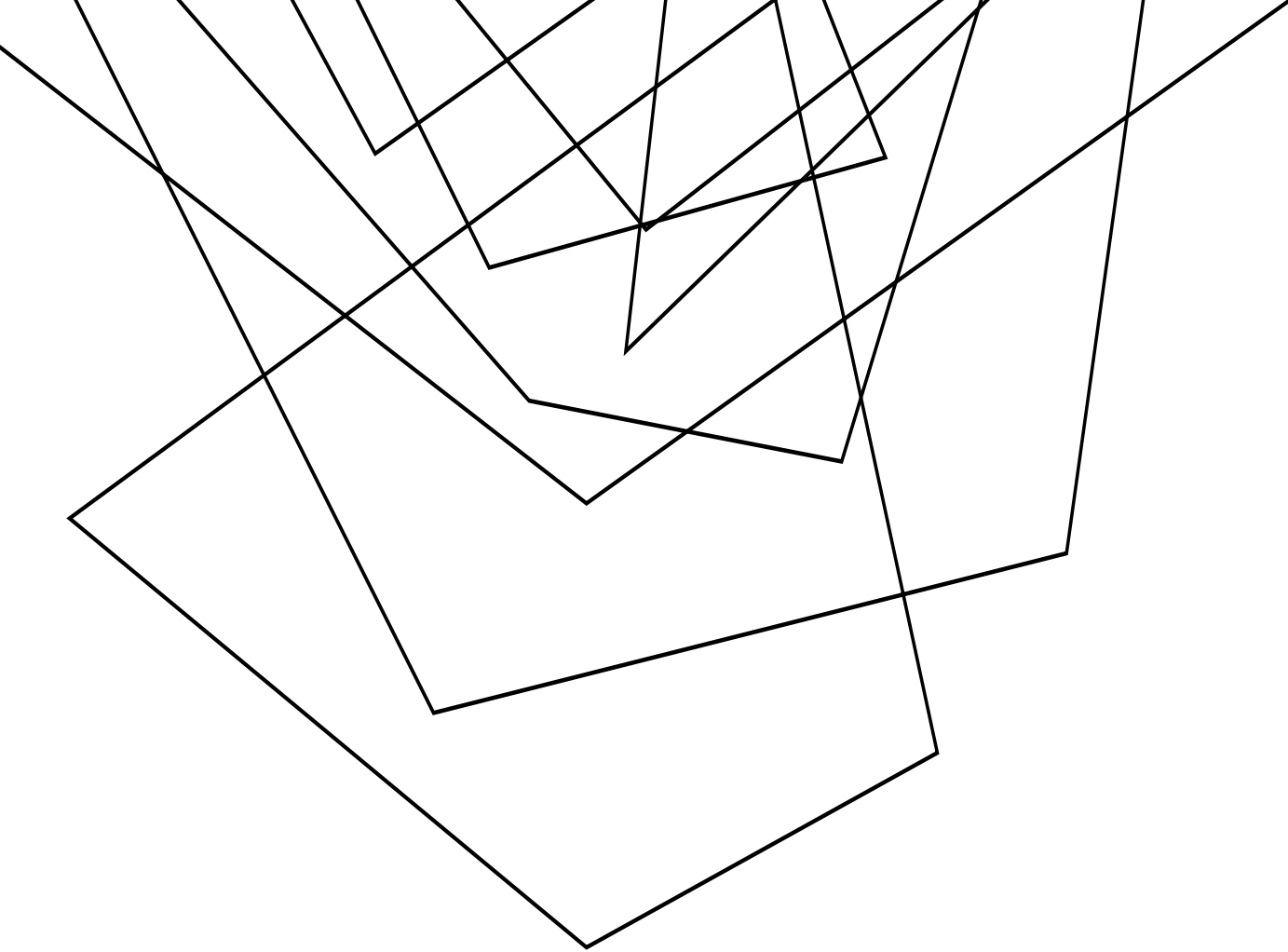


The background of the slide is a close-up, slightly blurred image of the seal of the San Diego County Sheriff's Department. The seal is circular and features a central emblem surrounded by the text "SAN DIEGO COUNTY SHERIFF'S DEPARTMENT".

SHERIFF'S PERSONNEL AND RECRUITING



[INTERVIEW VIDEO](#)

PERSONNEL AND RECRUITING

Our Mission: We recruit and select quality employees. We retain them by providing career development opportunities.

**WHAT QUESTIONS DO YOU
WANT ANSWERED?**

Agenda

- Role of Sheriff's Personnel
 - County HR, PSG, DHRO's and Hiring Managers
- e-PAR process
- Filing a Vacancy, Recruitment Process, Selection
- New Employee Onboarding
- Employee Performance Evaluations (EPR)
- Separations
- Position Management
- Other HR Related Items

Roles



County Human Resources

Public Safety Group Sheriff's

Personnel

Departmental HR Officers

Hiring Managers

THE e-PAR Process

Electronic Position Action Request

Electronic Position Action Request

The formal electronic process used to initiate personnel-related transactions. It serves as the official record for personnel changes, ensures consistency and compliance with organizational policy and financial guidelines. The e-PAR goes through the approval chain of command, HR representation, and other relevant parties.

