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HOWARD COUNTY SHERIFF'S OFFICE

# GENERAL ORDER ADM-45 RECRUITMENT & FAIR EMPLOYMENT PRACTICES

EFFECTIVE MARCH 6, 2013

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This General Order contains the following numbered sections:

- I. POLICY
- II. RECRUITMENT
- III. FAIR EMPLOYMENT PRACTICES

## I. POLICY

The Howard County Sheriff's Office (HCSO) is an equal opportunity employer and as such treats each person as an individual. The HCSO prohibits discrimination in recruitment, application, selection, promotion, compensation, training, termination, benefits, work assignments, career progression, and other employment decisions that affect the status or work environment of its employees.

## II. RECRUITMENT

### A. Prohibitions

The HCSO prohibits discrimination against or in favor of any individual because of: gender, race, creed, color, age, national origin, disability, political opinions or affiliations, religious opinions or affiliations, pregnancy, marital status or sexual orientation in all phases of recruiting, hiring, promotion, and maintaining professional relationships.

### B. Recruitment Plan

1. The HCSO shall maintain an ongoing recruitment effort to recruit well-qualified applicants for all vacancies, in sufficient numbers to satisfy actual or anticipated vacancies created by attrition or growth.
2. The HCSO shall work closely with the County's Office of Human Resources to jointly employ positive methods to recruit, select and hire the most highly qualified applicants and to provide the most competent and professional service to the community it serves.
3. The HCSO shall annually publish a Recruitment Plan for full-time sworn personnel. This Recruitment Plan shall include a statement of objectives and plan of action designed to achieve those objectives.<sup>1</sup>
4. By April 1<sup>st</sup> each year, the Recruitment Plan shall be submitted to the Sheriff, through channels, for review and approval. The Sheriff may at any time, request a revision or reissuance of this plan as needed.<sup>2</sup>
5. The Recruitment Plan shall identify methods to attract highly qualified candidates in approximate proportion to the demographics of the service community based on statistical population analysis.
6. The Major shall annually distribute copies of the approved Recruitment Plan to Research and Planning (for Accreditation compliance), and the County's Office of Human Resources.

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<sup>1</sup> CALEA 31.2.1 a & b

<sup>2</sup> CALEA 31.2.2 a & b

- C. Recruitment and Background Investigations Section (hereafter referred to as the Recruitment Section) shall:
  - 1. Be knowledgeable in personnel matters in addition to processing an understanding of equal employment opportunity and fair employment practices.
  - 2. Maintain a cooperative relationship with the Howard County Office of Human Resources as well as local law enforcement agencies in the recruitment of qualified applicants.
  - 3. Plan and coordinate recruitment strategies and practices based on written job analysis of Deputy Sheriff, Corporal, Sergeant, Lieutenant, Major, Contingent, Lateral, and all civilian personnel.
  - 4. Attend job fairs and other career opportunity functions in order to publicize the Agencies recruitment efforts.
  - 5. Coordinate the production and reproduction of recruitment materials.
  - 6. Develop a diverse group of HCSO members to assist in the part-time recruitment efforts.
  
- D. Personnel Section
  - 1. Shall be responsible for maintaining a current copy of all employment policies for the HCSO and the County.
  - 2. Shall maintain a comprehensive inventory listing of specialty assignments.
  - 3. Shall maintain documented periodic contact with employment applicants from the initial contact to the final decision in conjunction with the County Office of Human Resources.
  - 4. Shall not reject an application because of omissions or deficiencies on Agency forms that can be corrected prior to the testing or interview process (unless the act can be proven to be intentional).
  
- E. Agency Participation
  - 1. The HCSO shall actively participate in an ongoing recruitment process. The Major shall be responsible for managing the recruitment process, and shall further act as the liaison between the HCSO and the County's Office of Human Resources.
  - 2. Members of the Agency are encouraged to refer potentially qualified applicants to the Personnel Section for employment consideration.
  - 3. The HCSO will take steps to utilize female and minority deputies in recruitment efforts as well as to publish multilingual recruitment information for distribution in areas populated by ethnic minority groups.
  
