

ARTICLE M

SELECTIVE TRAINING

I. Policy

- A. Sheriff's Office Department Heads/Designees will ensure that the procedures for Selective Training opportunities that have limited availability are followed according to the procedures in this Article M.
- B. The Sheriff respects its relationships with its employees' legally recognized collective bargaining representatives and the provisions of the CBAs it has negotiated with such representatives. Those relationships are governed by the Illinois Public Labor Relations Act, 5 ILCS 315, *et seq.*, as amended, and the Employment Plan and the Sheriff's Employment Action Manual (SEAM) will be construed and administered consistent with that Act to the extent that the construction or administration does not conflict with the United States Constitution or federal civil rights laws. With respect to Shakman Non-exempt Employees, if a CBA is in conflict with the language in the Employment Plan or SEAM, the language in the CBA governs provided it does not permit or involve the use of Political Reasons or Factors. If any provision in a CBA allows for management discretion involving any Employment Action, such management discretion must be exercised subject to the Sheriff's Order regarding Unlawful Political Factors and Reasons, Reporting and Retaliation, and to procedures contained in the Sheriff's Employment Plan and SEAM. If the CBA does not contain a specific procedure or is otherwise silent, the relevant procedure in the Employment Plan or SEAM must be followed.

II. Enclosure

Refer to Appendix.

III. Procedures

- A. Based on the Operational Needs of the Department and the availability of resources, the Department Head/Designee may request Selective Training for one or more employees in a Department. The Department Head/Designee shall verify with the Executive Director of the Training Institute or the agency or Department that would conduct the Selective Training regarding the number of available openings for the Selective Training.

- B. The Department Head/Designee will submit a written request to post a Selective Training opportunity(s) to the Chief of Staff/Designee indicating the following:
 - 1. Description of Selective Training opportunity;
 - 2. Need for Selective Training;
 - 3. Number of Selective Training openings;
 - 4. Anticipated start date of the Selective Training; and
 - 5. Department(s) in which the Selective Training will be posted.

- C. Upon approval by the Chief of Staff/Designee, the Department Head/Designee shall forward copies of the approved request to the Compliance Officer, Executive Director of the Sheriff's Training Institute and the Director of Personnel.

- D. Posting
 - 1. Upon approval by the Chief of Staff/Designee, the Department Head/Designee shall prepare a Selective Training Announcement, which must include the following:
 - a. General Information;
 - i. Tracking Number;
 - ii. Training Title;
 - iii. Location; and
 - iv. Date(s) / Time(s).
 - b. Summary;
 - c. Minimum Qualifications;
 - d. Preferred Qualifications (optional);
 - e. Application Instructions; and
 - f. Selection Process.

 - 3. The Department Head/Designee shall assign a tracking number to the Selective Training Announcement and ensure that the Selective Training

Announcement has been received and posted at each place where individuals may make application pursuant to Article M, Section III.B.5 and on the Sheriff's Office website. The Department Head/Designee will also submit a copy of the Selective Training Announcement to the Compliance Officer.

4. Applications will be made available at each location where the employee may make application and on the Sheriff's website. Applications will be accepted by the Department Head/Designee during the defined period of time indicated on the Selective Training Announcement. All applications must be time and date stamped upon receipt by the Department Head/Designee. Any applications turned in after the defined time period will be denied. Employees may also submit resumes with their applications.

E. Applicant List

1. Within 10 days of the close of the posting, the Department Head/Designee will create an Applicant List, which includes the names of all employees who submitted a timely application for the Selective Training opportunity. A copy of the Applicant List including the date will be forwarded to the Compliance Officer.
2. If an Applicant is deemed Not Qualified at any point during the evaluation or selection processes, the Department Head/Designee will make the notation of "Not Qualified" next to the Applicant's name on the Applicant List. The reason for disqualification shall be documented on the Applicant List.
3. The Department Head/Designee shall notify each Candidate deemed Not Qualified pursuant to failure to meet the Minimum Qualifications via memorandum or certified letter including the general reason for disqualification. The Department Head/Designee must ensure that the procedures are referenced in the memorandum. The Department Head/Designee shall ensure receipt of the notification.
4. If at any time during the Selective Training process an Applicant or Candidate declines the training opportunity, the Applicant or Candidate will be required to submit a To/From memorandum to the Department Head/Designee indicating that the Applicant or Candidate no longer wishes to be considered for the Selective Training opportunity. Upon receipt of the memorandum, the Applicant or Candidate shall be deemed Not Qualified.