When is an e-PAR needed?

- Fill a vacancy
- Promote an under-filled incumbent
- Hire temporary/temporary assignment to higher class (TAHC)
- Dual fill
- Reclassification
- Temporary Assignment Duty (TAD)
- Other actions (Specialized Assignments, Bilingual, etc.)

How to Fill Out an e-PAR

- Sheriff's website
 - Bureaus > Human Resources > Personnel > ePAR
- Position numbers, Department ID and location codes
- Selecting the approvers
- When can you submit an ePAR?

The Approval/Review Process

Personnel Review Only

- Fill a vacancy
- Promote an under-filled incumbent

Budget and Undersheriff Review

- Hire temporary/temporary assignment to higher class
- Dual fill
- Reclassification
- Other actions (Specialized Assignments, Bilingual, etc.)

SCENARIO

You have a Sergeant or Supervisor who is going on extended leave. You want to have a temporary 'Acting' Sgt. or Supervisor. Does the e-PAR have to go through the budget phase?

Yes

The e-PAR will be reviewed by Budget and the Undersheriff.

Filing a Vacancy

Recruitment, Selection, and Background Process

What Do You Do If...

You have a vacancy or you anticipate a vacancy

- Contact Personnel DHRO/HRS
- Personnel SharePoint:
 - Bureaus > Human Resources > Personnel > Professional Staff Page

Make us your favorite

What is Your Role?

Professional Staff Vacancy

- Notify DHRO/HRS when a vacancy has occurred or of anticipated vacancy
- Work with DHRO/HRS on various options to fill the vacancy
- Determine the Subject Matter Expert (SME), panel members, rater of applications for DHR

Sworn Vacancy

- Notify Career Path Sergeant when a vacancy has occurred

Recruitment Plan: Things to Consider

- Is there an exiting list?
- New recruitment or transfer notice
- Department/Division current and future needs (succession planning)
- Type of recruitment needed: regular/promotional/dept select
- Ideal candidate
- Review job announcement or transfer option
- Advertising: publications/social media
- Subject Matter Expert vs Interview Panel
- Develop interview questions
- Participate in candidate selection

Selection Process: Things to Consider

When you partner with the DHRO/HRS, provide input for the following:

- Job Announcement – supplemental questions / rating factors
- Application review
- Timeline
- Develop interview questions
 - Create anticipated responses
 - Scoring
 - Evaluation mechanisms
- Determine panel members
- Selecting the best candidate for your division

**Hiring Manager makes the candidate selection, not DHR*

Background Process

- Sworn vs. Professional Staff
- Timeline: Sworn 4-6 months / Professional Staff 4-6 weeks
- Items covered
 - Limited Security Clearance
 - Initial background screening (done before interview)
 - Records Check
 - Personal History
 - Employer, Personal and Landlord References
 - Social Media Check
 - Credit check, when applicable
 - CVSA and fingerprints
 - County medical and e-Verify

SCENARIO

My Captain was notified that our candidate was disqualified. They would like to know the specific reason why. Can you tell me this?

No

The reasons are not shared with the Hiring Manager or the Candidate. This information is considered confidential information

NEW EMPLOYEE ONBOARDING

Training, Establishing Expectations and Evaluations

New Employee Onboarding

DHRO/HRS Role

- County/Sheriff - New Employee Orientation (NEO)
- NeoGov Onboarding – Direct Deposit, I9, W4, Authorization to Drive
- Review Job Description
- ID Badge

Supervisor/Manager Role

- Orientation – work location, schedule, dress code, parking, facility tour, equipment
- Computer access
- Training plan
- Review responsibilities
- Setting expectations
- Monthly and Annual Employee Performance Review (EPR)

SCENARIO

I have two new employees starting on the same day. One is an entry level clerical position, and one is a Correctional Counselor. Should I create separate expectations?

Yes

Both new employees should receive expectations for their specific assignments and classifications.

EMPLOYEE PERFORMANCE REVIEWS (EPR)

Appeals, Roles, Salary Increases, Timelines and Non-retention

ROLE OF THE REVIEWER

- ❑ Review job responsibilities
- ❑ Set expectations in advance
 - Provide copy EPR
- ❑ Track timelines
- ❑ Know difference of step class or broadband
 - Is an ESAP needed?
- ❑ Discuss the importance of monthlies
- ❑ Partner with DHRO/HRS to discuss any concerns

The image shows two overlapping forms titled "EMPLOYEE PERFORMANCE APPRAISAL REPORT" for the "COUNTY OF SAN DIEGO - SHERIFF'S DEPARTMENT". The forms are for the "FOR SHERIFF, PROBATION OFFICER" and are dated "01/01/2018".

