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Sheriff

HARFORD COUNTY SHERIFF'S OFFICE PERSONNEL POLICY

Transfers of Deputies & Civilian Employees

Distribution:	All Employees		Policy Number:	PER 0501	
Responsible Unit:	Human Resources		Rescinds:	PER 0501 dated 06/30/22	
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Latest 3-yr. Review was Completed:	02/15/24		Next Review Due:	02/15/27	

1. Purpose

To provide employees of the Harford County Sheriff's Office (HCSO) with guidelines regarding the procedures for Inter-Divisional, Intra-Divisional, Supervisory, Secondary Assignments and Hardship Transfers.

2. Policy

The HCSO will maintain a consistent and fair process to transfer employees to serve the needs of the HCSO, the employee or the public as the Sheriff considers necessary.

3. Definitions

HARDSHIP TRANSFER: a transfer that is unexpected and serious in nature and must only be on a temporary basis.

INTER-DIVISION TRANSFER: a transfer that is outside of the employee's current Division.

INTRA-DIVISION TRANSFER: a transfer within the employee's current Division.

SECONDARY ASSIGNMENT: an assignment/team that is part-time in nature and performed in addition to the employee's primary duty assignment. These assignments include, but are not limited to, Instructors at the Training Academy, Crisis Intervention Team (CIT), Critical Incident Stress Management Team (CISM), Crisis Negotiation Team (CNT), Correctional Response Team (CRT), Drug Recognition Expert (DRE), Honor Guard, Marine **Team**, Mobile Command Post Operator, Motor Officer, Polygraph Examiner, Special Response Team (SRT), Small Unmanned Aircraft Systems (sUAS) Pilot, **Civil Disturbance Unit (CDU)**, and Designated Immigration Officer (DIO) for 287(g) ICE Unit.

TRANSFER: the lateral movement of an employee from one unit to another that may or may not involve a permanent job function change with or without a change in unit assignment; or lateral movement from a specialized unit to a precinct or division, regardless of whether there is a change in job function.

4. Procedures

A. Authority of the Sheriff

1. Transfer of employees is a recognized right of management, and the Sheriff may assign personnel to best suit the needs of the HCSO.
2. All employees serve in the position and/or capacity as assigned by the Sheriff.

3. A transfer may be ordered by the Sheriff whether a specific request exists.
4. The Sheriff reserves the right to transfer any employee (sworn or civilian), either temporarily or permanently, when it is deemed necessary and in the best interest of the employee or the Agency.
5. Before a vacancy is filled by promotion, demotion, or as a result of disciplinary action, active requests for transfers will be considered.
6. The Sheriff, Colonel, Warden, or Bureau Chief can authorize a transfer at any time.
7. All transfers, upon approval, will be executed by issuance of a Personnel Order.
8. Once the Personnel Order has been published, the transfer must happen as directed on the order, unless special exception is made by the Chief Deputy for extraordinary reasons that have been outlined in writing on a Memorandum ([SO-212](#)), indorsed and submitted by way of the chain of command and must not be delayed more than 14 days.

B. Intra-Division Transfer Request (Non-Supervisory Positions)

1. A request for an intra-division transfer must be made by forwarding a Memorandum ([SO-212](#)) to the Human Resources (HR) Director through the chain of command.
2. Intra-division transfer requests may be honored for the good of the Agency as decided by the Division Commander after consultation with the Bureau Chief.
3. Intra-division transfer requests may be honored prior to the permanent placement of probationary employees (including laterals).

C. Validity and Withdraw

1. A transfer request will be considered valid through December 31st of the calendar year, unless withdrawn by the requesting employee via Memorandum ([SO-212](#)) directed to the HR Director and submitted through the employee's chain of command.
2. For a transfer to remain active, it must be updated on or after January 1st.
3. Transfer requests may be submitted regardless of rank or classification.

