOWANCE**

Employees receive a \$100 per month uniform allowance for the first year of employment and \$75 per month thereafter.

**EDUCATION INCENTIVE PAY**

In order to promote professionalism in law enforcement, sworn personnel will receive a monthly incentive payment based on the highest degree held.

Master's degree, any field	\$75.00
Bachelor's degree, any field	\$50.00
Associate's degree, any field	\$25.00

## **BENEFITS**

### **Insurance**

The County offers a comprehensive program of medical and dental benefits and life insurance for every full-time employee.

### **Vacation**

Vacation is accumulated monthly during the first eight years of service, at a rate of one day per month or twelve days per year. From eight to sixteen years of service, vacation is accumulated at the rate of one and one-half (1½) days per month or eighteen (18) days per year. Officers with over sixteen years of service accumulate two (2) days per month or twenty-four (24) days per year. Vacation may be accrued up to forty (40) days.

### **Sick Leave**

Sick leave is accumulated at a rate of one day per month or twelve days per year. There is no limit on the amount of sick leave that may be accrued.

### **Retirement**

Correctional officers participate in the Utah Public Safety Non-Contributory Retirement System. The final average salary is used in calculating the monthly retirement allowance, which is the monthly average of the highest three years of salary. The County pays for the retirement benefit.

The basic formula for determining a retirement allowance is two and one-half (2½) percent of FAS (final average salary) times years of public safety service (limited to 20), plus two (2) percent of FAS for each year of public safety service over 20 years, up to 30 years.

You are eligible for retirement benefits:

- at 65 or older with four (4) years of service
- at 60 or older with ten (10) years of service
- if you have twenty (20) or more years of service, regardless of age

Members receive credit for any part of year of public safety service they have worked.

### **Disability**

Disability coverage is provided under a long-term disability insurance program. The program provides a benefit equal to two-thirds of the individual's regular monthly salary (less social security, worker's compensation and similar reductions). A five month elimination period is required as well as mandatory rehabilitation training participation. Violent, line-of-duty disability increases the benefit level to 100 percent.

**SECTION XI APPLICANTS REPAYMENT AGREEMENT**

Professional Certification is a requirement for this position. Persons who do not have prior certification as correctional officers from Utah Peace Officers Standards and Training (P.O.S.T.), will be required to sign an agreement of repayment on the first day of hire. The agreement states that the **Salt Lake County Sheriff's Office will pay the cost of the academy, wages and benefits while attending Certification Training.**

The agreement requires that a person who has **SOME CERTIFICATION** by Utah P.O.S.T. (Mod 1 or Mod 2) must agree to work for twelve months or must repay the value of wages and benefits while attending the Academy, prorated based upon the length of time worked prior to leaving. The agreement requires that a person who has **NO CERTIFICATION** must agree to work for twenty-four months or must repay the value of wages and benefits while attending the Mod 1 and Corrections Academy, prorated based upon the length of time worked prior to leaving.

**ADDITIONAL INFORMATION**

If you have additional questions, please contact Commission Assistant, Kimberly Barron-Brown (468-2161); the Commission Coordinator, Linda Hill (468-2020); the Executive Director, Judy R. Thimakis (468-2114); Lt. Lori Houskeeper (468-3912) or Sgt. Mike Johnson (468-3916).

Application forms may be obtained at:

Salt Lake County Personnel Division  
2001 South State #N4600  
Salt Lake City, Utah

Salt Lake County Sheriff's Office  
2001 South State #S2700  
Salt Lake City, Utah

ATLANTIC CO. DEPT. OF PUBLIC SAFETY

WILLINGNESS SURVEY

Candidate Name - \_\_\_\_\_ Date - \_\_\_\_\_

A career in correctional services is both rewarding and fulfilling but may not be for all persons. In the past many persons have applied and found that the duties and requirements are not meant for them. The enclosed questions refer to duties and requirements of the position of Corrections Officer. These duties and responsibilities represent tasks performed by staff. Any recruit who refuses to perform the duties listed below is subject to dismissal.

1. Are you willing to work 8 hours a day with dangerous inmates in an area which can only be unlocked from the outside? yes ( ) no ( )

2. Are you willing to work a shift which may be one of the following?  
7:20 - 3:30pm yes ( ) no ( )  
3:20 - 11:30pm  
11:20 - 7:30am

3. Are you willing to work weekends with you regular days off during the week? yes ( ) no ( )

4. Are you willing to work all holidays which do not fall on your day off and receive extra compensation for this? yes ( ) no ( )

5. Are you willing to work double shifts (16 consecutive hours) and scheduled days off with little or no advance warning? yes ( ) no ( )

6. Are you willing to stand on your feet 8 hours a day except for meals and any breaks? yes ( ) no ( )

7. Are you willing to be confined in the institution for your entire tour of duty including meal breaks and eat the meal provided by the institution? yes ( ) no ( )

8. Are you willing to work in building areas that smell of unpleasant odors such as body odor, body waste, etc? yes ( ) no ( )