F. Initial Evaluation Process

The Department Head/Designee shall evaluate each Applicant or Candidate based on the following factors:

1. Attendance: The Department Head/Designee will forward the Applicant List to the Director of Personnel/Designee and the Compliance Officer, along with a written request for a copy of the timecards from the previous 18 months, Attendance History Report and the Seniority dates for each Applicant listed on the Applicant List from his or her respective Personnel office.
 - a. Timecards from Previous 18 Months: The Department Head/Designee shall thoroughly review each Applicant's timecards received from Personnel pursuant to this Article M, Section III.F.1 to determine if the Applicant has incurred one (1) or more of the Unpaid Unauthorized Activities identified in this Article M, Section III.F.1.a.i-x, three (3) or more instances of Tardiness identified in this Article M, Section III.F.1.a.xi and xii, or six (6) or more instances of an Attendance Pattern identified in this Article M, Section III.F.1.a.xiii, which are not associated with any Mitigating Circumstances:
 - i. No Sick Time (NST/0)
 - ii. Absent Late Call (ALC/0)
 - iii. Absent No Call (ANC/0)
 - iv. No Vacation Time (NVT/0)
 - v. No Personal Time (NPT/0)
 - vi. No Compensatory Time (NCET/0)
 - vii. No Holiday Time (H/0)
 - viii. Unauthorized FMLA (0/FMLA Unauthorized)
 - ix. Unauthorized IOD (IOD/Unauthorized)
 - x. Proof Status (0/Proof)
 - xi. Tardiness Docked Time (O)
 - xii. Attendance Pattern

- b. If the Department Head/Designee determines that within the previous 18 months the Applicant has incurred one (1) or more of the Unpaid Unauthorized Activities identified in this Article M, Section III.F.1.a.i-x, three (3) or more instances of Tardiness identified in this Article M, Section III.F.1.a.xi and xii, or six (6) or more instances of an Attendance Pattern identified in this Article M, Section III.F.1.a.xiii, he or she will forward the suspected Unpaid Unauthorized Activities to the Director of Personnel/Designee for verification (in writing).
- c. If the Director of Personnel gives written verification that a violation pursuant to Article M, Section III.F.1.a exists, the Candidate shall be deemed Not Qualified and will not be interviewed for the Selective Training opportunity.
- d. The Department Head/Designee will ensure that this Article M, Sections III.F.1.a and b are included as Minimum Qualifications in the Specialized Detail Announcement.
- e. Attendance History Report: The Attendance History Report will include each Candidate's percentage of unused medical time for the Candidate's (1) entire length of service with the Sheriff's Office (career history), and (2) previous 18 months of service. If time off is verified as due to a Mitigating Circumstance, it will be added to the actual hours on the Attendance History Report. The percentage of unused medical time is calculated from the previous pay period end date from the date of request for attendance.
- b. The Candidate shall receive one point for each percentage point of unused medical time indicated in the Attendance History Report for both career history and the previous 18 months.

Example: Career History: 80% = 80 points
 Previous 18 months: 30% = 30 points
- c. The two attendance scores shall be utilized by the Department Head/Designee to rank the Candidate pursuant to Article M, Section III.N.

2. Disciplinary history

- a. The Department Head/Designee will submit a written request with a copy to the Compliance Officer for a copy of the disciplinary history from the previous 18 months of each Applicant listed on the Applicant List from the Office of Professional Review.

Additionally, the Department Head/Designee shall request disciplinary history from the previous 18 months including the status of all cases that have not been fully adjudicated through the appeals process from the Candidates' original Department Head/Designee. The requests will identify the names of each of the Applicants and the reason for the request, and such history will be taken into consideration in evaluating whether an Applicant is Qualified.

