

	<b>LANE COUNTY SHERIFF'S OFFICE POLICY</b>	Number: <b>G.O. 6.32</b>
		Issue Date: March 21, 2005
		Revision Date: October 17, 2007; November 8, 2012, January 11, 2021
<b>CHAPTER:</b> Human Resources		Related Policy: Lane County Sheriff's Office Training Procedures Manual; G.O. 6.31 (Training)
<b>SUBJECT: Career Development</b>		Related Laws:

**POLICY:** A career development program shall be established to provide the opportunity for training and mentorship, to aid selected employees in preparing to transition into new, higher ranking positions within the Sheriff's Office.

**RULES:**

1. Employee should be non-probationary to participate in the Career Development Program.
2. Employee should have two years' experience in the related discipline excluding any probationary period with the Lane County Sheriff's Office. Non-LCSO experience is an authorized substitution for this experience requirement, but may not supersede the LCSO probationary requirement.
3. Any discrepancy involving probation or experience in the discipline will be reviewed by the Chief Deputy and/or Sheriff prior to being accepted into the Career Development Program.
4. Employee must meet minimum qualifications as required for the application process of the targeted classification within completion of the career development plan.
5. The Career Development Program is designed for employees seeking to be first line supervisors and first line supervisors seeking to be mid-level managers.
6. Separate programs for employees aspiring to the ranks of Captain, Chief Deputy, or equivalent non-sworn command positions may be created.
7. This policy does not prevent any other informal career development or mentorship activities such as cross training for lateral assignments within the Sheriff's Office or training in order to broaden one's job skills. Employees should work through their immediate supervisors to express interest in such cross training and job skills efforts.
8. Participation in the Career Development Program is in no way a guarantee of future promotion or even participation in a promotional process. There will be no promotional process scoring advantage for being a Career Development Program participant.

9. All eligibility requirements for the Career Development Program will be subject to final approval by the Chief Deputy and/or Sheriff.

**PROCEDURE:**

I. Career Development Program

- A. The Sheriff's Office has a broad commitment to promotion from within and maintains a career development program for all eligible employees to assist them in developing:
  1. Skills and abilities in accordance to the Sheriff's Office Core Values, Purpose, Vision, and Goals.
  2. Knowledge, skills, and abilities necessary for advancement within the organization.
- B. Individuals with an approved Career Development Plan will be given a higher priority for access to identified discretionary training resources, temporary assignments, tuition reimbursement and special programs than those without a career development plan.
- C. Participation may be limited according to organizational capacity and financial resources.
- D. Preference may be given across Departmental Divisions, depending on the needs of the Sheriff's Office. Preference may also be given to candidates who have not previously had as much opportunity for utilizing discretionary training resources, working in AIC assignments, being granted tuition reimbursement and participating in special programs.
- E. Any Career Development program participant may be eliminated from participation for cause, either during the course of the program or at initial application.
- F. Refusal by a Career Development program participant to accept an assignment will result in removal from the program and may effect participation in any future career development programs.
- G. This procedure is subject to periodic review and change, depending on Sheriff's Office staffing needs and budgetary considerations.

II. Application Procedure

- A. At the discretion of the Sheriff, a memorandum will be distributed by the Office of the Sheriff announcing applications may be submitted for the Career Development Program, and due dates for applications.

- B. Each applicant will submit a Memorandum of Interest (MOI) indicating the reasons for requesting participation in the program.
1. Applicant must specifically identify a single job classification for skill development. The identified classification must be one that is currently authorized in the Lane County Sheriff's Office. A copy of the class specifications will be available in division administrative offices.
  2. Each applicant will review and address their target job classification specifications. The statement should include the skills, knowledge and abilities the applicant believes they currently possess and the skills they hope to develop through participation in the program. At a minimum, the applicant's written statement must address:
    - a. Communication skills.
    - b. Ability to plan, coordinate work and develop work plans, solve problems, and monitor programs.
    - c. Ability to interpret and apply Policy, Procedures, and Regulations.
  3. Applicant shall include his/her last two evaluations which must indicate, at a minimum, successful performance in all categories.
  4. The application will include a personal resume that includes years of applicable experience and specific work assignments.
  5. The application will include a copy of documented training hours. Documentation can be obtained from the Sheriff's Office Training Section
  6. The application packet will be forwarded to the applicant's direct report supervisor for their review and recommendations.
- C. Supervisors are responsible for forwarding the employee's application packet with their memo to the selection committee within seven days after the close of the application period. Each applicant's supervisor will review the County job class specifications and insure the application criteria are met. They will attach a statement, in memo format, identifying areas of potential training needs and areas of exceptional proficiency.

