


<p>RABUN COUNTY SHERIFF'S OFFICE</p>  <p>General Order Number: 1.08</p>	<p>Date of Issue</p> <p>2/23/2016</p>	<p>Effective Date</p> <p>2/23/2016</p>	<p>Revision Date</p>
<p>Subject: PERSONNEL MANAGEMENT</p>	<p>Amends:</p>	<p>Rescinds:</p>	
<p>Index as: Personnel Management</p>	<p>State Certification Standards: 3.2, 3.3, 3.6</p>		

PURPOSE

The purpose of this General Order is to establish the policy and procedures for the Rabun County Sheriffs Office's Personnel Management Program to include the allocation and distribution of personnel and the classification and delineation of duties and responsibilities.

STATEMENT OF POLICY

It shall be the policy of the Rabun County Sheriffs Office that Personnel Management be structured so that the citizens of Rabun County are afforded the maximum amount of services by the department.

DISCUSSION

One of the major functions of personnel management is to establish the duties and responsibilities that each employee is expected to perform. This requires a thorough understanding of the Sheriff's management philosophy and the mission and goals of the department. Such an understanding then leads to the identification of an organizational framework and human resource requirements.

The determination of appropriate departmental manpower levels must be based upon the identification and justification of valid service requirements and the analysis of work performed by employees.

DEFINITIONS

CLASS — A grouping of jobs for which duties, responsibilities, qualifications, and conditions of employment are sufficiently alike to justify the same treatment with respect to personnel practices.

CLASS SPECIFICATION — An official statement or guideline about the general duties, responsibilities, and qualifications involved in the kinds of jobs included in the same class.

JOB — One or more positions with duties and responsibilities that are identical in all significant respects so that a single descriptive title can be used to identify the work done by incumbents.

JOB DESCRIPTION — An official written statement setting forth the duties and responsibilities of a job, and the skills, knowledge, and abilities necessary to perform it.

JOB RELATED — A procedure, test, or requirement either predictive of job performance or indicative of the work behavior expected or necessary in the position.

POSITION — The duties and responsibilities, or work assignable to one employee. A position may be filled or vacant. For the purposes of comparison, a patrol deputy assigned as a Court Services Officer would occupy a "position." Patrol Deputy would be the "job." A position may have functional responsibility for a single task (Court Services Deputy or Patrol Deputy or Crime Prevention Deputy) or over several tasks such as a person responsible for planning, budget, staff inspections, and internal affairs.

TASK — A unit of work performed by an individual to accomplish the goal of a job.

TASK ANALYSIS — A systemic, structured process for dissecting a job into its basis parts. A task analysis identifies the important or essential elements of a job, the key work behaviors, and the knowledge, skills, and abilities required for these work behaviors.

I. TASK ANALYSIS

- A. The purpose of a task analysis is to identify the various prerequisites that are required to perform a given job. The results of a task analysis provides the foundation for a wide variety of personnel, administration, and management functions throughout the department, to include hiring, promotion, training compensation, and job performance evaluation criteria.
- B. A job task analysis is a systematic, structured process for analyzing a particular job by identifying each of its basic parts. It identifies the important or essential elements of a job, the key work behaviors, and the knowledge, skills, and abilities required for these work behaviors. The task analysis includes the following information:
 1. The duties, responsibilities, functions, and tasks involved in a particular job;
 2. The frequency with which the work behavior occurs; and
 3. The criticality of the job related knowledge, skills, and abilities.
- C. The task analysis should produce information about a class or grouping of jobs that is specific, objective, and verifiable by independent review. The results should be documented in departmental job descriptions.
- D. The analysis should be periodically updated when it becomes apparent that there are significant changes to a particular job, either through attrition, modification, or deletion of duties and

responsibilities. This review should be guided by personnel who possess the requisite training, experience, and skills in evaluating jobs. Whenever possible, outside support will be obtained from a suitable organization.

II. JOB CLASSIFICATION

- A. The classification of jobs entails the grouping of similar duties, responsibilities, qualifications, and conditions of employment that are sufficiently alike to justify the same treatment with respect to personnel practices. A classification may have one or more than one position assigned to it, depending upon whether the duties are uniquely performed by one individual or are comparable to those performed by many employees.
 - 1. The categorization for every job by class on the basis of similarities in duties, responsibilities, and qualification requirements;
 - 2. Class specifications for every job within a class;
 - 3. Provisions for relating compensation to classes; and
 - 4. Provisions for reclassification.

III. RESPONSIBILITIES

- A. Division Commanders are responsible for:
 - 1. The periodic review of job descriptions and the identification of changes, modifications, and deletions to the essential job functions and to the specified duties and responsibilities of each assigned position;
 - 2. The drafting of job descriptions for new positions not included in the county's pay and classification plan; and
 - 3. Providing supporting documentation needed to justify any changes or additions to the plan.