- b. If the transferring Department Head/Designee identifies a difference between the OPR discipline history and the Candidate's original department's discipline history, the Department Head/Designee shall forward both documents to original Department Head/Designee requesting clarification as to each difference. The original Department Head/Designee shall promptly respond to the request in writing. To the extent the discrepancy cannot be resolved between the Department Head/Designees, the Compliance Officer will be consulted and will make a recommendation to resolve the matter.
- c. An Applicant shall be deemed Not Qualified if he or she has received Discipline from his or her original Department or from OPR resulting in a suspension(s) of a total of four (4) or more days for a single infraction that occurred within the previous 18 months. The Department Head/Designee is permitted to reduce the number of suspension days including zero (0) and increase the number of months/years as long as such standards are included in the Selective Training Announcement. If the Department Head/Designee wishes to increase the Discipline standard, he or she must submit written request including justification to increase the standard to the Compliance Officer prior to posting. Approval by the Compliance Officer is required.
- d. Written reprimands for minor infractions such as tardiness may disqualify an Applicant, but it is not automatic.
- e. An Applicant shall be deemed Not Qualified if he or she is De-Deputized at the time of appointment.
- f. In the event an Applicant has a Pending Disciplinary Case, the Department Head/Designee will submit a request to the Executive Director of the Office of Professional Review to expedite the process and reach a conclusion as soon as possible. Applicants with open disciplinary cases may continue through the evaluation process, but no Applicants will be considered qualified for the Employment Action until final resolution of the case or if the

Executive Director of OPR releases the pending hold on the Employment Action based upon the facts of the disciplinary case.

4. The names of all Applicants that were not eliminated as Not Qualified pursuant to Article M, Section III.F.1-2 as described above shall remain on the Applicant List as Candidates.
5. The names of all Applicants deemed Not Qualified after the procedures in Article M, Section III.F.1-2 as described above shall remain on the Applicant List and a notation of "Not Qualified" shall be placed next to their names. The general reason of disqualification such as attendance and/or Discipline shall be documented on the Applicant List. All attendance and disciplinary records received and reviewed by the Department Head/Designee will be maintained in the Candidate's selective training file.
6. At this time, the Applicant List (including the notations and the date) shall be forwarded to the Compliance Officer.

G. Testing Applicants (if applicable)

The Department Head/Designee may require all Applicants not eliminated pursuant to Section III.F to complete tests in order to be considered Qualified for any Selective Training opportunity.

1. Physical Ability Test (PAT) (if applicable)
 - a. If the Department Head/Designee requires Applicants to complete a PAT in order to be considered eligible for the Selective Training, he or she will determine the specific PAT Standards in advance and ensure that such standards are included in the Selective Training Announcement. PAT standards will be determined based on the requirements of the Selective Training.
 - b. PAT preparation information must be included in the Selective Training Announcement.
 - c. The PAT will be administered by the Sheriff's Training.
 - d. The Department Head/Designee shall contact the Executive Director of the Training Institute to schedule a date and time for the PAT. The Executive Director of the Training Institute shall assign Cooper Institute Certified personnel to administer the PAT.

- e. If an Applicant fails to bring a completed medical release packet, he/she will not be allowed to take the PAT.
 - f. All test results shall be forwarded to the Department Head/Designee.
 - g. Applicants that do not take the PAT shall be deemed Not Qualified.
 - h. Applicants who fail the PAT shall be deemed Not Qualified, and they will not be interviewed for the Selective Training.
2. Written Examinations (if applicable)
- a. Written examination standards including the minimum passing score shall be determined by the Department Head/Designee and must be indicated in the Selective Training Announcement.
 - b. The written examination will be administered, proctored and graded by Sheriff's Training Institute personnel.
 - c. The Department Head/Designee shall contact the Executive Director of the Training Institute in advance to schedule a date, time and location for the written examination.
 - d. The written examination shall consist of a series of questions determined by the Department Head/Designee that pertain to job knowledge, scenarios and General Orders. The written examination questions shall be reviewed and approved by the Compliance Officer.
 - e. Upon conclusion of the written examination, the Executive Director of the Training Institute/Designee shall forward all Applicants' test scores to the Department Head/Designee.
 - f. Applicants who do not meet the written examination standards indicated in the Selective Training Announcement will be deemed Not Qualified.
 - g. Applicants who are deemed Not Qualified based on their failure to pass the written examination will not be interviewed for the Selective Training.
3. Additional tests may be required for Selective Training at the determination of the Department Head/Designee. The Department Head/Designee must create the testing process in advance and will

forward the process and all test information to the Compliance Officer for approval at least 72 hours prior to posting. Additionally, the Department Head/Designee will ensure that the test standards are included in the Selective Training Announcement.

4. If a written examination and/or PAT are required, the Department Head/Designee conducting the Selective Training process will send a Notification of Examination(s) Packet which includes the following information to each Applicant's Department Head:
 - a. Date, time and location of test;
 - b. Test Standards;
 - c. Test preparation information (if applicable);
 - d. Appropriate attire;
 - e. Medical Release Form (for PAT);
 - f. Detailed instructions; and
 - g. Items that must be brought to the test (examples: credentials, completed medical release packet, #2 pencil).

