

## Recruitment and Selection

### 1000.1 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 Green County Sheriff's Department and that are promulgated and maintained by the Personnel Department.

### 1000.2 POLICY

In accordance with applicable federal, state and local law, the Green County Sheriff's Department provides equal opportunities for applicants and employees, regardless of race, gender expression, age, pregnancy, religion, creed, color, national origin, ancestry, physical or mental handicap, 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 traits and characteristics that reflect personal integrity and high ethical standards.

### 1000.3 RECRUITMENT

The Administration should employ a comprehensive recruitment and selection strategy to recruit and select employees from a qualified and diverse pool of candidates.

The strategy may include:

- (a) Use of marketing strategies to target diverse applicant pools.
- (b) 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.
- (c) Expanded outreach through partnerships with media, community groups, citizen academies, local colleges, universities and the military.
- (d) Referrals from other law enforcement agencies or staff members.
- (e) Consideration of shared or collaborative regional testing processes.

The Administration shall avoid advertising, recruiting and screening practices that tend to stereotype, focus on homogeneous applicant pools or screen applicants in a discriminatory manner.

The Office will notify potential candidates of its nepotism policy, and require disclosure of such relations with current employees.

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.

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#### **1000.4 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) Written examination
- (c) Driving record
- (d) Reference checks
- (e) Citizenship verification, including U.S. Citizenship and Immigration Services (USCIS) Employment Eligibility Verification Form I-9 and acceptable identity and employment authorization documents
- (f) Information obtained from public Internet sites
- (g) Financial history consistent with the Fair Credit Reporting Act (FCRA) (15 USC § 1681 et seq.)
- (h) Local, state and federal criminal history record checks
- (i) Personal Examination Profile (PEP) assessment
- (j) Medical and psychological examination (may only be given after a conditional offer of employment)
- (k) Review board or selection committee assessment

##### **1000.4.1 VETERAN'S PREFERENCE**

Qualifying veterans of the United States Armed Forces, or qualified spouses of veterans, shall receive a veteran's preference as applicable. Preference points shall be added after the applicant has received a passing score on an entrance exam and qualified for placement on the employment list (Wis. Stat. § 230.16(7)).

##### **1000.4.2 FAIR PRACTICES**

All procedures developed for the recruitment and hiring of new employees shall be developed to ensure that selection is made using fair and objective standards. This typically will involve a screening process using test scores and other proven candidate evaluation techniques.

Hiring practices of the Green County Sheriff's office shall seek to discourage the employment of candidates for reasons of nepotism, cronyism, or other known potential for relationship issues which may result in a conflict of interest.

The anti-nepotism rule serves a legitimate employment purpose. *Sebetic V. Hagerty*, 640 F, Supp 1274 (E.D. Wis 1986). This is particularly true because of the size of the agency and the potential for the conflicts the relationships are known to create. Additionally, the Sheriff is prohibited by Wisconsin law from hiring his/her own family members.

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Cronyism refers to preferences given to friends or their children, fellow church members, classmates, etc. This practice may lead to resentment in the workforce and a failure to select the most qualified applicant.

Other relationships between current employees and an applicant (such as a business, monetary, etc.) may be detrimental to workplace decisions and harmony.

The Sheriff at his discretion may offer full-time employment to a current part-time employee and circumvent this process. Such appointment should only be made after careful consideration of the part-time employee's work history and supervisor's recommendation.

#### **1000.5 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 Green County Sheriff's Department (Wis. Admin. Code § LES 2.01).

##### 1000.5.1 NOTICES

Background investigators shall ensure that investigations are conducted and notices provided in accordance with the requirements of the FCRA (15 USC § 1681d; 16 CFR 600 et seq.).

##### 1000.5.2 REVIEW OF SOCIAL MEDIA SITES

Due to the potential for accessing unsubstantiated, private or protected information, the Administration shall not require candidates to provide passwords, account information or access to password-protected social media accounts (Wis. Stat. § 995.55).

The Administration should insure that the investigator is appropriately trained and experienced to conduct open source, Internet-based searches and/or review information from social media sites to ensure that:

- (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 Administration should ensure that potentially impermissible information is not available to any person involved in the candidate selection process.

##### 1000.5.3 DOCUMENTING AND REPORTING

The background investigator shall summarize the results of the background investigation in a report that 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.

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#### 1000.5.4 RECORDS RETENTION

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

#### **1000.6 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

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

#### **1000.7 EMPLOYMENT STANDARDS**

All candidates shall meet the minimum standards required by state law (Wis. Stat. § 165.85; Wis. Admin. Code § LES 2.01 et seq.). 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.

Validated, job-related and nondiscriminatory employment standards shall be established for each job classification and shall minimally identify the training, abilities, knowledge and skills required to perform the position's essential duties in a satisfactory manner. Each standard should include performance indicators for candidate evaluation. The Personnel Department should maintain validated standards for all positions.

#### **1000.8 ELIGIBILITY LIST**

At the completion of a selection process, consisting of entrance examination, psychological evaluation, oral board interviews, and physical testing; the evaluators shall submit a list of qualified candidates to the Sheriff for final consideration. The Sheriff may further evaluate and rank the candidates for eligibility, or refuse all. The top candidates will be asked to submit to a background investigation.

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Upon selection of a candidate for hire, a "Conditional Offer of Employment" shall be presented to the applicant, defining the terms and conditions needing to be met for permanent employment status. If accepted, a medical and drug screen may be scheduled.

The remaining candidates not selected for hire may be retained on a list if for a period of 18 months. Prior to further consideration, a background check must have been completed/renewed within 60 days of anticipated employment.