



OFFICE OF THE COUNTY SHERIFF
Montgomery County, Maryland
Darren M. Popkin, Sheriff



GENERAL ORDERS/PERSONNEL PROCEDURES

Subject: Career Development Program	Number: 2.20	Effective Date: 09/09/15
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Policy: The Sheriff's Office provides employees the opportunity to improve personal skills, knowledge, and abilities in order to enhance job performance and satisfaction. **(33.8.3)**

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I. Program Goal

The goal of the Career Development Program is to encourage individual and professional growth and to improve overall job satisfaction and performance. The main components of the program are career counseling, the rotational assignment program, training, and higher education.

II. Career Counseling (35.1.7.c)

- A. Career counseling involves an interaction between a supervisor and employee during which the employee's skills, knowledge, and abilities are discussed relative to ***expectations or*** improvement of work performance, transfer to a different job assignment or promotion.
- B. Supervisors must incorporate career counseling when conducting performance evaluation sessions with employees.
- C. Supervisors must consider the following information when conducting career counseling sessions:
 - (1) The skills, knowledge, and abilities required for employee's current assignment, including reasonable performance expectations.
 - (2) The skills, knowledge, and abilities that are required for any assignment or rank that the employee has expressed a desire to obtain.
 - (3) Any improvement required in the employee's skills, knowledge, and abilities based on the employee's current assignment or any assignment or rank that the employee has expressed a desire to obtain.

- (4) The training and educational opportunities available to address any deficiencies identified.
- (5) The sick leave and attendance record of the employee.

III. Rotational Assignment Program

- A. The Sheriff's Office utilizes temporary rotational transfers to sections or assignments within the Office. Temporary rotational transfers afford deputies the opportunity for individual and professional growth. Additionally, such transfers provide flexibility through cross-training and increased skills, knowledge, and abilities of deputies for current or future assignments.
- B. All deputies are considered for temporary reassignment to other sections and assignments within the Office. It is not possible for each deputy to be assigned to every area of the office; however, an attempt will be made to assign deputies to as many different assignments as possible during their careers in the Sheriff's Office.
- C. Temporary assignments will be for a minimum term of at least *one (1)* year from the date of *the* transfer, unless there is an operational need of the Sheriff's Office that requires an employee to be transferred earlier. *Deputies are eligible for transfer upon the successful completion of their probationary period.* A request for a transfer based on a claim of extenuating personal circumstances will not be unreasonably denied. **(16.2.3.b)**
- D. The Chief Deputy administers the Rotational Assignment Program and maintains a list of all specialty assignments. The Chief Deputy is responsible for making selections for transfers, subject to final approval by the Sheriff. Criteria considered when making a selection for transfer includes, but is not limited to: **(16.2.3.c, 16.2.3.d)**
 - (1) *Voluntary request.*
 - (2) *A lack of funding resulting from budgetary limitations or loss of federal/state funds.*
 - (3) *A change in the approved work program/plan/design.*
 - (4) *An administrative reorganization.*
 - (5) *A technological change or advancement that impacts on work force needs.*
 - (6) *A change in an employee's physical or mental condition.*
 - (7) *The resolution of a grievance or other problems affecting the operational efficiency of section.*
 - (8) *For training or development.*
- E. *Where there is not a reason to make an involuntary transfer to fill or vacate an assignment and there are volunteers who possess the requisite knowledge, skills and ability for that assignment action, then seniority will be used to make the selection.*

E. All levels of the Deputy Sheriff Series, candidate through the rank of Captain are subject to following assignments in the rotation program: **(16.2.3.a)**