SECTION A - IDENTIFYING INFORMATION

AGENCY: San Diego County Sheriff's Department
SUPERVISOR: [Redacted]
EMPLOYEE: [Redacted]

SECTION B - ITEMIZED CHECK LIST

Job Performance Checklist with columns for "EXCEEDS", "MEETS", and "NEEDS IMPROVEMENT".

CRITERIA	EXCEEDS	MEETS	NEEDS IMPROVEMENT
1. JOB KNOWLEDGE	3	3	3
2. PERFORMANCE - PRODUCTIVITY	3	3	3
3. PERFORMANCE - QUALITY OF WORK	3	3	3
4. PERFORMANCE - ATTITUDE	3	3	3
5. CUSTOMER SERVICE	3	3	3
6. INITIATIVE	3	3	3
7. COMMUNICATION	3	3	3
8. PERSONALITY	3	3	3
9. PERSONAL QUALITIES	3	3	3
10. INTERPERSONAL SKILLS	3	3	3

SECTION C - OVERALL RATING

Overall Rating: 3

SECTION D - SIGNATURES

Supervisor Signature: [Redacted]
Employee Signature: [Redacted]

APPRAISAL SECTION

1. PERFORMANCE APPRAISAL
2. EMPLOYEE COMMENTS
3. SUPERVISOR COMMENTS

KEY TO RATING: 3 = EXCEEDS EXPECTATIONS, 2 = MEETS EXPECTATIONS, 1 = NEEDS IMPROVEMENT

EPR Process: Things to Consider

- Receive the pre-populated EPR form 45-days prior to the end of the rating period
- Draft the EPR – assignments, training, accomplishments
- Send draft to the ‘Reviewer’ for input
- Meet with the employee to discuss the EPR draft, in private
- Make changes to the draft, if needed
- Provide final EPR to employee for electronic signature
- Timeline – finalize EPR within 30-days of the end of the rating period
- Appeal process – contact DHRO/HRS
- Send completed EPR to: performance review email

SCENARIO

I have an employee that has not received any monthlies, or a mid-evaluation. They are in their 11th month of probation. Can I fail them on probation without these?

Depends

However, every situation is unique and should be discussed with your Chain of Command, DHRO/HRS, and Employee Relations.

SEPARATIONS

Process and Exit Interviews

Separation Process

Employee(s) leaving the department

- Notify DHRO/HRS
- Get resignation/retirement/transfer request in writing
 - Send to DHRO/HRS
 - Submit ePAR
- DHRO/HRS will reach out to the employee
- DHRO/HRS will schedule exit interview and discuss final pay

Exit Interview

- **What is an Exit Interview?**

A meeting in-person or virtually

- **Who conducts the Exit Interview?**

The DHRO/HRS will contact the employee to schedule the exit interview

- **What is the purpose?**

To learn about the individual's experience working for the Sheriff's Dept, their perception of the company culture, and reason for leaving

- **Why are Exit Interviews important?**

Ability to identify opportunities to improve retention and engagement

SCENARIO

Does someone in another bureau see the exit interviews for my staff?

Yes

Exit Interviews
are distributed
to Command
Staff.

POSITION MANAGEMENT

Reclasses, Position Movement and Position Studies

Position Management Process

Various Types

- A. Position movement between Dept. ID's
 - Internal approvals
- B. Adding a position
 - Classification Activity Requests (CARS)
 - New FY or Mid-Year
- C. Reclass a position
 - Vacant or encumbered
 - Classification Activity Requests (CARS)
 - Documents needed
- D. Position Studies
 - What is a position study?
 - What does the process involve?
 - What is the status of the study?



SCENARIO

I need position number 12345 moved to a new department ID next pay period. Can Personnel make it happen?

Yes

If request is
approved by
Command
Staff.

Other HR Items

HARD TO RECRUIT CLASSIFICATIONS

Earn **\$1000!** The County has established a Referral Reward Program that rewards employees for referring candidates who are hired into identified hard to recruit jobs at the County.

Eligible Positions

Sheriff's Emergency Services Dispatcher Trainee

Sheriff's Emergency Services Dispatcher

Sheriff's Detentions Supervising Nurse

Sheriff's Detentions Licensed Vocational Nurse

Licensed Mental Health Clinician

Sheriff's Detentions, Mental Health Clinician

Sheriff's Detentions, Chief Mental Health Clinician

Deputy Sheriff

Sheriff's LE Cadet

Deputy Sheriff – Detentions/Court Services

Sheriff's Detention/Courts Cadet

Criminalist I

QUESTIONS
