



Sheriff's Office  
COOK COUNTY, ILLINOIS  
**SHERIFF'S ORDER**

	ISSUANCE DATE	EFFECTIVE DATE	NO.
SUBJECT <b>SEAM Article Q: Sworn Non-Merit Rank Promotional Procedures</b>		<b>06/15/2014</b>	
RELATED DIRECTIVES	DISTRIBUTION	RESCINDS <b>SEAM Article Q (revised 5/18/2016)</b>	
		AMENDS	

**I. Policy**

- A. The policy for Sworn Non-Merit Rank Promotions is designed to identify and select the most qualified Candidate for the position.
- B. This policy applies to the following Departments and any other Departments or job titles as designated by the Sheriff or his or her Designee:
  - 1. Department of Corrections (Promotion to Commander)
  - 2. Department of Community Corrections – Electronic Monitoring Unit (Promotion to EM Sergeant.)
- C. The Sheriff's Office 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 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 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 SEAM. If the CBA does not contain a specific procedure or is otherwise silent, the relevant procedure in the SEAM must be followed.

**II. Enclosures**

See Appendix.

### III. Promotional Positions

- A. All Vacancies in Sworn Non-Merit Rank Promotional Positions will be filled in accordance with this policy.
- B. If at any time during the Sworn Non-Merit Rank Promotion process an Applicant or Candidate declines the promotion, 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 Sworn Non-Merit Rank Promotion. The Department Head/Designee shall forward the memorandum to the HR Designee. Upon receipt of the memorandum, the Applicant or Candidate shall be deemed Not Qualified.

### IV. Criteria for Promotion Qualification

The following individual performance-related information will be reviewed and assessed uniformly and consistently for each Promotion Candidate in determining whether he or she is Qualified for the Promotion:

- A. Physical Ability Test (PAT) (if applicable) (attached to the job posting);
- B. Attendance History (previous 24 months);
- C. Discipline History (previous 18 months);
- D. Driving Record/ Valid Driver's License (if applicable)
- E. Criminal History;
- F. FOID and Weapons Qualification (if applicable); and
- G. Other job-related criteria as determined by the promoting Department Head/Designee, which must be included in the Promotion Announcement.

### V. Criteria for Promotion Selection

The following criteria will be utilized for Promotion Candidates to determine which Promotion Candidates will be selected for the Promotion and to rank them in order of their eligibility for selection:

- A. Attendance History from the previous 24 months;
- B. Education/Outside Training/Military Points;

C. Two-Part Written Exam;

D. Oral Interview Score;

VI. Promotion Procedure

A. Verify Vacancies and Funding (if applicable)

1. The Department Head/Designee shall request (via email) verification from the Bureau Chief of Human Resources/Designee regarding the availability of the positions. The written request shall include the SEAM Article, job title, number of positions requested, justification and tentative date to start process.
2. The Bureau Chief of Human Resources/Designee shall initiate a Budget Funding Report listing the available positions in the form of an Excel spreadsheet and email the report with the request to the Chief Financial Officer/Designee for completion.
3. The Chief Financial Officer/Designee will complete the spreadsheet indicating whether or not there is funding available for the positions and email the completed Budget Funding Report to the requesting Department Head/Designee with a copy to the Bureau Chief of Human Resources/Designee.

B. Request to Begin Promotional Process

1. Upon his or her confirmation that a Vacancy or Vacancies in a Sworn Non-merit Position exist in his or her Department, the Department Head/Designee will submit a written request to conduct a promotional process with the completed Budget Funding Report attached to the Bureau Chief or Undersheriff/Designee/Designee and the Undersheriff/Designee that includes the following:
  - a. Need for the Sworn Non-Merit Rank Promotion(s) and the reason;
  - b. Number of Vacancies requesting to be filled by the Sworn Non-Merit Rank Promotion(s);
  - c. Estimated start date of the Sworn Non-Merit Rank Promotion;

- d. Department(s) in which the Sworn Non-Merit Rank Promotion opportunity will be posted; and
  - e. Two signature lines: one signature line for the review and recommendation of the Bureau Chief or Undersheriff/Designee/Designee and the second signature line for the approval or denial of the Undersheriff/Designee/Designee.
2. Upon review and approval by the Bureau Chief or Undersheriff/Designee/Designee and Undersheriff/Designee/Designee, the Department Head/Designee will forward a copy of the written request to the Compliance Officer and the Bureau Chief of Human Resources/Designee/Designee and the Chief Financial Officer/Designee.
  3. The Bureau Chief of Human Resources/Designee shall assign an HR designee to coordinate the promotion process.