The Applicants' Department Head/Designee will notify the Applicants to report to their respective Department Head's office in person and sign a receipt when they pick up their Notification of Examination(s) Packet. The original signed receipt must be forwarded to the Department Head conducting the Selective Training process.

5. In lieu of Article M, Section III.G.4, the Department Head/Designee may elect to attach the Medical Release Form and test preparation tips to the application. The Department Head/Designee must ensure that:
 - a. each Applicant signs for the Medical Release and test preparation information; and
 - b. test information (including date, time, location, standards and instructions) is included in the Selective Training Announcement.
6. All written examination and PAT testing schedules shall be forwarded to the Compliance Officer no less than 48 hours prior to the test and the Compliance Officer may monitor any tests in his or her sole discretion.

H. Interviews for Selective Training (Optional)

Interviews for Selective Training are optional at the discretion of the Department Head/Designee. If the Department Head/Designee elects not to conduct interviews, he or she must notify the Compliance Officer prior to posting for review and approval of the decision. If the Department Head/Designee elects to conduct interviews, only Candidates that are deemed Qualified pursuant to Article M, Section III.F-G will be notified to report for an interview. The following procedure will be followed for setting up interviews of Candidates:

1. The Department Head/Designee shall send a memorandum to the Candidate's current Department Head/Designee, which shall include the following information:
 - a. Name of the Candidate;
 - b. Date, time and location he or she will be expected to report for the interview;
 - c. Interview attire; and
 - d. The specific documents/credentials/degrees/certificates the Candidate will be required to present at the interview.
2. The current Department Head/Designee will direct the Candidate to pick up the interview notice in the Department Head's/Designee's office in person, and the Candidate will be required to sign a copy of the notification confirming its receipt. The current Department Head/Designee will maintain documentation that each Candidate was notified. The original signed notification shall be forwarded to the hosting Department Head/Designee.
3. If a Training Pool is applicable pursuant to Article M, Section III.O.2, a Candidate who is on an authorized leave of absence such as Ordinary Disability, Duty Disability, Maternity/Paternity or Military Leave may choose to be interviewed while on leave, and the Candidate's current Department Head/Designee shall notify such Candidate via telephone and the information will be logged. If a Candidate is unable to return to work from an authorized leave prior to the start of the Selective Training Rotation, the Candidate may still be selected for the Training Pool, provided the Candidate meets all of the requirements in this Article.
4. If a Training Pool is not applicable, Candidates must be in an active duty status in order to be deemed Qualified for the Selective Training.

5. The Department Head/Designee will notify the Compliance Officer in writing of the final schedule of interviews at least 48 hours in advance.
6. In the event a Candidate fails to appear for the scheduled interview, test, writing sample and/or work sample, the Candidate shall have the opportunity to submit a written appeal including a detailed explanation to the Compliance Officer within 48 hours of the originally scheduled date. If the Compliance Officer receives an appeal from the Candidate, the Compliance Officer shall request a memorandum from the transferring Department Head/Designee indicating the circumstances regarding the failure to appear. The Compliance Officer shall approve or deny the appeal and submit the findings to the transferring Department Head/Designee and the Candidate. If the appeal is approved, the interview or test shall be rescheduled. If a timely appeal is not submitted or the appeal is denied, the Candidate shall be deemed Not Qualified, and the Department Head/Designee will make the notation of "Not Qualified" next to the Applicant's name on the Applicant List. The reason for disqualification shall be documented on the Applicant List.

I. Interview Panels (if applicable)

The following procedures will be followed when setting up interview panels:

1. All Selective Training interviews shall be conducted by a panel(s) of three (3) members of the Sheriff's Office. Two (2) members shall be determined by the Department Head and one member shall be determined by the Chief of Staff/Designee. The panel members must be of a higher rank than the Candidates being interviewed. No Sheriff's employee may participate in or observe an interview without first receiving interview training as described in the Employment Plan.
2. Panel members' duties include, but are not limited to, asking questions, scoring Candidates, and completing the Candidate Evaluation Form, including a No Political Consideration Certification at the conclusion of the interview. At least one panel member will be responsible for verifying each Candidate's identification at the start of the interview by checking the Candidate's Sheriff's Identification Card.
3. The Department Head/Designee shall assign substitute panel member(s) to be on-call in the event of a designated panel member's absence or a Conflict of Interest.
4. In the event of a Conflict of Interest prior to or during the interview, the panel member shall notify the Compliance Officer and the other members of the panel prior to the interview or as soon as possible that a Conflict of

Interest exists and that a substitution is needed. The panel member will then leave the interview room and will not participate in the interview or the Selection Process for that Candidate. The substitute panel member shall be contacted to replace the panel member. The substitute panel member shall assume the panel member's duties (asking questions, scoring, etc.) and will complete the Candidate Interview Evaluation Form including the No Political Consideration Certification (NPCC) at the conclusion of the interview.