D. Supervisor Transfer Request

1. Employees holding the rank of Corporal through Lieutenant may be transferred as needed by the Sheriff and Commanders based on qualifications and / or needs of the Agency.
2. A transfer request for a supervisor (law enforcement, corrections, and civilian) must be made by forwarding a Memorandum ([SO-212](#)), accompanied by a resume detailing his experience and qualifications for the requested position, to the HR Director through the chain of command.
3. If an employee has submitted a single Memorandum for multiple positions, a primary and secondary choice of positions must be indicated.

4. The recommendation for a supervisory position will be determined by the Commanders after considering the employee's qualifications, other pertinent information about the individual and the needs of the Agency with final approval for transfer being made by the Sheriff.

E. Inter-Division Transfer Request (Non-Supervisory Positions)

1. Assignment to the following units will be done on an as-needed competitive basis:
 - Any Investigative Services Bureau Unit / Assignment
 - Any Community Services Division Unit / Assignment
 - Any Special Operations Division Unit / Assignment
 - Any Court Services Division Unit / Assignment
 - Interagency Processing Center (IPC)
 - DC Transport Unit
 - DC Gang Intelligence Unit
 - DC Work Release Unit
2. Any competitive units or positions created after this submission will fall under the guidelines of this policy.
3. Open civilian positions will be considered competitive and will fall under the guidelines of this policy.

F. Selection Process for Non-Supervisor Inter-Division Transfers

1. To be eligible to apply for a posted vacancy for a competitive unit, an employee must hold the rank of Deputy First Class and must have one additional year of service as a Deputy First Class in the classification being sought (LE or CO) as of the closing date of the Personnel Order. Civilian employees must meet eligibility requirements as outlined on the personnel order for a vacant position.
2. The employee must comply with all requirements as directed in the Personnel Order to include submitting the HCSO Internal Application through the Guardian Tracking System with the resume attached in the standard format. In addition, the most recent performance evaluation must be at minimum "Satisfactory".
3. All required paperwork must be submitted to the Guardian Tracking System by the deadlines contained within the Personnel Order. The employee's Lieutenant must comment on the application regarding the employee's suitability for the position through the online entry. The Lieutenant's comments must include reasons for the decision on the application to "Recommend" or "Do Not Recommend" the employee.
4. If the Lieutenant decides to select "Do Not Recommend" an employee for a position, the application will be reviewed by the Division Commander. The Division Commander will make the final decision on the employee's ability to participate in the selection process for the position. This decision will be submitted as an entry on the application in the Guardian Tracking System.
5. If more than one position is posted and the employee chooses to compete for multiple positions at the same time, a primary choice and one secondary choice of positions must be indicated.

6. The oral board must be comprised of three Agency employees with one of the employees holding the rank of Deputy First Class/Senior Deputy. The other two employees will consist of any combination of Corporal and above. Every effort will be made to place employees on the board who have experience in the position being sought.
7. Every oral board must be structured with the same 10 questions of relevance for the position being sought with a minimum of one of those questions being a scenario-based question.
8. Employees competing will be scored using the following system:
 - a. Numerical Score Definitions:
 - 1=Low
 - 2=Below Average
 - 3=Average
 - 4=Above Average
 - 5=Excellent
 - b. Scoring Categories:
 - i. Appearance - Grooming/Manner of Dress/Mannerism
 - ii. Specialized Training - Advanced Training/Technical Training
 - iii. Motivation/Productivity - Personal Goals/Career Preparation
 - iv. Position Awareness - General Job Knowledge/Experience Judgment
 - v. Maturity/Common Sense/Background
 - vi. Verbal Communication - Vocabulary/Grammar/Noise Quality
 - vii. Scenario Question - Appropriate answer to scenario question(s)
 - viii. The total score will then be converted to a 100-point scale.
 - c. In the event of a tie after an oral board, the board employees will, by use of a secret vote, break the tie. The board will take into consideration, in no ranking order, scenario question responses, past job experience (including experience, if any, in the position being sought) and general job knowledge.
 - d. The Sheriff or his designee will make the final approval for transfers and re-assignments giving due consideration to the competitive results. All transfers have a probationary period of six months.
 - e. If an employee receives a rating of "Unsatisfactory" on a performance evaluation, a sustained internal investigation or demotion prior to the transfer to a competitive unit, that employee will become ineligible for transfer.
 - f. Any employee with a current open internal investigation is eligible to compete for Inter-Division transfer. If upon completion of an internal investigation a charge is sustained, the employee **may** be removed from the competitive process or be removed from eligibility to transfer. The employee may be removed from a newly appointed position.
 - g. If no one fitting the criteria applies for a competitive position, a second posting for the position is created with the following criteria: any Deputy First Class that has successfully completed the probationary period by the closing date of the Personnel Order. If after this posting a vacancy remains, determination on transfer will be made by the Division Commander where the vacancy exists.