9. Are you willing to work alone for an entire 8 hour shift? yes ( ) no ( )

10. Are you willing to work in an infirmary with sick inmates? yes ( ) no ( )
11. Are you willing to respond to life threatening incidents such as inmates and or staff who have been stabbed, had heart attacks, attempted to hang themselves? yes ( ) no ( )
12. Are you willing to worked in locked areas of the building, supervising the activities of inmates who have been convicted of murder, rape, child molesting, armed robbery, etc? yes ( ) no ( )
13. Are you willing to supervise the activities of inmates who might call you filthy names and or threaten your family? yes ( ) no ( )
14. Are you willing to pat frisk inmates, visitors, other staff members, and to conduct visual searches of inmates body cavities? yes ( ) no ( )
15. Are you willing to supervise the activities of inmates while they are in the shower or bathroom? \* yes ( ) no ( )
16. Are you willing to undergo an intensive physical examination? yes ( ) no ( )
17. Are you willing to undergo an intensive background investigation which includes FBI, NCIC, SCIC checks? yes ( ) no ( )
18. Are you willing to undergo a comprehensive psychological examination? yes ( ) no ( )
19. Are you willing to attend and successfully complete a Police Training approved academy provided by the county which may include in residency housing ( with the recruit only coming home on weekends)? yes ( ) no ( )
20. Are you willing to be trained in the use of Firearms? yes ( ) no ( )
21. Are you willing to shoot an escaping inmates (possibly to death) should the need arise? yes ( ) no ( )
22. Are you willing to risk your personal safety to rescue a fellow officer or an inmate from attack? yes ( ) no ( )
23. Are you willing to report a fellow officer or staff member who might be breaking the departments rules or regulations? yes ( ) no ( )

24. Are you willing to testify in court concerning events that have occurred in the institution? yes ( ) no ( )

25. Are you willing to wear a uniform to work everyday?  
yes ( ) no ( )

26. Are you willing to work in a job where you are not free to discuss many of your daily activities with family or friends?  
yes ( ) no ( )

Candidate Sign - \_\_\_\_\_ Date - \_\_\_\_\_



# Appendix D: Retention

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COUNTY of LOS ANGELES  
SHERIFF'S DEPARTMENT

EDUCATIONAL  
REIMBURSEMENT  
PROGRAM

# COUNTY of LOS ANGELES - SHERIFF'S DEPARTMENT

## EDUCATIONAL REIMBURSEMENT PROGRAM

The Los Angeles County Sheriff's Department Educational Reimbursement program was approved by the Board of Supervisors on November 16, 1968, under the title "Deputy Sheriff Educational Advancement Program." The purpose of the program is to encourage Sheriff's Department personnel to continue their formal education with County financial assistance wherein no other financial assistance is available to them.

All permanent employees of the Sheriff's Department are eligible for reimbursement.

The program will provide reimbursement for tuition (up to \$92.00 per class), textbooks, and other **required** supplies in approved college and university courses (grade of "C" or better is required) for a maximum of two courses per semester, quarter, or trimester for a total of four courses per fiscal year (July 1 through June 30).

**Required supplies must be substantiated by a class syllabus and/or supplies list from the instructor.** Required supplies include such items as laboratory tools or equipment, required charts and graphs, etc. It does not include notebooks, paper, pens, pencils, etc.

If you should resign or be terminated from the Department within one year of reimbursement, all textbooks for which you were reimbursed must be turned in to the Ombudsperson/Career Resources Center.

For further information contact:

### EDUCATIONAL REIMBURSEMENT COORDINATOR

Ombudsperson/Career Resources Center, Los Angeles County Sheriff's Department  
4700 Ramona Blvd., Room 144, Monterey Park, CA 91754-2169  
(323) 526-5628

### APPLICATION PROCEDURE

1. After enrolling, **complete** an "Application for General Education Reimbursement" form (for each semester/quarter/trimester (maximum of two (2) classes) by filling in the following information:

#### APPLICANT

Name; Payroll Title (deputy, OA I, staff nurse, etc.)  
Division; Location of Assignment  
Business Address; Phone

#### COURSE

School; Term/Year (Spring 1999, Fall 1999, etc.)  
Course Title(s); Course No.(s); Unit(s); Course Begins

#### FEES

Tuition \$; Books \$  
Seminars or Institutes \$; Required Supplies

2. **Send** the completed application form to: EDUCATIONAL REIMBURSEMENT COORDINATOR

(Rev. 4/99)

## CLAIMS PROCEDURE

1. **Complete** a "Claim for General Education Reimbursement" form (SH-AD-506) (**original and one copy**) for each semester/quarter/trimester (maximum of two (2) classes) by filling in the following information:

### CLAIMANT

Name; Payroll Title (deputy, OA I, staff nurse, etc.)  
Employee No.; Social Security No.  
Division; Location of Assignment  
Business Address; Phone  
Send reimbursement to (address):

### COURSE

School; Term/Year (Spring 1999, Fall 1999, etc.)  
Course Title(s); Course No.(s); Unit(s); Grade(s)

### FOR SEMINAR AND INSTITUTE EXPENSE ONLY

Date; Description of Seminar or Institute; Description of Expense (Itemize In Detail); Amount

### FEES (Claim expenses for the courses that are being reimbursed)

Tuition \$; Books \$ (**Do not include tax**)  
Seminars or Institutes \$; Required Supplies \$

The TOTAL AMOUNT TO BE REIMBURSED \$ amount (**leave blank**) will be calculated and entered by the Educational Reimbursement Coordinator.