C. Posting

1. The HR designee shall consult with the promoting Department Head/Designee and prepare a Promotion Announcement, which must include the following:
  - a. General Information
    - i. Employment Action, i.e. Sworn Non-Merit Rank Promotion;
    - ii. Tracking Number;
    - iii. Title;
    - iv. Location;
    - v. Available shift(s) (if applicable); and
    - vi. Available day-off group(s) (if applicable)
  - b. Minimum Qualifications, which include criteria for Promotion Qualification and Selection;

- c. Application Instructions;
  - d. Requirements; and
  - e. Selection Process.
  - f. Application Period (start and end dates)
2. The HR designee shall ensure that an accurate Job Description exists or is created and approved by the Bureau Chief of Human Resources/Designee/Designee.
  3. The HR designee will send the final draft of the Promotion Announcement and Job Description to the promoting Department Head/Designee and the Compliance Officer for review and approval prior to posting.
  4. The HR designee shall attach the approved Job Description to the Promotion Announcement and ensure that they are posted at each place where individuals may make application pursuant to Article Q, Section VI.C.1.c and on the Sheriff's website. The Department Head/Designee will also send a copy of the Promotion Announcement and Job Description to the Bureau Chief of Human Resources/Designee and the Compliance Officer.
  5. Applications will be made available at each location where the employee may make application as stated in the Posting Announcement, the Sheriff's website and each respective Human Resources Office. Applications will be accepted by the Department Head/Designee during the defined period of time indicated on the Promotion Announcement. All applications must be time and date stamped upon receipt. Any applications turned in after the end of the posting period will be denied. Employees may also submit resumes in addition to applications.

D. Applicant List

1. Within ten (10) days of the close of the posting, the HR designee will create an Applicant List in an Excel spreadsheet containing the names of all employees who submitted a timely and complete application for the Sworn Non-Merit Rank Promotion. 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 process, the HR 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 HR designee shall notify each Candidate deemed Not Qualified pursuant to failure to meet the Minimum Qualifications via e-mail including the general reason for disqualification. The HR designee shall reference the appropriate SEAM Article(s) in the letter. The HR designee shall ensure receipt of the letter. The HR designee will make copies of the e-mails available to the promoting Department Head/Designee and the Compliance Officer if requested.

E. Physical Ability Test (PAT)

1. The Department Head/Designee will determine whether a Candidate is required to pass PAT in order to be considered “Qualified” for Merit Ranked Promotion. The use of a PAT as a prerequisite is based on job duties and requirements.
2. The Department Head/Designee will forward the specific PAT standards to the HR designee and the Compliance Officer for review in advance of the administration of the test.
3. The HR designee will coordinate the date(s) and time(s) of the PAT test with the Sheriff’s Training Institute and notify the Compliance Officer who may, at his or her discretion, observe all or part of the testing.
4. The Director/Designee of the Training institute shall assign Cooper Institute Certified personnel to administer the PAT.
5. The HR designee will ensure that all Promotional candidates are notified in writing of the dates, times and locations of the PAT test and the requirement to bring completed medical release packets on the assigned date of the PAT.
6. The Director/Designee of the Training Institute shall forward the PAT results to the HR designee.
7. Candidates who fail the PAT, fail to bring a completed medical release packet, or are a “no show” shall be marked “Not Qualified” on the Promotion Candidate List along with a description. An updated copy of the Promotion Candidate List will be forwarded to the Compliance Officer.