- h. If an employee no longer wishes to be transferred to the competitive unit prior to notification of assignment to the unit, a Memorandum ([SO-212](#)) must be submitted to the HR Director through the chain of command indicating his intent to withdraw. Otherwise, an employee may be transferred to any unit for which he has competed.
- i. At the conclusion of the competitive process, employees who were recommended by the oral board, but not selected to transfer to the immediate opening, will be placed on an Eligibility List for a period of three months from the date of the oral board. Any vacancies during that three-month period will be filled from the Eligibility List established.

G. File Review

- 1. An employee can review his interview notes after completion of the selection process. These notes can be reviewed at any time by making an appointment with the HR Director.
- 2. The interview notes will not be available for review during the time period that an active personnel order is out soliciting applicants for a posted opening in a specialized unit.

H. Term Limits

- 1. An employee who is selected for a competitive unit must serve a minimum two-year commitment from the effective date of transfer unless transferred for reasons such as promotion, discipline, poor performance, hardship or at the discretion of the Sheriff.
- 2. An employee who is selected for a competitive unit within Corrections (IPC, Transport, Work Release, Gang/Intel) will:
 - a. have a maximum term of five years;
 - b. upon completion of five years, the employee may compete for another competitive unit if posted as vacant or will be transferred to Security; and
 - c. the five-year term limit effective date will be from the date of transfer to the competitive unit.

I. Hardship Transfer Request

- 1. Must be unexpected and serious in nature and only be needed on a temporary basis.
- 2. An employee may not request and/or compete for any shift/assignment that will create a known hardship.
- 3. Any Agency employee may submit a Memorandum ([SO-212](#)) to request or withdraw a Hardship Transfer Request at any time. All requests must be submitted to the HR Director through the employee's chain of command. The employee's supervisors, at each level, must comment regarding the employee's request.
- 4. The resolution of the Hardship Transfer Request must not create hardship for another Agency

employee or the Agency.

5. All information related to an employee's Hardship Transfer Request will be treated as confidential.

J. Submission of a Hardship Transfer Request

1. The employee must attempt to resolve hardship issues by working with his immediate supervisor.
2. The immediate supervisor must document in a Memorandum ([SO-212](#)) the steps taken to resolve the issue.
3. If the immediate supervisor cannot accommodate a legitimate hardship request, final disposition on transfer will be made by the employee's Division Commander.
4. If granted, a hardship transfer is temporary and must not exceed 180 days.
5. The Sheriff and/or Chief Deputy reserve the right to review all transfer and hardship requests.

