


<p><b>RABUN COUNTY SHERIFF'S OFFICE</b></p>  <p><b>General Order Number: 2.09</b></p>	<p><b>Date of Issue</b></p>	<p><b>Effective Date</b></p>	<p><b>Revision Date</b></p>
<p>Subject: <b>Promotional Process</b></p>	<p>Amends:</p>		<p>Rescinds:</p>
<p>Index as: Promotional Process Evaluation Process Standing Promotion/Evaluation List Interview Board</p>	<p>State Certification Standards: 3.10</p>		
<p>Special Instructions:</p>			

**PURPOSE**

To establish the policy and procedures for the promotion of full-time personnel to the ranks of lieutenant and below. The provisions of this General Order are applicable to all personnel who desire to apply for promotion and who are involved in the promotional selection process.

**STATEMENT OF POLICY**

It shall be the policy of the Rabun County Sheriff's Office to utilize a promotional process that will identify qualified candidates for promotion. All elements used to evaluate candidates for promotion are job related and nondiscriminatory. The Rabun County Sheriff's Office will select only those individuals who are the most qualified candidates for promotion to the grades of corporal, investigator, sergeant and lieutenant.

**DISCUSSION**

By virtue of his position as a Constitutional Officer of the State of Georgia, the Sheriff has the legal authority to establish, implement, and administer the agency's promotional process. The Sheriff shall retain the authority to appoint individuals considered qualified for promotion to the grade of assistant commander and above and/or appoint individuals to Director of Training, Internal Affairs, Public Information, Certification Manager, Deputy assigned to the GBI Drug Task Force and to other designated assignments as appropriate.

The methods, procedures and instruments used to identify individuals for promotion shall be job-related and nondiscriminatory in terms of race, color, gender, religious preference, national origin, age, or disability.

## **I. EVALUATING PROMOTIONAL POTENTIAL**

1. Promotions are difficult because those engaged in the selection process must infer future performance from past behavior. Further, the assessment of future competence must be based on a range of duties and responsibilities that the applicant has not shouldered or demonstrated. The selection of an individual to serve in a higher position represents a critical decision for the agency.
2. To properly evaluate an applicant's potential for promotion, five areas should be considered:
  - A. Whether the employee showed a pattern of performance deficiencies in his present and past assignments. Such shortcomings are especially meaningful if the performance is in an area that is also critical for the higher- level position.
  - B. Whether the employee failed to acquire the credentials or qualifications required at the next level, even though provided with the opportunity to do so.
  - C. Whether the employee demonstrated poor performance when given responsibilities similar to those in the higher position.
  - D. Whether the employee has demonstrated exemplary performance in his present and past assignments and has shown leadership capability when provided with such opportunities.
  - E. Whether the qualifications of the individual considered for promotion exceed those of other applicants.
3. In order to properly evaluate an applicant for promotion, the totality of his professional qualifications, performance background, leadership abilities, management skills and training record will be considered. The promotional elements are designed to evaluate the traits or characteristics that are a significant part of the job. The primary instruments and methods used to assess an individual's overall qualifications for promotion can consist of:
  - A. Written test;
  - B. Scenarios/Discussion Questions;
  - C. Previous performance evaluation reports contained in an applicant's official personnel file;
  - D. The applicant's training and disciplinary record;
  - E. The applicant's performance before a structured interview board.

## **II. POSITION VACANCIES**

1. When a position vacancy occurs, the Sheriff or Chief Deputy shall provide written notification to all interested employees the opportunity to apply. Any agency personnel of the same rank or higher, applying for a transfer to the open vacancy will be reviewed by the Division Commander. The Division Commander will consider the qualifications of each applicant, and the ultimate decision to grant the transfer will be decided by the Division Commander.
2. Once all transfer requests have been acted upon, the remaining position vacancies will be filled by the Sheriff selecting individuals for promotion from the agency's Standing Promotion List. This list will be valid for a period of six (6) months from the date of publication, until all individuals appearing on the list have been promoted, or when the list has expired (whichever occurs first). At that time, one of the processes outlined below may be initiated.

### III. THE PROMOTIONAL PROCESS (SEVEN PHASES)

#### 1. Phase One — Application

- A. The Chief Deputy, at the direction of the Sheriff, will provide a written notification to all agency personnel announcing the start of the promotion process for a particular grade, the period during which applications will be accepted, and the eligibility criteria.
- B. The submission of an application for promotion is voluntary.
- C. The application will consist of a cover letter with an attached resume outlining the applicant's professional law enforcement history. The application will be submitted directly to the Division Commander where the opening exists and copied to the Sheriff, Chief Deputy and the Office of Professional Standards during the announced application period. Any application received after the announced closing date and time of the application period will be returned to the applicant without action.