#### F. Discipline History Review

1. For each Promotional Candidate who remains Qualified after the PAT and/or pre-POWER/POWER tests, the HR designee will submit a written request to the Office of Professional Review (OPR) for a disciplinary history for the previous eighteen (18) months including the pay period ending prior to the close of the posting date.
2. Candidate will be deemed “Not Qualified” if :
  - a. He or she has received discipline resulting in suspension(s) of a total of four (4) or more days for a single infraction that has occurred within the previous eighteen (18) months including the pay period ending prior to the close of the posting date;
  - b. He or she is de-deputized at the time of the appointment.
3. In the event a Candidate has a Pending Disciplinary Case, the HR designee will submit a request to the Executive Director /Designee of OPR to expedite resolution. Candidates with open disciplinary cases may continue through the evaluation process, but no Candidate will be considered “Qualified” for Employment Action until a conclusion is reached.
4. Candidates who fail to meet the minimum disciplinary standard shall be marked, “Not Qualified” on the Promotion Candidate List along with a description. An updated copy of the Promotion Candidate List will be forwarded to the Compliance Officer.

#### G. Attendance Review

1. For each Candidate who has cleared the Discipline History Review, the HR designee will conduct an attendance review. The HR designee will request:
  - a. Copies of attendance records from the prior twenty-four (24) months and the twenty-four (24) month timeframe shall be the date of the pay period ending prior to the date signed by the Employee Discipline Director/Designee.
  - b. An Attendance Analysis Report which includes seniority dates, percentage of unused medical time and any attendance violations.
  - c. The period under review will be the 24 months preceding the ending date of the last pay period.

2. The Candidate will be considered “Not Qualified” if he or she has incurred two (2) or more of any of the following Unpaid/Unauthorized Activities within the period under review:
  - a. No Sick Time
  - b. Absent Late Call
  - c. Absent No Call
  - d. No Vacation Time
  - e. No Personal Time
  - f. No Compensatory Time
  - g. No Holiday Time
  - h. Unauthorized FMLA
  - i. Unauthorized IOD
3. The Candidate will be considered “Not Qualified” if he or she has incurred eight (8) or more instances of Tardiness/Docked Time within the review period, which are not associated with Mitigating Circumstances.
4. Candidates who fail to meet the minimum attendance standard shall be marked, “Not Qualified” on the Promotion Candidate List along with a description. An updated copy of the Promotion Candidate List will be forwarded to the Compliance Officer.

H. The HR designee shall notify each Promotional Candidate deemed Not Qualified using the Notification of Disqualification Template Letter including the general reason for disqualification and referencing the applicable SEAM article.

1. The HR designee shall send a copy of each letter to the Compliance Officer.
2. The HR designee shall ensure that there is at least a two (2) week time period from the date the Notice of Disqualification letters and the interview notices are disseminated.

I. In the event the Promotion Candidate is disqualified due to an attendance violation or discipline, the Candidate may appeal the disqualification by contacting the HR designee or the Compliance Officer in writing and submitting any supporting documentation.

1. The HR designee shall conduct due diligence by contacting Payroll, the Legal Department and/or OPR. Any reversal of the Candidate status must be supported by documentation.



2. If the Candidate is deemed Qualified after the appeal, the HR designee will submit their findings in writing to both the Promotion Candidate and the Compliance Officer.
3. The Promotion Candidate list will be corrected to reflect the reversal of the Dismissal and the HR designee will ensure that the Promotion Candidate receives an interview notification.

## **VII. Evaluation of Promotional Candidates**

A. The following criteria will be utilized for promotional candidates to determine which promotional candidates will be selected for the promotion and to rank them in order of their eligibility:

1. Attendance History (previous 24 months);
2. Higher Education/Outside Training/Military;
3. Written Exam Part 1 (Writing Samples);
4. Written Exam Part 2 (Operational Questions); and
5. An Oral Interview.

### **B. Attendance**

1. Promotional candidates are assigned one (1) point for each percentage point of unused Medical Time as indicated on the Attendance Report for the previous twenty-four months.
2. Examples for a candidate who accrues 192 hours in 24 months:
  - a. Zero (0) days of Medical Time utilized in the review period equals 100% or 100 points.
  - b. Use of 5 Days of Medical Time equals 79.17% or 79 points.
3. Attendance is weighted at 30% of the overall score.
4. The HR designee will enter the total attendance points on the Promotion Candidate List and forward a copy to the Compliance Officer.

### **C. Education/Outside Training/Military Points**

1. Promotional candidates may receive up to 60 points for the completion of post-secondary education in accordance with the following:

- a. Associate Degree –20 points;
- b. Undergraduate Degree – 40 points;
- c. Post Graduate – 60 points;
- d. The candidate will receive credit for only the highest level of education achieved, not a cumulative total for all degrees;
- e. Points will be awarded only for degrees verified by an original transcript or through primary source verification, such as an education clearing house.