2. **Sign and date** the form.
3. **Attach** the following items to the completed claim and copy:

Original and one copy of receipt or two copies of receipt or two copies of canceled check (front and back) for tuition or registration/enrollment fees.

Original and one copy of receipt or two copies of receipt for books and required supplies. If the receipt contains purchases of books or supplies for other than reimbursable courses, circle the amount claimed for reimbursement.

**Two copies of the official grade report or certificate of completion.** Keep the originals for your own records.

Make copies of everything that you are submitting for your own records. Original receipt(s) and/or grade reports will not be returned.

4. **Send** the original and one copy of the "Claim for General Education Reimbursement" form (with receipts, grade reports/certificate and copies attached) to:

### EDUCATIONAL REIMBURSEMENT COORDINATOR

Ombudsperson/Career Resources Center, Los Angeles County Sheriff's Department  
4700 Ramona Blvd., Room 144, Monterey Park, CA 91754-2169  
(323) 526-5628

After processing by the Educational Reimbursement Coordinator, the check will be issued by the County Auditor's Office. The check will then be forwarded to the Educational Reimbursement Coordinator who will distribute it by U.S. Mail for home delivery or by County mail for location of assignment delivery. Contact the Educational Reimbursement Coordinator if you prefer to pick up your check personally or have it mailed to an address other than entered on the claim form.

(Rev.4/99)



I. **PURPOSE**

To establish procedures for recognizing deserving employees

II. **POLICY**

It is the policy of the Fairfax County Sheriff's Office that employees whose job performance is superior, or whose conduct off-duty reflects credit upon the Sheriff's Office, will receive special recognition.

III. **PROCEDURE**

A. County-Wide Awards

Three types of awards recognize performance on a County-wide level. These awards are presented at regularly scheduled public ceremonies in the Forum of the Government Center.

1. The A. Heath Onthank Award

- a. The County's highest award open to all merit employees. This award recognizes outstanding achievement in improved public service. Recipients receive a cash bonus. Anyone may nominate an employee for this award. The Office of Personnel announces solicitations for nominations periodically. One avenue of this announcement is the Courier, the employee newspaper published biweekly on pay days.

2. Outstanding Performance Award (OPA)

- a. Granted to an employee who performs the duties and responsibilities of his/her position in an outstanding manner and whose work is generally well above expectations.
- b. Any merit employee who has completed the initial probationary period is eligible to be nominated for the OPA.
- c. Nominations are made by the employee's supervisor on the specified form (Attachment 1) and sent through the chain of command to the Sheriff. The nomination goes to the County Executive after receiving the Sheriff's approval.

- d. Criteria for an OPA nomination:
  - 1. Consistent, exceptionally high level of performance for the current position and grade level;
  - 2. Significant benefit to County and/or Sheriff's Office operations resulting from the employee's outstanding performance; and/or,
  - 3. Exemplary performance on a specific project or assignment exceeding all expectations (such as outstanding results, timeliness, efficiency, thoroughness in completing the assignment and/or effective cooperation with others).
- e. The Outstanding Performance Award includes a cash award, a framed certificate, a day of administrative leave and an imprinted mug.

3. Team Excellence Award (TEA)

- a. A TEA is granted to a team of employees who perform the duties and responsibilities of their team in an outstanding manner and whose work generally is well above expectations.
- b. Any merit employee who has completed the initial probationary period is eligible to be nominated for a TEA. Nominators must ensure that all members of the team, including support personnel, are included.
- c. The following criteria should be considered when nominating for a TEA:
  - 1. Innovative and achievable recommendations for action;
  - 2. Results of the highest professional quality;
  - 3. Thorough project research;
  - 4. Demonstrable team unity and efficiency;
  - 5. Completion of project action plan within deadline.
- d. Ten (10) TEA's may be awarded annually County-wide.
- e. Each member of the team will receive a cash award, a framed certificate, a day of administrative leave and a token "team spirit" award.



- f. TEA nominations must be approved by the Sheriff. The nomination is sent to the County Executive for final approval. (Attachment 2 is the nomination form.)