5. Upon conclusion of the interview and any discussion regarding the Candidate, the panel member will be notified to return to the interview room to replace the substitute panel member and resume interviews.
6. The Compliance Officer may attend and monitor any of the interviews, but he or she will not be included as a member of the interview panel.

J. Writing Samples (Optional)

Writing samples for Specialized Details are optional at the discretion of the Department Head/Designee. If the Department Head/Designee elects to incorporate a writing sample into the evaluation process, the following procedures will apply:

1. Prior to the interviews, all Candidates will be required to write a one-page memorandum on a work-related topic that has been issued and authorized by the Department Head/Designee and approved by the Compliance Officer. The page or word limit of the writing sample will be determined by the Department Head/Designee. Only writing sample topics that are issued and authorized by the Department Head/Designee and approved by the Compliance Officer shall be utilized. The Department Head/Designee shall also determine a time limit for completion of the writing sample. The Department Head/Designee shall ensure that the length and time limit of the work sample are the same for each Candidate.
2. If due to operational concerns, the Candidates cannot complete the writing samples at the same time or on the same date, the Department Head/Designee shall schedule multiple times for the writing samples. If writing samples are spread over an entire day, the Department Head/Designee shall use different writing sample topics at different points of the day to ensure the integrity of the writing sample test. If writing samples are spread over multiple days, the Department Head/Designee shall use different writing sample topics for each day to ensure the integrity of the writing sample test.
3. The Department Head/Designee will assign a monitor to oversee the process to assure that all Candidates complete their writing samples at the

same time on their interview date and within the designated time period. The monitor will also log the start and end times and ensure that no Candidate is allowed to go over the time limit. The monitor will check the Candidate's Sheriff's Identification Card and instruct the Candidates to identify themselves on the memorandum by JDE or employee number. Memorandums will not be accepted if the memorandum contains the Candidates' name (either printed or signed) anywhere on the document. The monitor will also ensure that the samples are completed without assistance or outside resource materials other than a department issued dictionary, which the monitor will assure is available to all Candidates.

4. At the conclusion of the allotted time, the monitor will collect the writing samples and submit them to the Department Head/Designee.
5. All writing samples will be scored by the Department Head/Designee(s) utilizing the Candidate Writing Sample Evaluation Form to evaluate the Candidates' writing samples on a series of categories (spelling, grammar, legibility and content). The rankings for each category are: (a) Below Average – 1 point; (b) Average – 3 points; and (c) Above Average – 5 points. The Department Head/Designee will make every effort to score the Writing Samples consistently and objectively. The Compliance Officer may oversee the scoring process.
6. The Department Head/Designee shall forward the scored Writing Sample Evaluation Forms and Applicant List to the Director of Personnel. The Director of Personnel/Designee will compare the Candidates' JDE or employee number to the Candidates' name and note each individual score next to the respective name on the Applicant List and return the completed Applicant List to the Department Head/Designee. The Compliance Officer may oversee the process.

K. Work Samples (Optional)

1. Work samples, such as case reports or incidents reports are optional at the discretion of the Department Head/Designee. Work samples must be official reports or documents of the Sheriff's Office. If the Department Head/Designee elects to incorporate a work sample into the evaluation process, the writing sample is also required and each Candidate shall be notified of the work sample requirement in the interview notice along with specific instructions.
2. Prior to completing the writing sample, the Candidate will be instructed to submit two (2) copies a work sample to the monitor.

3. The Monitor will verify that the copies are identical and will edit out the Candidates' name anywhere it appears on the document and replace the name with the Candidate's JDE or employee number. If the Candidate writes his/her name on the work sample, the monitor will make every effort to ensure that the name is not legible and that only the JDE or employee number remains to identify the Candidate.
4. The edited copy will be attached to the Candidate's writing sample and submitted to the Department Head/Designee and the procedures in Article M, Section III.J.5-6 will be followed. The monitor will submit the unedited work sample copies to the Compliance Officer.