2. Promotional candidates may receive 20 points for work-relevant training received outside of the CCSO.

- a. The training must be for a minimum of 40-hours and be verified by a certificate or credential indicating the number of hours received.
- b. A maximum of 20 points will be awarded regardless of the number of trainings completed.

3. Promotional candidates will be given 20 points for an honorable discharge from at least 2 years of military service, verified through DD214 documentation.

4. The maximum number of points a candidate may receive in total for education, training and military service is 100.

5. Copies of all documents verifying education/training and military service shall be placed in the promotional candidate's file.

6. Education/training/military service is weighted at 10%.

7. The HR designee will enter the total points for education, training and military service on the Promotion Candidate List and forward a copy to the Compliance Officer.

D. Promotional candidates who are not disqualified by attendance, discipline, PAT or Pre-POWER or POWER tests shall be notified, by email, to report for a written and oral examination.

1. The letter will be sent no earlier than two (2) weeks after the dissemination of disqualification letters.

2. The interview notice shall be in the form of a memo and contain:

- a. The date, time and location of the 2-Part written exam;
- b. The date, time and location of the oral (panel) interview;
- c. The appropriate attire for the exam and interview;
- d. A list of the policies/general orders, by title and reference number only that would make up the source material for the operational questions on the written exam. The list should contain at least twice as many of polices/orders than what will be used for questions;
- e. Specific documents /credentials the candidate will present at the exam and interview;
- f. Notification to provide documentation to prove eligibility for education, training and military service.

3. Qualified promotional candidates on an authorized leave of absence are allowed to participate in the promotional process if they are otherwise qualified. The HR designee will send their notice of interview via certified mail. The candidate may also be contacted by telephone. The HR designee is responsible for maintaining records of all communication.

4. Candidates who fail to appear for scheduled testing and/or interviews will be considered "Disqualified" and so noted on the Promotion Candidate List.

5. The Compliance Officer :

- a. Will receive written notice of the final schedule at least forty-eight (48) hours in advance;

b. Will be copied on communication to candidates who are on approved LOAs within the Cook County Sheriff's Office; and

c. Will receive and adjudicate appeals by candidates who fail to appear for scheduled testing/interviews, provided such an appeal is received within 48 hours of the missed appearance.

E. Written Exams (Part 1 and 2)

1. Promotional candidates must complete a 2 part written exam consisting of:

a. A writing sample, weighted at 20% of the total score; and

b. An operational test, weighted at 20% of the total score.

2. The HR designee will assign a monitor to oversee the testing. Their duties will include:

a. Maintaining a log of the start and finish time;

b. Verifying the promotional candidate's identity by checking their CCSO Photo ID;

c. Ensuring the work is completed without assistance or the use of outside resource materials;

d. Providing dictionaries; and

e. Collecting exams at the end of the allotted time.

3. Part 1: Candidates will be required to write a memorandum on a work-related topic that has been issued and authorized by the HR designee in conjunction with the Department Head/designee and approved by the Compliance Officer.

a. The HR designee will determine the word and/or page limit for the writing sample.

b. If a video is used as part of the exercise, the candidates will be allowed to take notes.

4. A panel consisting of three (3) people will be assembled by the HR designee to score all writing samples, utilizing the candidate's Writing Sample Evaluation Form.

a. The panel will be responsible for scoring writing samples from all promotional candidates to assure consistent and objective standards are applied to all tests.

b. Writing samples will be scored on the Candidate Writing Sample Evaluation Form in five (5) categories:

i. Ability to follow instructions;

ii. Spelling;

iii. Grammar;

iv. Legibility; and

v. Content.

c. Each category will be graded according to the following:

i. Below Average – 5 points.

ii. Average – 10 points.

iii. Good – 15 points.

iv. Excellent – 20 points.

d. The highest possible score is one hundred (100) points. The final score awarded will be the average of the three (3) scores received from each panel member. Each panel member shall sign the Candidate Writing Sample Evaluation Form

e. The Compliance Officer will oversee the scoring process and audit a minimum of 5% of the writing samples to assure consistency and objectivity.