### III. Selection Process

- A. All applications will be screened and reviewed by a committee consisting of two Corrections Division managers, two Police Services Division managers, and the Sheriff's Office training coordinator. The selection committee will review each applicant's packet and then conduct an interview of the applicant. After packet

review and interview, the committee will collectively determine if the applicant will be recommended for participation in the career development program.

- B. The selection committee's career development participant recommendations will be forwarded to the applicant's respective Division Leadership Team. The Division Leadership Teams will make the final recommendation of applicant career development program participants to the Executive Team. The Executive Team will have the final decision on the participants in the program. The Executive Team may elect to conduct follow up interviews with the applicants.
- C. Subsequent to review, the respective Division Commander will notify applicants and supervisors of the results within 45 days of closing the application period.
- D. The Division Commander, in collaboration with the selected participant and/or the assigned mentor, will develop a career development plan for each approved applicant and forward them to the Chief Deputy and the Sheriff's Office Training Coordinator for review and final approval of the plan.

#### IV. Program Implementation

- A. Career Development Program plans will be for a period not to exceed 24 months.
  - 1. Participants who have not completed the program, and wish to continue the program will be required to re-apply within three months of the date their plan expires.
  - 2. Participants who fail to complete the Career Development Program within the 24-month period through no fault of their own may submit a memorandum to their respective Division Commander explaining which elements of their program module they failed to complete, the circumstances preventing the completion and request an extension. The Division Commander will review the memorandum, recommend approval or disapproval and forward it to the Sheriff or Chief Deputy.
  - 3. The Sheriff and/or Chief Deputy, in collaboration with the Division Commander, will approve or disapprove the extension request and establish any additional appropriate or required provisions. The Sheriff and/or Chief Deputy will advise the Division Commander, who will in turn notify the participant.
  - 4. Based on the approval/disapproval, the program will either be terminated, or continued for the recommended extension time frame with the applicable provisions.

- B. Participants in the career development program will be under the direction of the participant's assigned mentor who will monitor their progress and provide feedback.
  - 1. Career advancement goals and requirements will be updated during the employee's annual performance review. Mid-plan adjustments will also be made on an as needed basis.
  - 2. The applicant's assigned mentor should solicit input for performance review from others who have working contact with the employee regarding career development needs.
  - 3. The participating employee will provide input during the review regarding any plan modifications.
  
- C. The Division Commander will appoint a mentor to the participant within two weeks from the participant's program module approval.
  - 1. The mentor will be one rank above the position for which the participant desires to promote to.
  - 2. The mentor will make themselves available to the participant on a recurring basis and provide, but not limited to, the following assistance:
    - a. General position description, requirements
    - b. Recurring meetings to discuss progress, entertain questions
    - c. Strategic thinking/planning
    - d. Shadowing
    - e. Constructive criticism/feedback
  
- D. Based on input from the mentor and employee, areas of skill building and development criteria will be determined for the candidate and submitted to the participant's Division Commander for approval.
  
- E. Program Module Requirements
  - 1. One-on-one with the Division Commander
  - 2. Attire, Professional Projection
  - 3. Assignment of a Mentor (May be the Division Commander)
  - 4. Research Project
  - 5. Presentation

6. Reading
7. Budget
8. Training & Education
  - a. Recommended training and education will be based on the current list of Knowledge, Skills, and Abilities for the specific classification sought.
  - b. The applicant shares the responsibility to identify training and education courses to support their career development plan. The Career Development Program is voluntary. Course tuition and overtime/time off to attend courses may not be covered by the Sheriff's Office.
9. Criminal Justice System Interaction

F. Tracking Mechanism

1. The Chief Deputy will have overall responsibility for the career development program.
2. The Division Commanders will have responsibility for the individual approved career development plans within their division.
3. The Division Commander will ensure the plan is finalized and copies provided to the participant, his/her immediate supervisor, the mentor, the Sheriff's Office Training Coordinator and the Sheriff or his designee.
4. The Division Commander, or his designee, will provide quarterly updates to the Chief Deputy and Sheriff's Office Training Coordinator.
5. The Division Commander, or his designee, will meet semiannually with the participant and review the plan, discuss the progress and modify the plan as required to meet career development objectives.
6. Notwithstanding reapplication or failure to complete the program through no fault of their own (IV.A. above), at the completion of the 24-month program, the Division Commander, in collaboration with the participant's immediate supervisor and mentor, will prepare a memorandum outlining the participant's accomplishments with respect to the career development plan. The Division Commander will submit the recommendations to the Sheriff. The Sheriff will have final discretion as to program completion.

7. Upon successful completion of the career development program, the Sheriff's Office Training Coordinator will issue a Certificate of Completion.
8. The Sheriff's Office Training Coordinator is responsible for maintaining the career development plan folder for each participant.