4. Managerial Excellence Award (MEA)

- a. An MEA may be granted to a Branch Chief, Division Commander, or higher to recognize outstanding leadership in customer service, team building, work redesign, program management, encouraging a work environment in which employees feel a strong connection with the missions of the County and the Sheriff's Office and are motivated to contribute to organizational excellence.
- b. Recipients of the MEA must be merit employees who have completed their initial probationary period.
- c. Nominations are made by the Sheriff or the County Executive, in the case of the Sheriff's Office, using Attachment 3.
- d. Criteria to be considered include:
  - 1. Demonstrable commitment to improving customer service;
  - 2. Development of new processes that enhance efficiency and effectiveness with no service loss;
  - 3. Proven ability to inspire or empower subordinates or coworkers fostering pride, teamwork and spirit in the Sheriff's Office;
  - 4. Exercise of originality, ingenuity or inventiveness to solve a significant problem;
  - 5. Exceptional problem-solving, decision-making or leadership abilities that direct the branch, division or Sheriff's Office in a positive direction.
- e. A maximum of ten (10) awards may be given annually; two from the County Executive and two from each Deputy County Executive.
- f. An MEA consists of a cash award, a framed certificate and a day of administrative leave.

**FAIRFAX COUNTY SHERIFF'S OFFICE  
STANDARD OPERATING PROCEDURE**

**SOP NUMBER: 02  
SUBJECT: Employee Recognition**

5. Nominations for OPAs, TEAs or MEAs may be submitted at any time but should be submitted as close as possible to the meritorious acts being recognized.

**B. Sheriff's Office Honors Award**

1. The Sheriff's Office Honors Award is granted to recognize an employee for acts that deserve recognition but do not necessarily meet the specific criteria of an OPA, TEA or MEA.
2. Nominations are made by supervisors to the Sheriff through the chain of command using Attachment 4. Approval is granted by the Sheriff.
3. Criteria to be considered in nominating an employee for the Sheriff's Office Honors Award include:
  - a. Acts of heroism
  - b. Sustained performance of duties that significantly exceeds job requirements
  - c. Suggestions that result in significant conservation of resources
  - d. Voluntary work performed which contributes to improved operations, programs, services or community relations
  - e. Accomplishment of special assignments beyond an employee's regular duties
  - f. Exemplary performance in emergencies
  - g. Achieving exceptional knowledge in a particular facet of the Sheriff's Office responsibilities
  - h. Top overall deputy sheriff recruit in Academy basic training
  - i. Attainment of an Associate's degree, Bachelor's degree, Master's degree or Doctorate while employed with the Sheriff's Office
4. The Sheriff's Office Honors Award consists of an item valued at no more than \$25.00 (not cash or savings bond), four (4) hours of administrative leave and a Sheriff's Office Honors Award Certificate (Attachment 5).

5. The Sheriff's Office Honors Award will be presented by the Sheriff or his designee. The award of administrative leave will be documented on a separate certificate. When the administrative leave is used, the certificate will be attached to the T&A. It should be used within one year. Subobject code 116 is entered on the T&A for those hours of administrative leave. Blank certificates of administrative leave will be maintained under the control of the Commander, Administrative Services Division.
6. The Personnel Section is responsible for reporting, on a fiscal year basis, those Sheriff's Office employees who have received the Honors Award. (Attachment 6).
7. A particular employee may receive the Honors Award only once per fiscal year.

C. Valor Awards Program

1. In cooperation with the Fairfax County Chamber of Commerce, the Valor Awards Program officially recognizes members of the Sheriff's Office, Police Department and Fire and Rescue Department for acts of bravery and lifesaving acts. These acts may be performed either on duty or off duty.
2. Nominations may be made by any employee by writing a detailed memorandum to the Valor Awards Coordinator (Administrative Services Division Commander, or designee).
3. Nominations are collected on a yearly basis with awards presented in the Spring following the year in which the valorous act took place. Nominations, therefore, must be submitted before the end of the calendar year in which the valorous act occurred.
4. Categories of Valor Awards:
  - a. Gold Medal: The highest award for acts involving extreme personal risk that are clearly above and beyond the call of duty. Only one gold medal will be awarded annually to each service except in extenuating circumstances.
  - b. Silver Medal: The second highest award. Awarded in recognition of acts involving great personal risk.

**FAIRFAX COUNTY SHERIFF'S OFFICE  
STANDARD OPERATING PROCEDURE**

**SOP NUMBER: 02...  
SUBJECT: Employee Recognition**

- c. **Bronze Medal:** Awarded in recognition of acts involving unusual personal risk beyond that which should be expected while performing the usual job responsibilities. Bronze medals may also be awarded to members who display unusual judgement, zeal or ingenuity during an emergency when such act is beyond that normally expected in the performance of duty.
- d. **Certificate of Valor:** Awarded for acts involving personal risk and/or demonstration of judgement, zeal or ingenuity not qualifying for a Bronze Medal.
- e. **Lifesaving Award:** Awarded for acts taken when a person's life is threatened whether or not there was personal risk to the awardee.