5. Part 2: Promotional candidates will sit for a written exam and be given at least five (5) operational questions culled from CCSO Polices/General Orders.

- a. The Department Head/designee will submit to the HR designee no less than 10 questions designed to determine the candidate's familiarity with CCSO Operations.
  - b. For certain technical positions where industry-wide standards apply, such as 911 Communication Center Dispatcher, an outside provider may be engaged to conduct Part 2 of the written test.
  - c. The HR designee will work collaboratively with the Department Head/designee and the Compliance Officer to assure that:
    - i. At least one (1) question pertains to use of force;
    - ii. All questions require answers in essay format;
    - iii. Each question contains measureable benchmarks which will, without ambiguity, validate the candidates' subject matter expertise; and
    - iv. The preference is to have multiple benchmarks for each question to ensure that each question can be evenly weighted.
  - d. The HR designee may additionally select additional CCSO stakeholders to review, edit and improve the clarity and content of the questions.
  - e. The HR designee will, in confidence, select from the approved list, the final questions to be used on the written exam and provide a written copy to the Compliance Officer.
6. The HR designee will be responsible for the scoring of all written exams. Scoring may be delegated to one or more content experts who are qualified to assess the promotional candidate's responses.
- a. Promotional candidates can receive up to one hundred (100) points for the operational written test.
  - b. Each question will include measureable benchmarks.

i. The minimum number of correct answers/benchmarks for the entire test must be twenty (20).

ii. The value of each benchmark is determined by dividing the total possible points (100) by the total number of benchmarks.

c. The Compliance Officer will audit a minimum of 5% of the written tests to assure that consistent and objective standards have been applied to the grading of the exams.

7. The HR designee will enter the total points for Parts 1 and 2 of the written exam on the Promotion Candidate List and forward a copy to the Compliance Officer.

#### F. Oral Interview Questions and Evaluation Form

1. The HR designee shall create a script for panel members which will include:

a. A greeting and introduction;

b. Verification of the candidates' identification and credentials;

c. Explanation of the interview format and process; and

d. Specific instructions about the interviews:

i. Procedural instructions about the interview; and

ii. Closing statements that includes notification to the candidate that he/she will be notified in writing whether or not selected and their rank on the Promotion Candidate List and total score.

2. The Panel Interview will consist of two (2) tiers of questions: introduction/background questions and personal attribute questions.

3. The Department Head/designee will work collaboratively with the HR designee to create a list of introductory and background questions.

- a. The questions will be designed to solicit factual information about the candidate's employment history, previous assignments, military experience, training and recognition.
  - b. The Compliance Officer will receive and approve all introductory and background questions.
  - c. The questions presented by the panel shall be consistent for every candidate.
4. The Department Head/designee will work collaboratively with the HR designee to create at least fourteen (14) personal attributes questions to be used in the oral interview.
- a. The HR designee will select at least seven (7) questions to use during the panel interviews.
    - i. At least one (1) question must pertain to the candidate's discipline record.
    - ii. At least one (1) question must pertain to the candidate's attendance record.
  - b. The Compliance Officer will receive and approve all personal attribute questions.
  - c. Questions presented at panel interviews shall be consistent for all candidates.
5. The Department Head/designee will work collaboratively with the HR designee to define the ten (10) characteristics/attributes on which each candidate will be rated. These will be placed on a Candidate Interview Evaluation Form.
- a. The characteristics/attributes will be germane to the position, avoid any language that might imply discriminatory intent, and be appropriate to the breadth and body of panel interview questions and the overall suitability of the candidate.
  - b. The characteristics/attributes will be rated as:
    - i. Poor – Two (2) points.
    - ii. Below Average – Four (4) points.



- iii. Average – Six (6) points.
- iv. Above Average – Eight (8) points.
- v. Excellent – Ten (10) points.

c. Appropriate characteristics/attributes may include, for example:

- i. Knowledge;
- ii. Confidence;
- iii. Organized thoughts;
- iv. Appropriate attire/appearance; and
- v. Energy.

d. The HR designee and/or the Compliance Officer will be responsible for assuring that the selected characteristics/attributes are not in violation of Title VII of the Civil Rights Act of 1964, Age Discrimination in Employment Act, Americans with Disabilities Act, Immigration Reform and Control Act, National Labor Relations Act, Uniformed Services Employment and Reemployment Rights Act, Bankruptcy Act and/ or the Child Support Enforcement Amendments.

e. The highest possible score from each panel member is 100.

f. The final Candidate Interview Evaluation Form shall be forwarded to the Compliance Officer for review and final approval.