#### 2. Phase Two — Screening

- A. The Chief Deputy is responsible for reviewing all of the applications for promotion to ensure eligibility requirements are met.
- B. Applicants will be notified, in writing, by the Chief Deputy of the results of the screening and when the written test, if being used, is to be administered.
- C. Any application that does not satisfy the minimum eligibility criteria will be returned. The Chief Deputy will notify the applicant, in writing, why the application is being returned. The applicant will then be given an opportunity to produce documentation to verify his eligibility. If such documentation cannot be furnished within a specified period, the applicant will not be permitted to continue in the promotion process.
- D. Any individual who is determined to be ineligible may reapply for promotion upon reaching the eligibility requirement, but only during the next announced application period.

- E. Phase three through phase six will be waived for all command staff. This is for promotion to a grade of Captain or higher. For these positions the applicant will submit the standard request and all request along with pertinent information such as the applicants personnel file will be forwarded to the Sheriff by the Office of Professional Standards. The Sheriff will make all determinations for promotion.

**Note: Any individual receiving adverse disciplinary action within (12 months) prior to the job posting, may not be eligible to participate in the promotional process. The date of the incident requiring the adverse disciplinary action may be taken into consideration when applying the 12 months rule.**

### 3. Phase Three — Written Test

- A. If required, all eligible applicants must successfully pass a written examination by achieving a minimum score of 70% before being allowed to continue in the selection process.
- B. Test questions will be taken from the Policy and Procedures Manual and from general law enforcement aptitude questions.
- C. It is an individual's responsibility to be present for the test. Make-up examinations will only be given in cases of personal or family emergency or if an applicant is attending training that precludes his attendance at the test location.
- D. Individuals failing to pass the written examination will be allowed to take a retest during the next announced promotion period upon their reapplication for promotion and if they satisfy all established eligibility criteria.
- E. The Patrol Commander shall be responsible for developing test questions, as needed, to update or revise the test.
- F. The Office of Professional Standards is responsible for the security of the testing materials.

### 4. Phase Four —Scenarios/Discussion Questions

- A. All applicants who pass the written examination will be required to complete Scenarios. The responses will be evaluated by the Interview Board.
- B. The scenarios include a number of issues a supervisor might have to deal with. The candidate must prioritize the issues, decide on a course of action, and develop a written response for each one.
- C. The scenarios/discussion questions include a number of scenarios that the candidate must respond to. The candidate is expected to read each scenario and develop a written plan of action based on current policies and procedures.
- D. The candidate must be able to articulate his or her decisions made during the scenarios/discussion questions to the Interview Board.

5. Phase Five — Structured Interview Board

- A. All applicants who pass the written examination will be required to appear before a board of criminal justice representatives, made up of one member from each division (Jail, Investigations, and Uniform Patrol) plus an additional representative from the DA's office if they are available during the process.
- B. The Chief Deputy or a designee will receive all score sheets from the Board members for tabulation. Those applicants considered qualified for promotion will be put in a list of candidates eligible based upon the final scores received from the Interview Board. Individuals not considered qualified for promotion will not be rank-ordered or placed upon the agency's Standing Promotion List.
- C. Each applicant will be allowed to review their individual score sheets after all applicants have appeared before the Interview Board, by scheduling an appointment with the Chief Deputy.

6. Phase Six — Appointment

- A. Individuals will be selected for promotion by the Sheriff from the agency's Standing Promotion List.
- B. An individual selected for promotion will have the opportunity to decline the promotion offer one time should he not want the particular duty assignment and will then be placed at the bottom of the Standing Promotion List.
- C. Any subsequent refusal of a promotion will result in the individual being removed from the Standing Promotion List.
- D. Individuals may be removed from the Promotion List by the Sheriff for disciplinary reasons, for work-related performance, conduct, or training deficiencies that may have occurred since placement on the Promotion List.

7. Phase Seven — Probation

Individuals selected for promotion will be required to successfully complete a twelve-month probationary period before the promotion can be considered "permanent."

**IV. RECOMMENDED ELIGIBILITY CRITERIA**

Promotion to Any Agency Position

1. Investigator

- A. Employment as a deputy sheriff with the Rabun County Sheriff's Office for a minimum of two continuous years as of the cut-off date stipulated in the promotion announcement.
- B. Successful completion of Peace Officer Certification training;

- C. Satisfactory completion of all related probationary requirements;
- D. Must be in good standing with Sheriff's Office firearms qualifications.

2. Corporal

- A. Current employment as a deputy sheriff with the Rabun County Sheriff's Office for a minimum of one continuous year as of the cut-off date stipulated in the promotion announcement memorandum; or
- B. Sufficient experience to satisfy the necessary job requirements;
- C. Successful completion of Peace Officer Certification training;
- D. Appointment as a sworn and certified peace officer in the State of Georgia;
- E. Must be in good standing with Sheriff's Office firearms qualifications.

3. Sergeant

- A. Currently in the grade of corporal or equivalent supervisory experience for a minimum of 12 continuous months as of the cut-off date stipulated in the promotion announcement memorandum;
- B. Successful completion of Peace Officer Certification training;
- C. Satisfactory completion of all related probationary requirements;
- D. Must be in good standing with Sheriff's Office firearms qualifications.