**D. Nominations and certificates of receipt of any award will be made part of the employee's agency and official personnel files.**

4-27-95  
DATE APPROVED

  
CARL R. PEED  
SHERIFF

June 19, 1995  
EFFECTIVE DATE

Revised: April 1995

# Career Network Mentor Program

## “What is a Mentor?”

Mentors are role models, guides, career coaches, or “artists of encouragement” and can be a safe and useful sounding board. Mentors can provide insights which enable informed decision making. Mentors are a great way to learn about the many career opportunities the Sheriff’s Department offers. The term “mentor” came from Homer’s Odyssey. Odysseus asked his friend Mentor to watch over his son Telemachus when he went off to war. Mentor guided and trained Telemachus in Odysseus’ absence.

The Ombudsperson/Career Resources Center (OCRC) has developed an ensemble of highly skilled employees, civilian and sworn, who are willing to provide career coaching, or “mentoring”, to other employees. This mentor program is completely separate from the mentor program for youths at risk coordinated by Safe Streets Bureau, or the month-long mentor program for sergeants newly assigned to field operations. The OCRC Career Network Mentors can provide one-to-one career guidance for Department employees on a long or short term basis. Mentors can be a great source of information concerning career issues and can provide perspectives on long range career planning and goal setting.

If you are interested in becoming an OCRC Career Network Mentor, please contact Deputy Julia Pausch at (323) 526-5628, or via Department e-mail. If you are interested in contacting an OCRC Career Network Mentor, you may contact Deputy Pausch to express your interest.

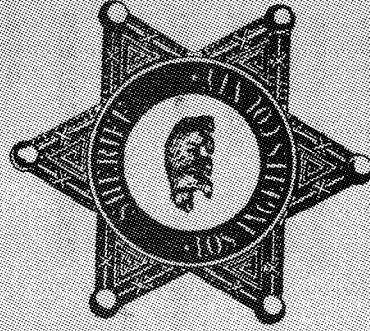


**MISSION STATEMENT OF  
THE OCRC:**

**WE BELIEVE** *that the most rewarding compensation of serving others is that no one can help another without helping oneself.*

**WE BELIEVE** *that the highest reward for a person's toil is not what one can obtain from it, but what one can become by it.*

**THEREFORE,** *the Mission of the Ombudsperson/Career Resources Center will be to assist our clients to achieve the highest quality of employment through ethical and effective career counselling and assistance; to serve as a catalyst for positive change; and to establish and operate a sensitive, well-trained, accessible, and responsible Ombudsperson and Career Resources Unit.*



**OMBUDSPERSON  
CAREER RESOURCES  
CENTER**



**Services Guide**

**OMBUDSPERSON  
CAREER RESOURCES CENTER  
4700 Ramona Blvd. Rm. 144  
Monterey Park, CA 91754-2169**

**VOICE # (213) 526-5628  
FAX # (213) 264-7911**

**OMBUDEPERSON SERVICE:**

Confidential assistance in the informal resolution of complaints of sexual harassment, gender or ethnic bias, sexual orientation or any other discrimination complaints. The Ombudsperson is located in the Sheriff's Headquarters Building, 4700 Ratonna Boulevard, Room 144, Monterey Park. Phone number (213) 526-5528. There is VOICE MAIL for after-hours non-emergent calls.

**SERVICES AVAILABLE:**

- Guidance on the avenues available to remedy the problem.
- Assistance in resolving the problem informally.
- Assistance and support services during any formal investigation.
- Confidentiality.
- Counselling Referral Services.
- Dispute Mediation Assistance.
- Assistance / counsel for unit supervisors on specific sexual harassment concerns.
- Quarterly "Ombuds Review" Newsletter on Discrimination Law issues.
- For Emergency after-hours assistance by the Ombudsperson, call Sheriff's Headquarters Bureau at (213) 526-5541

**CAREER RESOURCES CENTER:**

The purpose of the Career Resources Center is (1) to encourage and enhance the career and professional development and advancement of all employees so that they may compete on a fair and equal basis; (2) to ensure equal access to developmental experience and advancement opportunities and (3) to engender commitment throughout the County and the Department to achieve these objectives.

**SERVICES OFFERED:**

- Career counselling.
- Computerized Job Information.
- Unit Mentors.
- Monthly "LASD Career Network" Presentations.
- Self-Directed Search (SDS) Career Inventory.
- College and University Informational forums & pamphlets.
- An employee library of books, magazines, and audio and video cassettes to assist you with your career development.
- Educational Reimbursement Program.
- Specialized career development classes and events.
- Commitment to women's issues, and
- Extended staff hours to serve all shifts (0700 to 1730 hours, Monday through Friday).

**STATEMENT OF CONFIDENTIALITY:**

In accordance with the Department Policy (3-01030.70) "The Ombudsperson / Career Resources Center is available to assist and confer in an informal manner with any Department member who believes that he or she has been (sexually) harassed. Such consultations will be confidential to the full extent possible under the law. The Ombudsperson / Career Resources Center (OCRC) also is available to assist and confer in an informal, confidential manner with any Department member who has a complaint of discrimination.