#### G. Oral Interview Panels

1. The Department Head/designee will work with the HR designee to appoint interview panels. The number of panels convened shall be determined by the quantity of promotional candidates with the objective of ensuring that all candidates are interviewed in a timely fashion.

2. Interview Panels shall consist of three (3) members:

- a. No more than two (2) members from the promoting department;
  - b. Sworn members of the panel must hold a rank higher than the rank for which the candidate is applying;
  - c. At least one (1) additional panel member should be selected in the event of a conflict of interest; and
  - d. All members of the selected panel must have received interview training prior to the candidate interviews.
3. The list of panel members shall be submitted to the Undersheriff/Designee for approval no less than seven (7) days in advance of convening the panel.
  4. The Compliance Officer will receive the approved list of panel members. The Compliance Officer may, at his/her discretion:
    - a. Selectively audit the panel members' understanding of the interview process and address knowledge gaps in advance of the candidate interview.
    - b. Submit names of panelists to the Undersheriff/Designee for reconsideration in the event that said panelist has been named in a prior compliance complaint, has a known conflict of interest or does not meet the minimum standards for a panel member.
    - c. If the Undersheriff/Designee disqualifies a panel member after a challenge by the Compliance Officer, the alternate panelist will be called into service.

#### H. Panel Interviews

1. Duties of the panel members include:
  - a. Verifying each candidate's Sheriff's Identification Card;
  - b. Accepting all education/training/military documentation;
  - c. Making copies of documents presented for inclusion in the candidates' promotional file; and

d. Completing all Candidate Evaluation Forms, including No Political Consideration Certificates at the conclusion of the interview.

i. Score sheets are completed unilaterally by panel members.

ii. Panel members are prohibited from any discussion about the promotional candidate or non-verbal gestures that may influence the scoring and/or evaluation of a candidate.

e. The Candidate's final score is the average of each of the three (3) scores from each panel member.

2. If a conflict of interest is discovered prior to or during the interview, the Compliance officer will be notified.

a. A "conflict of interest" is any circumstance that creates a risk that professional judgment or actions regarding a candidate will be unduly influenced by a secondary interest.

b. In the event that a conflict of interest is discovered or disclosed, the impacted panel member will be excused from that candidate's interview and replaced with an alternative panel member.

## I. Scoring and Ranking Promotional Candidates

1. At the conclusion of all interviews, the HR designee will collect and score all Candidates according to the following:

Area of Assessment	Possible Points	Weighting
Attendance History (previous 24 months)	100	30%
Higher Education/Outside Training/Military	100	10%
Written Exam Part 1 (Writing Samples)	100	20%
Written Exam Part 2 (Operational Questions)	100	20%
The Oral Interview	100	20%

2. In the event that any of the areas of assessment are excluded from the evaluation, the weighted percentage attributed to that area of assessment will be evenly distributed to the other categories.

3. The Compliance Officer will receive copies of all scoring sheets and will ensure that the accuracy of the tabulations.

4. The HR designee will update the Promotion Candidate List. Candidates will be ranked from "Highest Qualified" (with the greatest number of points) to "Least Qualified" (the last position).

a. If more than one promotional candidate receives the same score, they will be placed on the Promotion Candidate List in order of seniority.

b. If more than one candidate receives the same score and has the same seniority date, they will be placed on the Promotion Candidate List in order of their Employee Number (JDE#). The promotional candidate with the lowest number will be placed first.

5. A copy of the updated Promotion Candidate List, along with all related tests and scores, will be forwarded to the Compliance Officer for review.

#### J. Final Evaluation Process and Identification of Selected Candidates

1. The top promotional candidates who have been deemed "Qualified" will be identified as selected candidates in rank order based on a number equal to the number of approved vacancies to be filled.

a. The remaining promotional candidates who have been deemed "Qualified" shall remain on the Promotion Candidate List in rank order.

b. "Qualified" candidates will be moved into selected candidate positions in the event that a previously selected candidate is deemed "Not Qualified".