(1) Administrative Division

Captain

(a) Lieutenant

(i) *Office of Professional Responsibility*

(ii) Planning and Policy Management Section

Sergeant/Deputy Sheriff

(b) Lieutenant

(i) Personnel Section

Sergeant/Deputy Sheriff

(ii) Training Section

Sergeant/Deputy Sheriff

(iii) *School Resource*

Sergeant/Deputy Sheriff

(2) Criminal & Civil Division

Captain

(a) Lieutenant

Child Support Enforcement Section

(i) Sergeant

(ii) Deputy Sheriff

(b) Lieutenant

Criminal Section

(i) Sergeant

(ii) Deputy Sheriff

(c) Lieutenant

Civil Section

(i) Attachments

a) Sergeant

b) Deputy Sheriff

- (ii) Civil Process
 - a) Sergeant
 - b) Deputy Sheriff

- (iii) Evictions
 - a) Sergeant
 - b) Deputy Sheriff

(3) Family Division

Captain

Lieutenant

Domestic Violence Section

- a) Sergeant
- b) Deputy Sheriff

(4) Court Services Division

Captain

(a) Lieutenant

(i) Court and Transportation Section

- a) Sergeant
- b) Deputy Sheriff

(b) Lieutenant

(i) Courthouse Security Section

- a) *Sergeant***
- b) Deputy Sheriff

(ii) Canine Section

- a) Sergeant
- b) Deputy Sheriff

(5) ***Property Evidence Function***

(a) ***Lieutenant/Sergeant***

IV. **Remedial Training (33.1.5)**

- A. Supervisors must determine, based on the employee's current assignment, the need for improvement in the employee's skills, knowledge, and abilities. In the majority of cases, remedial training *should* be utilized to correct any particular deficiency in work performance or knowledge.
- B. A request for remedial training requested by a supervisor must be submitted to the Administrative Division Captain via their chain of command. The request must be in memorandum form stating the need for remedial training and documenting any supporting observations or evidence.
 - (1) A request for remedial training for any deputy who fails to qualify with their issued weapon will be done in accordance with written directive 3.01.A, Authorized Weapons, Section VIII, E.
 - (2) The Administrative Captain, in consultation with the deputy's division captain and the training coordinator must review the request and make a determination as to the best method of providing the needed training.
- C. In most cases, remedial training will be initiated as soon as possible following the testing, documented deficient job performance, or request from a supervisor.
- D. If the Administrative Division Captain deems remedial training necessary, the employee will be required to participate and successfully complete the training.

V. **Higher Education and Training**

- A. Supervisors should encourage employees to participate in non-mandatory educational opportunities at the college level or by other training courses that may be offered. These opportunities may assist employees in developing new job skills, maintaining and updating technical skills or broaden and enrich the employee's career.
- B. There are many educational and training opportunities available from both the public and private sectors. The Training Section maintains a website providing information about educational and training courses for review by all employees of the Sheriff's Office. The website also contains links to College and University programs that are available in the law enforcement field. The Montgomery County Office of Human Resources (OHR) hosts a web portal for the many training courses provided by the County. Policies and procedures regarding the attendance at non-mandatory training programs is addressed in General Orders/Personnel Procedures 2.28, Training.
- C. Employees are eligible to receive tuition assistance. This is funding that the County provides to help an employee pay for education or training that the employee chooses to take. Its purpose is to help the employee improve their job performance and career potential. Program requirements and criteria are specified in the Personnel Regulations and are available on-line at the Montgomery County Human Resources website. **(22.2.2.e, 33.1.3)**

- (1) The amount of reimbursement provided is determined in the Collective Bargaining Agreement and may be obtained by contacting the Office of Human Resources or on-line at the Montgomery County Human Resources website.
 - (2) Tuition assistance funds may be used only for tuition and mandatory fees up to the maximum dollar amount for each fiscal year. Tuition assistance fees do not cover textbooks, supplies, late registration fees, parking fees and financial aid fees.
- D. Class schedules and catalogs from area colleges and universities are available in the Office of Human Resources. Employees are encouraged to review these materials and register for courses that may assist them in achieving individual and professional objectives. Classes must be scheduled during off-duty hours. Due to staffing requirements and the inability to grant all employees' requests, the Sheriff's Office will not accommodate requests for schedule changes. Higher education must be pursued during the employee's scheduled off-duty hours.

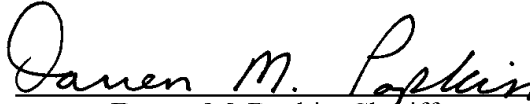
VI. **CALEA Standards**

16.2.3.a, 16.2.3.b, 16.2.3.c, 16.2.3.d, 22.2.2.e, 33.1.3, 33.1.5, 33.8.3, 35.1.7.c

VII. **Cancellation**

This directive cancels and replaces General Orders/Personnel Procedures 2.20, Effective Date: **05/20/09**.

AUTHORITY:


Darren M. Popkin, Sheriff
09/09/2015