"Confidential to the full extent possible under the law" is defined as information imparted in confidence that will not be disclosed to other parties except in those instances wherein the information divulged

- (1) Causes the Ombudsperson or his or her designee to believe that the Client's and/or another person's safety or life is in danger.
- (2) Indicates that a criminal act has or is taking place.
- (3) The concerns relayed to the Ombudsperson or his or her designee become a part of a formal Departmental investigation.
- (4) The Ombudsperson or his/her designee believes that the report made indicates that an immediate investigation on the part of the Department is warranted, and
- (5) The Ombudsperson or his or her designee has been ordered by a court of law to provide disclosure.







## Olmsted County Sheriff's Office Guidelines for Core Competency Reviews

1. All Licensed Peace Officers and those employees assigned to Law Enforcement Services area of the Olmsted County Sheriff's Office will be reviewed for Core Competency on an annual basis by their immediate supervisor.
  - All Contract employees will be reviewed for the time frame of November 1 through October 31 of the following year.
  - **(All reviews must be completed by December 15)**
  - All Exempt and Non-Contract employees will be reviewed for the time frame of January 1 through December 31.
  - **(All reviews must be completed by February 15)**
  - Probationary employees will be reviewed on completion of probation and then on the next review period listed above.
2. Supervisors should meet with employees and discuss with employees at any time if there is a concern about performance issues in any dimension of the Core Competency Review. These meetings should be documented.
3. If at any time an "Improvement Necessary (0-59)" is anticipated to be awarded for the "Overall Core Competency" for the review period, it is required that the employee receive written notice of the possible substandard performance 180 days prior to the end of the review period.
4. Please pay close attention to the Competency Levels (Categories of Performance) and their definitions and values.
  - It is anticipated that most employees will fall in the "Task Competence (60-79)" category for each dimension and overall performance level although "Task Excellence (80-91)" and "Proactive Task Excellence (92-100)" are attainable.
  - Points awarded give you the ability to "rank" your employees' performance.
  - You should attempt to comment on each dimension of the Core Competency Review. **Comments are required for any dimension for which you will award Improvement Necessary (0-59), Task Excellence (80-91) or Proactive Task Excellence (92-100).**
5. Dimension 7 (Leadership and Supervisory Skills) should be addressed and scored for all employees; however, it should not be used as a part of the average when scoring non-supervisory staff.

Employee's Name:

Job Title:

Division:

Date of Review:

Review Period: From:

To:

Review Type:  Annual  Probation  Other

Reviewed By:

Score:

### PURPOSE

This Guide is to be completed by the supervisor and employee. The purpose is to:

- review the employee's performance against the core competencies and responsibilities of the position.
- provide a uniform, consistent method for conducting and documenting performance discussions.
- encourage and support open communication between the supervisor and the employee.
- provide recognition and support to employees for their contribution to the Olmsted County Sheriff's Office.

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## OLMSTED COUNTY SHERIFF'S OFFICE COMPETENCY LEVELS

(Categories of Performance)

### PROACTIVE TASK EXCELLENCE (92-100)

*Proactive Task Excellence* performance takes into consideration all the key points listed in "Task Excellence" as well as the following: Excellence is the standard; the individual proactively thinks ahead of and outside of their responsibilities, and offers usable suggestions to improve work processes, service, and results. They anticipate and prevent potential problems. They independently seek out opportunities to learn and grow.

### TASK EXCELLENCE (80-91)

*Task Excellence* means the employee is doing a very good job, and, at times, an excellent job. They consistently surpass expectations. They demonstrate technical and professional excellence in tasks. They willingly update their professional knowledge. They excel in their defined work responsibilities.

### TASK COMPETENCE (60-79)

*Task Competence* means the employee is doing a good job, and, at times, a very good job. He/she demonstrates technical and professional competence in work tasks and areas of specific practice. Assignments are completed. They effectively work within their defined job responsibilities, and comply with professional development requirements.

### IMPROVEMENT NECESSARY (0-59)

*Improvement Necessary* means the employee is NOT meeting the core competencies and expectations necessary to meet job goals, development goals, and/or performance factor criteria.

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# OLMSTED COUNTY SHERIFF'S OFFICE CORE COMPETENCIES

(required of all employees)