2. The Department Head/designee will submit a written memorandum to the Executive Director of OPR requesting the final entire criminal and discipline histories for selected candidates.

a. Any selected candidate with a criminal conviction that reflects negatively on the selected candidate's character, honesty or integrity will be deemed "Not Qualified".

b. In the event of a pending discipline case, the Executive Director of OPR shall make the decision whether or not to release the pending hold on the promotion and send a

written notice to both the HR designee and the Compliance Officer.

3. The Department Head/designee will request a current Driver's License Abstract for each of the selected candidates.
  - a. Any selected candidate who in the previous ten (10) years, from the date the information is being requested, has any of the following will be deemed "Not Qualified":
    - i. Has/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 to 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.
  - b. Candidates for promotion to Sheriff's Police Officer, Sheriff's Police Sergeant or Sheriff's Police Lieutenant must possess a valid Driver's License. Candidates without a valid Driver's License will be deemed "Not Qualified".
4. The Department Head/designee will obtain verification that the candidate(s) has a valid FOID and a current weapons qualification. De-Deputized promotional candidate(s) will be considered "Not Qualified" and removed from promotional consideration.
5. The Department Head/designee may institute additional background checks at the recommendation of the Department Head/designee.
  - a. Such additional checks include but are not limited to credit and financial checks, polygraph examinations, home checks and employer reference checks.
  - b. Such checks must be based on specific special considerations related to the job and the department.
  - c. The Department Head/designee must request approval in advance from the Compliance Officer and the additional

background checks will be conducted for only the selected candidates.

d. If the Department Head/designee has questions regarding the results of the additional background checks, the promotional candidate will be notified to report for a second round interview to clarify the results. The second round interview will be conducted by the Department Head/designee and individual(s) designated by the Undersheriff/Designee.

6. The Department Head/designee shall create a Final Promotion List containing the names of all selected candidates who remain "Qualified" after the final evaluation process.

7. The Final Promotion List including scores will be forwarded to the Sheriff or designee, applicable Bureau Chief, the promoting Department Head/designee and the Compliance Officer.

8. The Sheriff/designee may, at his/her discretion, select up to twenty percent (20%) of the "Qualified" candidates out of the total number of positions to be promoted regardless of their rank on the Final Promotion List.

a. If the total number of positions to be promoted is less than five (5) but more than one (1), the Sheriff/designee may select one (1) "Qualified" candidate.

b. The discretionary selection may be rounded up if 20% of the total number of positions to be promoted is .5 or above.

c. The Sheriff/designee may use a discretionary selection with each promotional cycle within the merit board certification.

9. Written justification must be provided to the Compliance Officer citing the rationale for the discretionary selection, i.e. performance, leadership, acts of valor.

10. The Sheriff/designee shall complete and sign a No Political Consideration Certification (NPCC) and forward a copy to the Compliance Officer.

11. The Sheriff/designee will give final approval of the Final Promotion List to the Department Head/designee.

12. In the event that the Sheriff/designee elects to increase or decrease the number of positions to be promoted, he/she shall submit a written request, including justification to the Compliance Officer. The Compliance Officer shall approve or deny the request.

#### K. Appointment

1. The Department Head/designee, upon receiving final approval of the Final Promotion List, will submit a completed Request to Hire (RTH) to the Bureau Chief of Human Resources/Designee/designee and Compliance Officer.

a. The RTH must include the names of the highest ranked selected candidate(s).

b. The RTH or attached memorandum must be signed by the Undersheriff/Designee.

2. A copy of all department appointment notifications will be forwarded to the Director of the Sheriff's Drug Testing Unit.

a. All selected candidates must comply with a mandatory drug test.

b. If a selected candidate fails the mandatory drug test or fails to report for the mandatory drug test as instructed, he/she will be deemed "Not Qualified" and the next ranked promotional candidate will be identified as a selected candidate, subject to the same background checks and screening.

c. If a new promotional candidate is identified as a selected candidate, the Department Head/designee must submit a new RTH to the Bureau Chief of Human Resources/Designee with the selected candidate's information.