L. Interview Questions (if applicable)

The following procedures will be followed for interviewing Candidates for the Selective Training:

1. Interview questions asked during the oral interview must be selected from a pre-determined group of at least 10 questions created by the Department Head/Designee. Only interview questions that are issued and authorized by the Department Head/Designee shall be utilized. The Compliance Officer will be given the opportunity to review all interview questions prior to the first interview to ensure they are job-related and appropriate.
2. At least five (5) of the interview questions will be operational in nature and are derived from Sheriff's Orders, General Orders and other written Department policies. These questions are designed to determine the Candidate's familiarity with the operations of the Sheriff's Office. Operational questions will be based on operational scenarios requiring specific responses covered by General Orders or other Sheriff's written directives. At least one of the operational questions must pertain to Use of Force. At least five (5) of the interview questions will be related to personal attributes and will be designed to elicit information relevant to determining whether the Candidate possesses the characteristics necessary to work in the applicable Department of the Sheriff's Office. At least one of the personal attribute questions may pertain to Discipline history at the discretion of the Department Head/Designee. If the Department Head/Designee elects to include a question(s) pertaining to Discipline history during the interview, the question(s) must be consistent for each Candidate being interviewed for the Selective Training opportunity.
3. The Department Head/Designee will make every effort to conduct all Selective Training Interviews on the same day. However, if operational concerns do not permit same-day interviews and multiple days of interviews are required, an appropriate number of questions will be drafted

to permit a rotation of questions to ensure the integrity of the interview process.

4. All Candidates interviewed will be asked to respond to each of the approved interview questions. Additional follow-up questions are permitted and encouraged, provided they are related to a determination of the Candidate's suitability for the Selective Training opportunity for which he or she is applying. Follow up questions may be asked on a case-by-case basis and need not be asked for every Candidate.
5. Benchmark points will be given for the operational questions, which are derived from Sheriff's Orders, General Orders and other written Department policies. Each of the five operational questions will have between three (3) and six (6) benchmarks as determined by the Department Head/Designee. Depending upon the Candidate's response, the members of the Interview Committee or panel, individually, will determine how many points will be awarded. If a Candidate during his/her response fails to reach all benchmarks, then he/she will only receive points for those, which have been mentioned. Each benchmark is worth one (1) point. After all questions have been asked and responses documented, the points earned from each question will be totaled for each Candidate.
6. Responses to the personal attribute questions will be scored utilizing a Candidate Interview Evaluation Form. The Department Head/Designee will determine a minimum of 10 categories for the Candidate Interview Evaluation Form that will encompass the characteristics necessary for the respective Selective Training. The Department Head/Designee will ensure that all categories will be consistent for each Selective Training process. The Department Head/Designee will attempt to ensure that each of the categories indicated in the Candidate Interview Evaluation Form can be evaluated from the questions. The Department Head/Designee will also ensure that the Candidate Interview Evaluation Form is consistent for each Candidate in a given Selective Training process.
7. At the conclusion of each interview, each panel member will perform the following procedure to score each Candidate:
 - a. independently and personally complete the Candidate Interview Evaluation Forms for each Candidate;
 - b. total the personal attribute points on the Candidate Evaluation Form; and
 - c. total the benchmarks obtained from the operational questions.

8. All completed Candidate Interview Evaluation Forms shall be forwarded to the Department Head/Designee.

M. Acknowledgement

1. At the conclusion of each interview, the Candidate will be asked to sign and date the Selective Training Announcement acknowledging that he or she has read and understands all information pertaining to the Selective Training.
2. If the Candidate refuses to sign the Selective Training Announcement, a notation will be made on the Selective Training Announcement and each of the panel members will initial next to the notation. The Candidate will be automatically deemed Not Qualified.

N. Ranking of Qualified Candidates

1. Upon conclusion of all interviews and/or tests, the Department Head/Designee shall update the Candidate List numerically ranking all Candidates from Highest Qualified (the first position) to Least Qualified (the last position) according to the total number of points as determine the interview process, but must utilize the following categories and percentages:
 - a. Attendance – Career History: 15% of total score.
 - b. Attendance – Previous 18 months: 20% of total score.
 - c. Test (optional) – 10% of total score.
 - d. Writing Sample (if applicable) – 15% of total score.
 - e. Work Sample (if applicable) – 10% of total score.
 - f. Oral Interview
 - i. Operational Questions – 15% of total score.
 - ii. Personal Attribute Questions – 15% of total score.
 - g. Preferred Qualifications – (additional points determined by Department Head and included on the Selective Training Announcement) Qualifications must be verified by the Department Head/Designee and documentation must be attached to the

Candidate Interview Evaluation Form. The Preferred Qualification points may not exceed 10% of the total possible number of points a Candidate may receive.

