



GENERAL ORDER

Loudoun County Sheriff's Office

Chapter: Personnel Management

Section: 313.1

Subject: Career Development

Topic: Career Development

Accreditation: PER.05.01, 05.05, 08.04

Revised:

Reaffirmed:

Enacted: 07/30/2015

Last Review: 07/24/2015

Review: 07/30/2016

I. PURPOSE

The purpose of this General Order is to offer Loudoun County Sheriff's Office employees the opportunities to grow, learn, and advance within their career and duty assignments.

II. POLICY

The Loudoun County Sheriff's Office and the citizens of Loudoun County depend on the performance of our employees. The Sheriff's Office provides incentives to increase the prestige and level of performance of our employees and to encourage them to continue their professional development. The Sheriff's Office recognizes that opportunities for advancement are sometimes limited and that all employees may not want to advance to leadership positions. Therefore, the career development process stresses actual job performance combined with professional growth and development. In addition, as employees are promoted, the skills necessary to perform at a given level change to require supervisory, management, and administrative skills and knowledge. The Sheriff's Office utilizes specialized training and assignment rotation to develop these skills and increase employee knowledge. As part of the career development process, supervisors will receive in-service training in management techniques.

III. PROCEDURES

A. Career Development Practices and Procedures

1. The primary objective of career development is to encourage the improvement of personal skills, knowledge, and abilities of all personnel to successfully meet Sheriff's Office tasks and goals.
2. Participation in career development is voluntary.
3. All personnel shall have equal access to training and development opportunities. Based on assessment of the county's Equal Opportunity Employment and Affirmative Action objectives provided by County Administration, special training and development opportunities for minority persons, including females, are available, as needed.
4. The aim of career development is to highlight specific opportunities for individual growth at all levels and to improve overall job satisfaction and performance. Career development furthers professional growth and capabilities of employees in both their present and future roles with the Sheriff's Office.

5. The principal components of career development are:
 - a. Career counseling in conjunction with the performance evaluation system
 - b. Career enhancement by providing opportunities for increased responsibility and growth
 - c. In-service training including mandated as well as enhanced skill, knowledge, and ability training in criminal justice areas
6. Career development within the Sheriff's Office is in a constant state of growth through the implementation of new programs, budget enhancements, new positions, and the promotional process. Each division commander will evaluate career development and training issues at least annually in conjunction with the budget process and other mandated annual reports to assess their effectiveness.
7. The process of career development is initiated during the annual employee evaluation period and may continue through the agency's Training Section. The Administrative and Technical Services Division Commander has the authority and responsibility for the overall administration of the Training Section.
8. All supervisors who complete annual employee assessments are responsible for the career counseling and development of their assigned personnel. Each new supervisor within the Sheriff's Office should attend mandatory county training in the following areas:
 - a. An Introduction to Supervising in Loudoun County
 - b. Americans with Disabilities Act Training for Supervisors
 - c. Classification and Compensation for Supervisors
 - d. Performance Management
 - e. Recruitment and Personnel Selection
 - f. Sexual Harassment
 - g. The Leadership Training Program
9. Each supervisor will be able to discuss the following topics when conducting career development counseling:

- a. General counseling techniques
 - b. Skills, knowledge, and abilities assessment techniques
 - c. Salary, benefits, and training opportunities of the agency
 - d. Educational and incentive programs
10. Those deputies assigned to the agency's Training Section will be able to provide information to the employee and supervisor in the following career development areas:
- a. Career development opportunities outside the agency
 - b. Outside resources
 - c. Cultural diversity
 - d. Record keeping techniques
11. Division Commanders are responsible for providing their employees the access and opportunity to attend appropriate training classes and compete in promotional and/or specialized duty processes.

B. Career Development Objectives

Objectives of career development include:

1. Providing the opportunity for all employees to develop and enhance their careers
2. Providing the opportunity for each employee to acquire at a minimum one new skill biennially
3. Ensuring that all employees complete mandated in-service training in a timely manner, preferably through utilization of training opportunities that enhance career growth
4. Providing career development counseling and guidance to each employee at least annually in conjunction with the performance evaluation process
5. Providing employees who possess certification in a particular skill area, i.e. intoxilyzer operation, instructor, polygraph operation, VCIN operation, etc. with opportunities to renew their certification and/or increase their skills

6. Providing employees who possess a specific criminal justice skill with opportunities to continue their growth and improve their skills in that area
7. Utilizing, as required, the counseling services of other agencies in individual career development including such agencies as:
 - a. Northern Virginia Criminal Justice Academy, which provides basic, specialized, and in-service training
 - b. Loudoun County Mental Health, which provides personal counseling
 - c. Loudoun County Human Resources, which provides employee counseling as needed
 - d. Local colleges, such as Northern Virginia Community College, George Mason University, Shenandoah University, and others that provide counseling for employees interested in higher education
 - e. Various supervisors, who may offer counseling in specialized areas of expertise