**Descriptions:**

**Competency Fulfillment:**

---

<b>1) Commitment to the Work Group</b>	<b>Score:</b> _____
To what extent does this individual:	
➤ Cooperate with and support co-workers to accomplish work group goals	(92-100) Proactive Task Excellence
➤ Keep others properly informed and solicit opinions and feedback from them	(80-91) Task Excellence
➤ Effectively communicate problems to appropriate work group members in a timely manner	(60-79) Task Competence
➤ Support departmental decision making process	(0-59) Improvement Necessary
➤ Contribute knowledge & expertise as well as doing a "fair share" of the work	
➤ Handle conflict within the work group constructively	
➤ Demonstrate flexibility in accepting new assignments	
➤ Work with work group members in a respectful and conscientious manner	
➤ Demonstrate initiative to help others	
<b>Comments:</b>	
<hr/>	
<b>2) Commitment to Customer Service</b>	<b>Score:</b> _____
To what extent does this individual:	
➤ Anticipate and meet internal and external customer needs	(92-100) Proactive Task Excellence
➤ Identify and suggest ways to increase customer satisfaction	(80-91) Task Excellence
➤ Care about the quality of service to internal and external customers	(60-79) Task Competence
➤ Welcome feedback and show diplomacy, respect, and sensitivity in dealing with customers	(0-59) Improvement Necessary
➤ Maintain good working relationships with internal and external customers	
➤ Follow-up with internal and external customers in a timely manner to ensure that problems or concerns are adequately addressed and resolved	
<b>Comments:</b>	
<hr/>	
<b>3) Communication</b>	<b>Score:</b> _____
To what extent does this individual:	
➤ Demonstrate good listening skills	(92-100) Proactive Task Excellence
➤ Communicate in a respectful, concise, and easily understood manner, in spoken and written form	(80-91) Task Excellence
➤ Share information and keep others informed in a timely and accurate manner	(60-79) Task Competence
➤ Willingly contribute appropriate knowledge and experience	(0-59) Improvement Necessary
➤ Seek out opinions and feedback	
➤ Positively influence others	
➤ Respect the confidentiality of information and the privacy of others	
➤ Recognize conflict and participate in resolution both in the work place and in daily job related activities	
<b>Comments:</b>	
<hr/>	
<b>4) Productivity and Work Organization</b>	<b>Score:</b> _____
To what extent does this individual:	
➤ Plan, organize, and accomplish work in a timely and effective manner	(92-100) Proactive Task Excellence
➤ Complete work on or ahead of schedule	(80-91) Task Excellence
➤ Demonstrate the ability to manage multiple tasks/projects	(60-79) Task Competence
➤ Adjust well to unanticipated changes in work priorities	(0-59) Improvement Necessary
➤ Uses time wisely and effectively	
➤ Initiates activities such as business checks and public contacts	
<b>Comments:</b>	

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**5) Problem Solving/Decision Making****Score:** \_\_\_\_\_

To what extent does this individual:

- |  |          |                           |
|--|----------|---------------------------|
| ➤ Identify current or potential problems and be creative and resourceful in developing solutions | (92-100) | Proactive Task Excellence |
| ➤ Analyze situations and consider alternatives before making decisions                           | (80-91)  | Task Excellence           |
| ➤ Gather appropriate information while including others in the decision making process           | (60-79)  | Task Competence           |
| ➤ Make sound judgments in a timely manner  | (0-59)   | Improvement Necessary     |
| ➤ Define and offer solutions to problems   |          |                           |
| ➤ Uses good discretion in decision making  |          |                           |

**Comments:**

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**6) Safety/Rules/Procedures/Equipment****Score:** \_\_\_\_\_

To what extent does this individual:

- |  |          |                           |
|--|----------|---------------------------|
| ➤ Observe rules & regulations (i.e. SOP's, Data Privacy, Personnel Policies, etc.)   | (92-100) | Proactive Task Excellence |
| ➤ Take responsibility for safety issues and new rules/procedures                     | (80-91)  | Task Excellence           |
| ➤ Follow established procedures  | (60-79)  | Task Competence           |
| ➤ Adjust well to new procedures  | (0-59)   | Improvement Necessary     |
| ➤ Demonstrates safety and common sense when using work-related equipment             |          |                           |
| ➤ Cares for equipment in appropriate manner, recognize and report potential problems |          |                           |

**Comments:**

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**7) Leadership/Supervisory Skills (for supervisory staff only)****Score:** \_\_\_\_\_

To what extent does this individual:

- |  |          |                           |
|--|----------|---------------------------|
| ➤ Influence workers to perform better  | (92-100) | Proactive Task Excellence |
| ➤ Promote a positive, encouraging, and supportive environment  | (80-91)  | Task Excellence           |
| ➤ Understand issues from a County-Wide/departmental point of view  | (60-79)  | Task Competence           |
| ➤ Serve as a role model  | (0-59)   | Improvement Necessary     |
| ➤ Perform the basics of supervision (i.e., completes reviews on time, conducts meetings, provides regular feedback to employees, etc.)   |          |                           |
| ➤ Inspire others to achieve desired results by promoting involvement, participation, and cooperation                                     |          |                           |
| ➤ Demonstrate creativity and resourcefulness in dealing with the actual and anticipated needs of administrative staff and sub ordinates. |          |                           |

**Comments:**

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## OVERALL CORE COMPETENCY LEVEL

Score #1 \_\_\_\_\_ #2 \_\_\_\_\_ #3 \_\_\_\_\_ #4 \_\_\_\_\_ #5 \_\_\_\_\_ #6 \_\_\_\_\_ #7 \_\_\_\_\_ **Avg Score** \_\_\_\_\_  
*Total score and divide by number of dimensions reviewed.*

**Overall Core Competencies Level**  
 (Please check one)

- (92-100) Proactive Task Excellence
- (80-91) Task Excellence
- (60-79) Task Competence
- (0-59) Improvement Necessary