3. The Department Head/designee is responsible for notifications regarding selected candidates. The Department Head/designee will send written notification to:

a. The applicable Collective Bargaining Unit;

b. The Compliance Officer; and

c. The Department Head/designee of the selected candidate's current department if it is different from the promoting department.

i. The notice will include the name(s) of the selected candidate(s), the promotion effective date and the date, time and location to report.

ii. At least ten (10) days' notice will be given.

d. The Department Head/designee will additionally post a memorandum listing all selected candidates identified by either name or JDE on the Sheriff's website.

4. The HR designee is responsible for notifications to all candidates on the Promotion List. Only those required pursuant to this SEAM article will receive notice.

a. Each promotional candidate deemed "Not Qualified" will be sent a Notification of Disqualification Template Letter.

i. The letter will include a general reason for disqualification;

ii. The letter will reference the applicable SEAM article; and

iii. The HR designee shall ensure receipt of the notification.

b. Each promotional candidate deemed "Qualified" will be sent a Notification of Qualification Letter. The letter will include:

i. The candidate's individual rank on the final Promotion List;

ii. The total number of ranked "Qualified" candidates; and

iii. The candidate's individual final score.

5. Selected candidates for promotion to the position of Sheriff's Police Officer must complete a Leave of Absence request prior to their first day at the Sheriff's Police Academy.



6. The Bureau Chief of Human Resources/Designee/designee will submit credentials with the newly appointed merit rank to the respective departments on the first day of the appointment.

a. The Department Head/designee will be responsible for distributing new credentials and collecting and returning of credentials to the Bureau of Human Resources.

b. Selected candidates promoted to the CCSPD will be issued new credentials on the first day they attend the Academy that identifies them as "Police Recruits" that are not Authorized to Carry a Firearm.

c. The Director of the Training Institute will be responsible for collecting and returning all previously issued credentials to the Bureau of Human Resources.

#### L. Probationary Period

1. Newly appointed selected candidate shall be in a probationary status for a period of one (1) year of active duty in that rank from the Date of Appointment.

2. In the event that a selected candidate wishes to return to his or her previous merit rank during the probationary period, he/she will be required to:

a. Submit a signed written notification to the Department Head or through the department chain of command which includes the date and reason for the return; and

b. Report to the Bureau of Human Resources to complete paperwork to resign the non-merit rank.

3. In the event that the immediate supervisor and the Department Head/designee agree that the selected candidate has failed to meet the requirements of the position, the Department Head/designee will notify the Bureau Chief of Human Resources/Designee via written memorandum to request his/her return to the previous merit rank.

a. The specific reason for the demotion must be documented and signed by the Department Head/designee and the immediate supervisor.

b. The memorandum must be copied to the Compliance Officer.

4. In the event that a selected candidate resigns or fails to meet the requirements of the position during the probationary period, he/she will be eligible to return to his/her previous department.

a. The Department Head/designee of that department will determine the candidate's assignment based on the department's operational needs.

b. If the candidate's previous position is filled, the Department Head/designee will assign the candidate to the next highest merit rank available during the interim until an opening becomes available.

J. Promotion List Maintenance

1. The Department Head/Designee will maintain the Applicant List, Final Promotion List and all other promotional documentation.
2. The Department Head/Designee shall utilize the same Applicant List, as amended, for subsequent Sworn Non-Merit Rank Promotions, for a period of up to one (1) year from the start date of the first Sworn Non-Merit Rank Promotion, provided that the attendance records, disciplinary history, driving records, criminal history will be updated, requested, reviewed and taken into consideration prior to the selection of any Selected Candidate for a Sworn Non-Merit Rank Promotion. 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. After the one (1) year period from the first Sworn Non-Merit Rank Promotion, or at the point the Promotion List is exhausted, the process for creating a Sworn Non-Merit Rank Promotion List shall be repeated and new postings, applications, interviews and documentation pertaining to applicant evaluation and rankings shall be obtained and utilized.

K. Certification of Promotional Process

1. 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 Sworn Non-Merit Rank Promotion process will complete and sign

a No Political Consideration Certification (NPCC) on all lists, and promotional documentation affirming that all promotional decisions were made in accordance with the procedures set forth in this order and the Employment Plan.

2. All Candidates will complete and sign an NPCC affirming that all employment decisions were made in accordance with the procedures set forth in this Article Q and the Employment Plan.