2. If one or more categories in Article M, Section III.N.2.a-e do not apply, the percentage values will be added equally to all categories that do apply. If the percentage points assigned to the non-applicable categories cannot be distributed equally, the percentage points will be distributed to all other applicable categories to the extent they can be distributed equally. The remaining percentage points will be distributed to an applicable category at the Department Head/Designee's discretion. The Department Head/Designee shall ensure that the categories and percentages pursuant to Article M, Section III.N are indicated in the Selection section of the Specialized Detail Announcement.
 3. The Department Head/Designee shall ensure that the point values for the best possible scores pursuant to Article M, Section III.N.1 are listed in the Selective Training Announcement.
 4. If more than one Candidate receives the same score, they will be placed on the Applicant List in order of Seniority.
 5. If more than one Candidate receives the same score and/or has the same seniority date, they will be placed on the Applicant List in order of their JDE number. The Candidate with the lowest JDE will be placed first.
 6. All Candidates deemed Qualified based on the standards listed in the Minimum Qualifications section of the Selective Training Announcement shall remain on the Applicant List in numerically ranked order according to Article M, Section III.N.1. All Candidates deemed Not Qualified based on the standards listed in the Minimum Qualifications sections of the Selective Training Announcement shall remain on the Applicant List in numerically ranked order according to Article M, Section III.N.1 and a notation of Not Qualified shall be placed next to their name.
 7. A copy of the updated Applicant List, along with all related tests and scores, shall be forwarded to the Compliance Officer for review.
- O. Final Evaluation Process and Identification of Selected Candidates
1. If the Selective Training will only occur one time during the one year period from the start date of the posting, the Department Head/Designee shall determine the Selected Candidates from the Applicant List based on

the highest ranked Candidates pursuant to Article M, Section III.N equal to the number of training openings.

2. If the Selective Training will occur more than one time during the one year period, the Department Head/Designee will determine the Selected Candidates by creating a Training Pool. The number of Selected Candidates in any Training Pool will be based on "X" times the number of approved openings in a given Selective Training Rotation and will be selected from the Applicant List in rank order pursuant to section III.N. above. The value of "X" must be a number of at least two (2) and will be determined by the Department Head/Designee based on the number of Selective Training openings and rotations.
3. The Department Head/Designee will submit a memorandum to the Director of the OPR requesting copies of the entire criminal histories for all Selected Candidates. Each will be evaluated individually, and any Selected Candidate with a criminal conviction involving a crime that reflects negatively on the Candidate's character, honesty or integrity will be deemed Not Qualified, and the next Qualified Candidate(s) on the Applicant List shall be selected and added to the Training Pool pursuant to Article M, Section III.N.
4. The Department Head/Designee will conduct a final pending disciplinary check with OPR and the Selected Candidate's respective Department. In the event of a Pending Discipline Case within the Selected Candidate's respective Department, the Selected Candidate shall be deemed Not Qualified and the next ranked Candidate on the Applicant List shall be identified as a Selected Candidate for a potential Selective Training. In the event of a Pending Discipline Case at OPR, the Executive Director of OPR shall make the decision whether or not to release the pending hold on the Selective Training opportunity based upon the facts of the case.
5. If the Selective Training requires the employee to possess a valid driver's license, the requirement must be stated in the Specialized Detail Announcement and the following procedure will be followed:

The Department Head/Designee will request a current Driver's License Abstract for each of the Selected Candidates. Any Selected Candidate who in the previous 10 years (i) had his or her driver's license suspended for a serious violation or revoked at any time; (ii) has been convicted of or pled guilty or *nolo contendere* to a traffic violation involving an alcohol related offense or an offense involving controlled substances; or (iii) has been convicted of or pled guilty or *nolo contendere* to a traffic violation involving serious injury or death will be deemed Not Qualified, and the next Qualified Candidate(s) on the Applicant List shall be selected and added to the Training Pool pursuant to section III.N.

