

Recruitment and Selection

1303.1 PURPOSE AND SCOPE

This policy provides a framework for employee recruiting efforts and identifying job-related standards for the selection process. This policy supplements the rules that govern employment practices for the Montgomery County Sheriff's Office and that are promulgated and maintained by the Human Resources Department.

1303.2 POLICY

In accordance with applicable federal, state and local law, the Montgomery County Sheriff's Office provides equal opportunities for applicants and employees, regardless of race, gender expression, age, pregnancy, religion, creed, color, national origin, ancestry, disability, genetic information, veteran status, marital status, sex or any other protected class or status. The Office does not show partiality or grant any special status to any applicant, employee or group of employees unless otherwise required by law.

The Office will recruit and hire only those individuals who demonstrate a commitment to service and who possess the abilities, talents and potentials that reflect personal integrity and high ethical standards.

1303.3 RECRUITMENT

Using the criteria above, the Sheriff should collaborate with the Human Resources Department to employ a comprehensive recruitment and selection strategy to recruit and select employees from a qualified and diverse pool of candidates.

The strategy should include:

- (a) Identification of racially and culturally diverse target markets.
- (b) Use of marketing strategies to target diverse applicant pools.
- (c) Expanded use of technology and maintenance of a strong Internet presence. This may include an interactive office website and the use of office-managed social networking sites, if resources permit.
- (d) Expanded outreach through partnerships with media, community groups, citizen academies, local colleges, universities and the military.
- (e) Employee referral and recruitment incentive programs.
- (f) Consideration of shared or collaborative regional testing processes.

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The Office should strive to facilitate and expedite the screening and testing process, and should periodically inform each candidate of his/her status in the recruiting process.

1303.4 SELECTION PROCESS

The Office shall actively strive to identify a diverse group of candidates that have in some manner distinguished themselves as being outstanding prospects. Minimally, the Office should employ a comprehensive screening, background investigation and selection process that assesses cognitive and physical abilities and includes review and verification of the following:

- (a) A comprehensive application for employment (including previous employment, references, current and prior addresses, education, military record)
- (b) Driving record
- (c) Reference checks
- (d) Citizenship verification, including U.S. Citizenship and Immigration Services (USCIS) Employment Eligibility Verification Form I-9 and acceptable identity and employment authorization documents
- (e) Information obtained from public Internet sites, to include social media
- (f) Financial history consistent with the Fair Credit Reporting Act (FCRA)
- (g) Local, state and federal criminal history record checks
- (h) Review board or selection committee assessment

1303.5 BACKGROUND INVESTIGATION

Every candidate shall undergo a thorough background investigation to verify his/her personal integrity and high ethical standards, and to identify any past behavior that may be indicative of the candidate's unsuitability to perform duties relevant to the operation of the Montgomery County Sheriff's Office.

1303.5.1 NOTICES

Background investigators shall ensure that investigations are conducted and notices provided in accordance with the requirements of the FCRA.

1303.5.2 REVIEW OF SOCIAL MEDIA SITES

Due to the potential for accessing unsubstantiated, private or protected information, the background investigator should not require candidates to provide passwords, account information or access to password-protected social media accounts.

The background investigator may consider utilizing the services of an appropriately trained and experienced third party to conduct open source, Internet-based searches and/or review information from social media sites to ensure that:

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- (a) The legal rights of candidates are protected.
- (b) Material and information to be considered are verified, accurate and validated.
- (c) The Office fully complies with applicable privacy protections and local, State and federal law.

Regardless of whether a third party is used, the background investigator should ensure that potentially impermissible information is not available to any person involved in the candidate selection process.

1303.6 DISQUALIFICATION GUIDELINES

As a general rule, performance indicators and candidate information and records shall be evaluated by considering the candidate as a whole, and taking into consideration the following:

- Age at the time the behavior occurred
- Passage of time
- Patterns of past behavior
- Severity of behavior
- Probable consequences if past behavior is repeated or made public
- Likelihood of recurrence
- Relevance of past behavior to public safety employment
- Aggravating and mitigating factors
- Other relevant considerations
- Compatibility of behavior with applicable certification standards

A candidate's qualifications will be assessed on a case-by-case basis, using a totality-of-the-circumstances framework.

1303.7 EMPLOYMENT STANDARDS

All candidates shall meet the minimum standards required by State law and agency policy. Candidates will be evaluated based on merit, ability, competence and experience, in accordance with the high standards of integrity and ethics valued by the Office and the community, regardless of whether the candidate is in a protected class.

The established essential job functions, and validated job-related and nondiscriminatory employment standards shall be applied for each job classification and shall be used to identify whether a candidate possesses the training, abilities, knowledge and skills required to perform the position's essential job functions and duties in a satisfactory manner. Each performance indicator should be used for candidate evaluation.

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1303.7.1 STANDARDS FOR DEPUTIES/DETENTION OFFICERS

Candidates shall meet minimum standards pursuant to state law. These include, but are not limited to, the following:

- (a) Be a citizen of the United States
- (b) Be a high school graduate or have a GED
- (c) Meet the minimum age requirement for the position
- (d) Have not have committed a crime that would preclude a commission as a deputy
- (e) Be of good moral character, as determined by a thorough background investigation
- (f) Will have been fingerprinted and a search made of local, state and national files to disclose any criminal record
- (g) Be certified by a licensed physician that he/she meets the physical requirements necessary to fulfill a deputy's responsibilities
- (h) Have a negative result on a drug screen
- (i) Undergo a psychological screening examination by a licensed professional when required by law or commission rules
- (j) Be subject to an interview board appointed by the Sheriff
- (k) Satisfactorily complete the Montgomery County Sheriff's Office in-service firearms training program (if applicable) using agency-approved weapons.
- (l) Notification to the commission of all criminal offenses for which the applicant has been arrested or convicted

1303.8 DOCUMENTING AND REPORTING

The background investigator shall summarize the results of the background investigation in a report that meets commission standards and includes sufficient information to allow the reviewing authority to decide whether to extend a conditional offer of employment. The report shall not include any information that is prohibited from use, including that from social media sites, in making employment decisions. The report and all supporting documentation shall be included in the candidate's background investigation file.

1303.9 RECORDS RETENTION

The background report and all supporting documentation should be maintained in accordance with the established records retention schedule.