- F. Community Outreach
  - 1. Community Organizations and Leaders
    - a. The Major and the Recruitment Section shall maintain contact with various community organizations and leaders within the community. These organizations and leaders will be encouraged to provide assistance, referral(s), and advice regarding the HCSO's recruiting efforts. Through this network of agencies and community leaders, all available recruiting literature/job announcements shall be posted and passed on to prospective candidates.

G. Recruiter Training

Before attending recruiting activities, HCSO personnel will be trained in the following areas:

1. The HCSO's Recruitment Plan and its goals and objectives, as well as career opportunities, salaries, benefits, and training.
2. Federal and State equal opportunity compliance guidelines; the County's history, resources, culture, demographic data, community organizations and educational institutions; an understanding of different cultural and ethnic groups.
3. An overall understanding of the recruitment and selection process including, but not limited to, physical ability, written and oral examinations.
4. Characteristics that may disqualify candidates.
5. The County's commitment to Fair Employment Practices.

H. Job Announcements

Job announcements for all personnel (with the exception of encumbered reclassified positions, promotions, and transfers) shall contain a written description of duties, responsibilities, requisite skills, educational levels, and physical requirements for the position to be filled.

1. Announcements will be publicized at least ten (10) working days prior to the filing deadline through electronic, print or other media by the County Office of Human Resources.
2. Official application deadlines shall always be included in job announcements.
3. HCSO shall be advertised as an equal opportunity employer on all recruitment advertisements and employment applications.
4. The Recruitment Section shall maintain a file of all job announcements for the positions of Deputy Sheriff, Corporal, Sergeant, Lieutenant, Major, Contingent, Lateral, and all civilian personnel.
5. Announcements will be sent to minority organizations, colleges and newspapers to assist in the recruitment effort.
6. All job announcements shall be posted with community service organizations and recruiting assistance from community leaders shall be solicited when available.

I. Evaluation

Following each selection process, the Major shall schedule a meeting to review the progress of the HCSO toward meeting recruitment objectives. The review shall include the Sheriff, Administrative Command, and the appropriate Human Resources members' selected by the Major. This review and discussion shall be documented to identify progress and shall include any needed adjustments with regard to the following:

1. Number of applicants received;
2. Demographics and source of applicants;
3. Effectiveness of recruitment practices;
4. Loss of applicants by eliminating factors; AND

5. Recommendations for future processes.

**III. FAIR EMPLOYMENT PRACTICES**

- A. The Major is responsible for the administration of the Agency's fair employment practices. The Major:

1. Shall review and monitor all recruitment, application, selection, promotion, compensation, termination, benefits, work assignments, career progression, and other Agency employment activities, which affect the status, or work environment of any member in an effort to ensure compliance with this policy and those of the County.
2. Shall ensure display of Equal Employment Opportunity posters on agency bulletin boards.
3. Shall ensure an Equal Opportunity Plan is maintained and revised as needed, with all revisions being signed by the Sheriff.
4. Shall provide equal opportunity practice information to all Commanders.
5. Shall meet with HCSO Commanders as needed; to make certain that equal employment opportunity policies are being followed.

- B. Promotions/transfers

The HCSO will develop and maintain various efforts to ensure that all employees have equal opportunity for promotions and transfers. Such efforts shall include, but not limited to:

1. Post or announce promotion/transfer opportunities.
2. Provide necessary job training programs.

- C. Written Job Description

To ensure that recruitment programs, strategies, and procedures are relevant to the position, the HCSO shall maintain a current written job task description for each position. The written job description shall include the nature of the job to be performed, the knowledge, skills, and training required to perform the job tasks, and any prerequisite personal attributes.

- D. Complaints

1. Complaints concerning employment practices shall be documented, processed and investigated as established in the County's Employee Manual and the Howard County Code.
2. Complaints of harassment shall be processed and investigated according to the procedures outlined in the County's Employee Manual and in General Order ADM-09, Internal Investigations.

Authority:

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James F. Fitzgerald  
Sheriff