IV. JOB DESCRIPTIONS

- A. Division Commanders are responsible for maintaining a complete set of all approved job descriptions related to their areas of responsibility and will make available a copy of any job description to an employee upon request.
- B. The Office of Professional Standards is responsible for maintaining a complete copy of all approved departmental job descriptions and will make available a copy of any job description to an employee upon request.

V. ALLOCATION AND DISTRIBUTION OF PERSONNEL

- A. The allocation of employees involves the identification of the number of personnel required for the entire department and for each organizational component or division within the department.
- B. Once departmental staffing requirements are identified, they are then submitted to the governing authority, normally in conjunction with the annual budget preparation process, for review. Positions approved for funding become those that are legally and officially authorized.
- C. Employees are distributed within the components according to various factors, such as:
 - 1. Requirements based upon time of day, day of the week, or season of the year;
 - 2. Geographic considerations such as community boundaries, developments, subdivisions, natural boundaries, and the areas road network;
 - 3. Calls for service, prisoner population, number of legal processes, citizen inquiries, court sessions, and other workload factors; and

VI. POSITION MANAGEMENT SYSTEM

- A. Position Management is the department's means to establish controls on the number, type, and location of all departmental positions authorized by the county's governing authority. The system reflects the current and protected status of all department positions by component and ensures that persons on the payroll are legally employed and that positions are filled according to budget authorizations. The accurate accounting of positions will serve as an aid to executive decision making by identifying position vacancies so that appropriate recruitment, transfer, promotion, or other actions can be initiated.
- B. Responsibilities
 - 1. The Sheriff's Administrative Assistant is responsible for establishing and maintaining the department's Position Management System and for keeping the command staff apprised of the current and projected status of all departmental positions; and
 - 2. Division Commanders are responsible for assigning personnel to authorized positions that have been approved for their respective areas of responsibility and for providing necessary input to the Position Management System in accordance with the procedures established by this General Order.
- C. The Position Management System provides the following information:
 - 1. The number and type each position in terms of sworn, civilian, and rank that are authorized in the department's budget;
 - 3. The location of each authorized position within the department's organizational structure; and
 - 4. The current status, whether filled or vacant, for each authorized position.

VII. WORKLOAD ASSESSMENTS

- A. One means to determine personnel allocation requirements for the entire department or for its components is by performing a workload assessment. The purpose of the assessment is to identify workload demands so that the number of personnel needed, can be calculated and the proper number of employees can be allocated, to perform the work. Accordingly, every effort should be made to prevent over or under-staffing by ensuring that the personnel strength of a division or other component of the department is consistent with workload requirements.
- B. As part of the annual budget preparation process, Division Commanders are to review the workload demands for their areas of responsibility in order to identify staffing requirements for the coming year. This review should take into account the following factors:
 - 1. Workload performed: This involves calculating the work actually performed by assigned personnel. Such information is also required for the department's Annual Report and represents the total volume of activity performed during a given time, normally for the previous year. This analysis should also reflect the various levels of work performed by time of day (shift), day of the week, and season of the year. It should also take into account that work levels often fluctuate, especially during emergency situations, because of weather, or other outside factors;
 - 2. Training/Professional Development: Each sworn deputy is to receive a minimum of 20 hours of training annually. In addition, civilian and deputy sheriff employees may need to attend specialized training to acquire new skills or to maintain a required level of proficiency. In either case, the amount of time needed to attend professional development activities may impact on the degree to which work related demands can be performed and in turn may require additional staffing;
 - 3. Mandated Requirements: Occasionally, as a result of federal, state, county or judicial mandates, personnel resources may have to be diverted or allocated to perform a prescribed function. For example, the governing authority may stipulate that strict access control procedures be imposed at the Rabun County Courthouse Complex; or as a result of state legislation, added services are to be provided to crime victims; or new federal rules may require the agency to perform certain functions in order to continue receiving grant funding; or as a result of a court order minimum staffing levels are set for the Rabun County Detention Center;
 - 4. Program Requirements: Some of the services performed by the department are done on a program basis and require the assignment of a specified number of personnel. For example, the C.H.A.M.P.S. program may stipulate the number of deputies needed based upon the number of students and classes involved in the curriculum. In other cases, such as when the department elects to initiate a new service or perform a new function, the number of personnel needed, will have to be decided based on the requirements of the new initiative.
 - 5. Outdated Activities: On occasion, work once performed is no longer required or can be better performed through the use of technology, so that staffing levels can be adjusted accordingly; and/or
 - 6. Other factors: Finally, staffing requirements can also be influenced by such factors as whether the work or service needs to be provided on a limited eight hour per day basis or continuously 24 hours per day; the complexity of the work; and whether multiple locations are to be staffed or whether the work can be centralized in a single office.
- C. Allocation of Uniformed Personnel should be based upon the distribution of calls for service in terms of their time, day of the week, and location of occurrence factors.



By Order of the Sheriff: **Chad K. Nichols**
Sheriff, Rabun County