6. FOID and Weapons Qualification (if applicable)

If the Selective Training opportunity requires a current weapons qualification, the Department Head/Designee will verify with the Sheriff's Personnel Department that the Applicant has a valid FOID and a current weapons qualification. In the event that an Applicant is Not Authorized to Carry a Weapon as a result of the FOID and weapons qualification requirement the Applicant will be deemed Not Qualified.

7. The Department Head/Designee may institute further background checks as he/she deems appropriate such as but not limited to credit and financial checks, polygraph examination and home checks, based on specific special considerations related to the job and the Department. If the Department Head/Designee requires additional background checks, he or she must request approval from the Compliance Officer and such background checks and specific standards must be clearly identified in the Selective Training Announcement and must be conducted for all Selected Candidates.

8. The Department Head/Designee shall ensure that the next ranked Candidates in the Training Pool are processed pursuant to Article M, Section III.O.1-6.

9. The Department Head/Designee shall forward the final list of the Training Pool to the Chief of Staff for approval and forward a copy to the Compliance Officer.

P. Selective Training Rotation and Appointment

1. If a Training Pool is not used, the Department Head/Designee shall create a Final List with the names of the highest ranked Qualified Candidates selected from the Applicant List. The number of Candidates on the Final List will be equal to the number of training openings.

2. If a Training Pool is used, the Department Head/Designee shall select from the approved Training Pool for each Selective Training Rotation based on Rotating Seniority. If the Department Head/Designee determines that a Selective Training Rotation will inhibit Operational Needs, he or she will submit a request to the Compliance Officer to deviate from Rotating Seniority, including the reasons for such request. The Department Head/Designee must obtain approval from the Compliance Officer.

3. The Department Head/Designee will submit a completed Training Application Form to the Executive Director of the Training Institute and a copy to the Compliance Officer for all Selected Candidates if a Training Pool is not utilized, or for only the Selected Candidates for a given Selective Training Rotation if a Training Pool is utilized.
4. Upon approval by the Executive Director of the Training Institute, the Department Head/Designee will schedule the Selected Candidates for the Selective Training. Copies of all documentation approving the request shall be forwarded to the Director of Personnel and the Compliance Officer.
5. The Department Head/Designee will send a memorandum to the Candidate's original Department Head/Designee indicating the name(s) of the Selected Candidate(s), the training start date and the date, time and location to report within 10 days prior to the training start date. The Department Head/Designee will also ensure the appropriate collective bargaining representatives are notified in writing of the Selected Candidates. The Final Training List will also be posted on the Sheriff's website.
6. The Department Head/Designee shall notify each Candidate deemed Not Qualified pursuant to this Article M, Section III.O via memorandum or certified letter including the general reason for disqualification. The Department Head/Designee must ensure that the procedures are referenced in the memorandum and that the Candidate is instructed to contact the Compliance Officer to obtain additional information pertaining to the disqualification. The Department Head/Designee shall ensure receipt of the notification.

Q. Applicant List Maintenance and Replacement Candidates

1. The Department Head/Designee will maintain all lists and all other Selective Training documentation.
2. The Department Head/Designee shall utilize the same Applicant List, as amended, for subsequent Selective Training Rotations, for a period of up to one (1) year from the start date of the first Selective Training, provided that the attendance records, disciplinary history, driving records, criminal history will be updated, requested, reviewed and taken into consideration prior to the selection for each Selective Training Rotation. Adjustments to the Applicant List will be made by the Department Head/Designee based on the updated records; provided all such updates will be sent to the Compliance Officer.

3. If at any time an employee in the Training Pool (if applicable) is deemed Not Qualified based on updated information pursuant to the requirements in this Article, the next Candidate on the Final Training List or Training Pool as applicable based on Rotating Seniority shall be appointed as a replacement pursuant to section III.Q.
4. Prior to the one (1) year period from the start of the first Selective Training Rotation, the process in this article shall be repeated and new documentation pertaining to applicant evaluation and rankings shall be obtained and utilized.

R. Certification of Selective Training Process

The Department Head/Designee, panel members and all other individuals with material involvement with respect to screening, interviewing, testing and selecting Applicants or Candidates for the Selective Training process will complete and sign a No Political Consideration Certification (NPCC) affirming that all employment decisions and Employment Actions were made in accordance with the procedures set forth in this order and the Employment Plan.

All Candidates will complete and sign an Applicant Certification in order to be considered for the Selective Training opportunity.