4. Lieutenant

- A. Currently in the grade of sergeant or equivalent supervisory experience for a minimum of 12 continuous months as of the cut-off date stipulated in the promotion announcement memorandum;
- B. Prefer/desire satisfactory completion of the three Supervisory modules offered at or sponsored by the GPSTC or any other acceptable equivalent training and experience;
- C. Satisfactory completion of all related probationary requirements;
- D. Must be in good standing with Sheriff's Office firearms qualifications.

5. Any or all of the Recommended Eligibility requirements may be waived at the discretion of the Sheriff.

**EXCEPTION:** IF THERE IS ONLY ONE CANDIDATE APPLYING OR ELIGIBLE FOR ANY POSITION OR OPENING THAT CANDIDATE WILL GET THE PROMOTION OR POSITION IF THEY MEET THE PREREQUISITES FOR THE POSITION WITH THE APPROVAL OF THE SHERIFF. THE SHERIFF IS

THE FINAL AUTHORITY AND CAN DECLINE ANY PERSON FOR THE PROMOTION OR SELECT ANY CANDIDATE THAT MEETS ALL REQUIREMENTS.

## **V. STRUCTURED INTERVIEW BOARD**

1. For promotion to corporal and sergeant the Interview Board will consist of made up of one member from each division (Jail, Investigations, and Uniform Patrol) plus a member of the DA's office if they are able to attend.
2. After each Board member turns in his score sheet, the monitor shall tally the scores from all the questions. The total score from the interview questions will constitute 25% of the total number of points that may be given to a candidate by the Board.
3. The Board will evaluate the scenarios/discussion questions in accordance with instructions provided to each Board member. This evaluation will constitute 25% of the total number of points that may be given to an applicant.
4. The Board will review and evaluate each eligible candidate's personnel file and training file in accordance with instructions provided to each member. This evaluation will constitute 25% of the total number of points that may be given to a candidate by the Board.
5. The written test administered constitutes 25% of the candidate's total score.
6. The Office of Professional Standards will be responsible for maintaining the security of all questions associated with the Interview Board (test results, problem scenarios, etc.).
7. Once the Board has evaluated all candidates, the Chief Deputy will total the scores and place the candidate's names on a promotional list in no particular order. The scores are used to identify those that are eligible for promotion. The selection can then be made from that list.

## **VI. REVIEW AND APPEAL PROCEDURES**

### **1. Review**

All candidates for promotion will be given the opportunity to review the contents of their promotional file. Upon request, the Certification Manager will schedule a time to conduct the review and provide the candidate with the contents of the file, to include all scores and evaluations related to their performance.

### **2. Appeal**

- A. All candidates for promotion will be given the opportunity to appeal any decision made throughout the promotion selection process in order to ensure fairness and impartiality.
- B. All appeals must be submitted, in writing, to the appropriate division head. The burden of proof rests with the individual submitting the appeal to clearly demonstrate a particular decision in

question is based upon incorrect information, discriminatory practices, or an arbitrary assessment by evaluators.

- C. Upon receipt of the appeal, the appropriate division commander will review the related promotional materials and, if necessary, conduct interviews with Review Board Members. The appropriate division commander will then provide a written response to the employee filing the grievance.
- D. If the employee is not satisfied with the findings of the appropriate division commander, he may file a final appeal, in writing, to the Sheriff, who will review all documentation and make a decision. The Sheriff will notify the grievant(s) of his decision within twenty (20) days of receipt of the appeal.

## VII. RESPONSIBILITIES

### 1. Chief Deputy

- A. Announce all agency personnel of any promotional opening. This notification will identify the position(s) that will be considered for promotion, the period during which applications will be accepted, and the eligibility criteria.
- B. Review all applications for promotion and validate whether each individual satisfies all established requirements from information contained within official agency records.
- C. Provide each applicant with information, in writing, concerning the time, date, and location of the written examination.
- D. Notify each applicant, in writing, who fails to satisfy the minimum eligibility requirements, explain why the application is being returned, and give the applicant a specified time to produce documentation that verifies his eligibility.
- E. Administer and score the written promotion examination to all eligible applicants.
- F. Provide written notification of the results of the written test, on a pass/fail basis by the last four digits of the social security number.
- G. Prepare score sheets and all other required documentation for the Interview Board.
- H. Schedule applicants to appear before the Interview Board.
- I. Receive all score sheets for the Board members for tabulation and rank order all applicants recommended for promotion based upon their total scores received.
- J. Prepare a Standing Promotion List for each position vacancy.
- K. Make available for individual applicant review, their respective score sheets produced by the members of the Interview Board.
- L. Remove individuals from the Standing Promotion List for disciplinary or other appropriate reasons.



2. Office of Professional Standards

- A. Maintain all records, including score sheets, test answers, evaluator instructions, and other documentation related to the promotion process for a period of three years following the publication of the Promotion List.
- B. Ensure that the security of all promotional testing materials is continually maintained. Only those individuals authorized will be allowed access to any promotional testing materials.

3. Sheriff

- A. Direct the initiation of the promotion process.
- B. Authorize the announcement of position vacancies for transfers.
- C. Serve as the final appeal authority within the Department.



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