### PERFORMANCE/TRAINING GOALS FOR NEXT PERFORMANCE PERIOD (Optional)

<b>Professional Development/                      Training Goals</b> (3 to 7 critical performance results, projects, duties, or contributions)	<b>Implementation Plan</b> (Time lines, resources, etc.)	<b>Outcomes &amp; Comments</b> (Were goals achieved?)
<b>Personal Development/                      Training Goals</b> (Identify goals that will assist the employee in their current position and/or future positions that will benefit the employee and the County. These statements should begin with "to learn, to develop, to improve" etc.)	<b>R/P/O</b> (Required/Priority/Optional)	<b>Implementation Plan</b> (For each developmental goal, list the action [training, special projects, self-study, cross training, etc.]; who will assist the employee with accomplishing the goal; and project completion date.)

### EMPLOYEE COMMENTS

Are there any areas of this evaluation with which you do not agree?

Please comment:

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Do you have specific needs from your supervisor or the County? (i.e. coaching needs, training, or other forms of assistance)

Please comment:

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### VERIFICATION

I have read and have been given an opportunity to discuss the contents of this *Performance Guide*. My signature does not necessarily mean that I agree with this evaluation.

Employee Signature:	_____	Date:	_____
Supervisor Signature	_____	Date:	_____
Captain Signature	_____	Date:	_____
Director Signature:	_____	Date:	_____
Sheriff Signature:	_____	Date:	_____

## AGREEMENT TO REPAY

The undersigned hereby agrees to reimburse the County of Atlantic for all "new-hire"/training costs incurred in the event of separation from employment less than 3 years from the start date of training. "New-hire"/training costs shall include, but not be limited to costs associated with the following: interview, background investigation, physical(s), uniforms, recruit salary during training and pro-rata costs of instruction and materials associated with same.

I have read and understand the above and agree to such repayment. I further understand that such repayment shall be by retention of compensation due at the time of separation and, if such means are insufficient, by a monthly payment plan not to exceed 12 months in total.

\_\_\_\_\_  
Date

\_\_\_\_\_  
Signature

COUNTY OF LOS ANGELES — SHERIFF'S DEPARTMENT

SEPARATION INTERVIEW

NAME		EMPLOYEE NO.	AGE	<input type="checkbox"/> Male <input type="checkbox"/> Female	EMPLOYED From To
RANK/TITLE		LAST ASSIGNMENT			DIVISION
HOW LONG ON DEPARTMENT? Years Mos.	DATE OF LAST EVALUATION	BY (UNIT/SUPERVISOR)			
Last Evaluation: <input type="checkbox"/> Needs Improvement <input type="checkbox"/> Competent <input type="checkbox"/> Very Good <input type="checkbox"/> Outstanding					
COMMENTS					
Did employee discuss the possibility of resignation with a supervisor prior to giving notice of resignation? <input type="checkbox"/> Yes <input type="checkbox"/> No					
WHEN?			WITH WHO?		
COMMENTS					
Did employee have his mind made up to resign prior to talking with a supervisor? <input type="checkbox"/> Yes <input type="checkbox"/> No					
COMMENTS					
LIST FUTURE EMPLOYMENT WHERE APPLICABLE:					
<input type="checkbox"/> Other County Dept* <input type="checkbox"/> Other Law Enforcement Agency*					
Reason for Separation: <i>(Separation Interview need not be completed for resignation in lieu of discharge or under investigation.)</i>					
Check all that apply: <i>(Do not use "personal reasons," be specific. If more than one reason is selected, place a "1" in the space for primary reason, #2, #3, #4, etc. in descending order of importance for additional selections.)</i>					
<input type="checkbox"/> Regular Retirement <input type="checkbox"/> Pregnancy <input type="checkbox"/> Marital Problems <input type="checkbox"/> Return to Prior Employer <input type="checkbox"/> Dislike Working Conditions* <input type="checkbox"/> Dislike Police Work* <input type="checkbox"/> Supervision Problems* <input type="checkbox"/> Dissatisfaction with Department*		<input type="checkbox"/> Medical Retirement <input type="checkbox"/> Personal Health <input type="checkbox"/> Financial Problems <input type="checkbox"/> Dissatisfaction with L.A. area* <input type="checkbox"/> Dislike Assignment* <input type="checkbox"/> Dislike Schedule* <input type="checkbox"/> Transportation/Commuting Problems* <input type="checkbox"/> Business Opportunity* <input type="checkbox"/> Other*			
*For these items please explain in comments section. For additional space use the back of this form.					
COMMENTS					
Are you open to the possibility of future reinstatement? <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Undecided					
SEPARATION INTERVIEW CONDUCTED BY (Name and Rank/Title)		DATE	RESIGNING EMPLOYEE'S SIGNATURE (Optional with Employees)		DATE
AREA COMMANDER SIGNATURE		DATE	DIVISION CHIEF		DATE