C. Program Inventories

1. The agency maintains a computerized inventory of the skills, knowledge, and abilities of each employee. As each new employee is hired, the inventory will be updated and contain information in the following areas:
 - a. Educational background
 - b. Law enforcement skills
 - c. Special equipment or vehicle operation skills
 - d. Construction, electrical, or mechanical abilities
 - e. Foreign language skills
 - f. Service activities
2. The agency's Training Section will maintain an inventory of each employee's skills and abilities in the following areas:
 - a. Completed training courses
 - b. Mandatory In-Service training requirements

- c. Firearms proficiency
3. Each supervisor will maintain records of each employee's skills and abilities to include:
 - a. Increased ability level
 - b. Teaching abilities
 - c. Development of law enforcement skills
 - d. Training courses completed
4. Division Commanders and division supervisors will utilize these inventories during performance evaluations and career counseling.

D. Career Counseling

1. Career counseling is a vital component of career development. In addition, counseling is an integral part of employee performance evaluation and the process of setting and achieving both departmental and individual goals and objectives.
2. During annual counseling sessions, supervisors should identify individual employee strengths and weaknesses; assist the employee in developing a plan of self-improvement; and setting a timetable for performing key activities. Then, ensuring departmental support as required, evaluate employee attainment as part of the rating process. The performance evaluation form will be used as a check-list for this process with comment being made as to attainment of mutually agreed upon objectives.
3. Individual employees are responsible for self-analysis and identification of skill areas or other developmental goals they would like or need to fulfill. Employees should counsel freely with their supervisors and at any time, identify training needs in written memorandums sent through channels from the employee's Division Commander to the agency's Training Section.
4. During the annual performance evaluation process, each employee may request, in writing, to personally meet with the Training Section supervisor regarding career development, the promotional process and training opportunities.

E. Developmental Training

1. All deputies are required to attend forty (40) hours of state mandated in-service training every two years. The Northern Virginia Criminal Justice Academy

offers a number of different in-service programs annually. Course offerings will be distributed to personnel throughout the agency. A deputy desiring to attend a specific in-service course may submit such a request to his/her supervisor via iForms. A computer-generated approval request to attend the course will be automatically sent to the deputy's supervisors up through the division commander. Once approved by the necessary supervisor(s), the request will be routed to the agency's Training Section. Where possible, this in-service mandated training will be noted as a component of career development.

2. Skill area training that assists in developing career specialties and enhancing the overall potential of the employee for upward mobility is an essential part of the career development process. The nature of the job and demands placed on deputies require that they be generalists and able to deal with a wide range of duties. However, each deputy should develop new areas of interest and specialization and, in turn, be able to share these with other deputies who do not possess the skills.
3. To further enhance the potential for upward mobility, selected senior deputies will be provided, as opportunities arise, supervisory training in oral and written communication, planning, measuring results, problem identification, prevention and solution, counseling, and decision making. Such instruction will be through in-house training programs or at approved training facilities.
4. Just prior to or shortly after promotion, new supervisors will be provided specialized training in supervision, management and specialized functional areas, depending on assignment.
5. Temporary assignments and job rotations are part of the developmental process. Temporary assignments are made by the Division Commanders in order to accomplish specific short-term projects, as needed. Job rotation is an integral part of career development for all commanders. The following procedural steps shall be followed relating to temporary job rotation:
 - a. The Division Commander will issue a memo announcing a temporary opening
 - b. The employee shall, within the allotted time, submit in writing a letter of interest
 - c. The Division Commanders shall make a selection based on job skills, knowledge and prior performance
6. Educational assistance is authorized by county policy. Information and requests for same should be directed to Loudoun County Human Resources. The Tuition Assistance Program is subject to the following conditions:

- a. Courses must be approved in advance by the Sheriff's Office and the County
 - b. Employees must earn a grade of "C" or better to be eligible for reimbursement
 - c. Courses/degree programs must be directly relevant to on-the-job activities and requirements
 - e. Tuition will not be reimbursed if an employee is eligible for VA or other grant funding.
 - i. The County may provide partial reimbursement in cases where the VA or other grant funding does not cover the entire cost of tuition.
 - f. Training and educational reimbursements will be limited to the amount appropriated for such purposes
7. Subject to mandatory staffing levels, Division Commanders will make attempts to provide flexible scheduling and shift changes in order to allow individual employees to attend higher education and training programs. The Loudoun County Sheriff's Office encourages employees to achieve a minimum of a bachelor's degree from an accredited college or university.