K. Secondary Assignments

1. When a vacancy occurs in a secondary assignment unit, a Personnel Order will be posted to solicit interested employees.
2. Employees must comply with the requirements as directed in the Personnel Order to include submitting an HCSO Internal Application through the Guardian Tracking System with the resume attached in the standard format Application. In addition, the most recent evaluation must be at minimum "Satisfactory".
3. All required paperwork must be submitted to the HR Director in the Guardian Tracking System by the deadlines within the Personnel Order. The employee's Lieutenant must comment on the application regarding suitability for the position through the online entry. The Lieutenant's comments must include reasons for the decision on the application to "Recommend" or "Do Not Recommend" the employee.
4. If the Lieutenant decides to select "Do Not Recommend" an employee for a position, the application will be reviewed by the Division Commander. The Division Commander will make the final decision on the employee's ability to participate in the selection process for the position. This decision will be submitted as an entry on the application in the Guardian Tracking System.
5. Selection will be based on an oral board process.
6. Employees of the Honor Guard may be selected from the Law Enforcement and Correctional Deputy entrance level academy classes.
7. **Employees of the CDU may be selected from the Law Enforcement entrance level academy classes.**

- a. A predetermined number of deputies may be selected by Drill Instructors or Training Academy staff, in concurrence with the Supervisor of the Honor Guard Unit and CDU.
 - b. New employees assigned to the Honor Guard and CDU will serve in that position for a minimum of two years.
 - c. At the conclusion of the next Law Enforcement or Correctional Deputy academy class, employees previously assigned to the Honor Guard and CDU may request to be removed from the unit by submitting a Memorandum (SO-212) through his Chain of Command to the HR Director.
 - d. Honor Guard and CDU employees are required to train as directed contingent upon manpower allotment in his permanent assignment.
 - e. All employees selected to serve on the Honor Guard and CDU must be firearms certified.
8. Employees no longer desiring to participate in a secondary assignment must submit a Memorandum (SO-212) through the chain of command to the Team or Unit Leader of the secondary assignment stating such with a reason.
 9. Final decision on acceptance / denial of the request and the effective date will be made by the Team or Unit Leader of the secondary assignment.
 10. The Memorandum with the final decision noted will be forwarded to the HR Director for filing in the employee's personnel file.
 11. An employee who receives a rating of "Unsatisfactory" on a performance evaluation, a sustained internal investigation or demotion may be removed from a secondary assignment or from Instructor status at the Training Academy. This recommendation will be made by the employee's Division Commander with final approval by the Bureau Chief.
 12. An employee, who voluntarily or involuntarily leaves a secondary assignment and again becomes interested in the position, must compete in the process when posted.
- L. Circumstances Affecting Assignment Requests
1. Family Relationships
 - a. Employees related by blood or marriage and assigned to the same unit may not be placed in a superior-subordinate relationship where one is either a first-line or second-line supervisor for the other, unless otherwise approved by the Sheriff or his designee.
 - b. Employees related by blood or marriage may be assigned to the same unit unless the assignment, by reason of the family relationship, becomes a detriment to the HCSO.
 2. Pending Promotion or Transfer
 - a. An employee who has recently been notified via a Personnel Order that he will be promoted or transferred may not submit a transfer request until the effective date of his promotion or transfer.

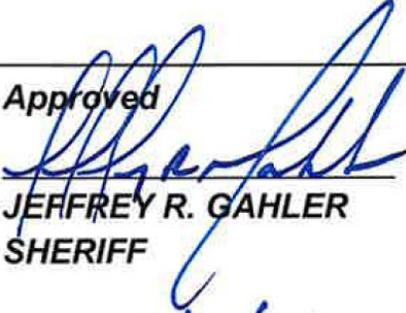
3. Effects of Transfers and Promotions on Other Requests

- a. All requests for transfers that are on file will be canceled when an employee:
 - i. Has been granted a transfer to one of his requested positions; or
 - ii. Is promoted via a competitive process.

5. Summary of Changes

- A. On 02/15/24 the Human Resources Director requested the following changes be made:
 - 1. All references to the HCSO form SO-141 be replaced with the employee submitting the HCSO Internal Application through the Guardian Tracking System with the resume attached in the standard format;
 - 2. Added the Designated Immigration Officer for 287(g) ICE Unit to the secondary assignments; and
 - 3. Added the IPC to the list of competitive units.
- B. On 12/16/25 the following revisions were made:
 - 1. Under Section 3. Definitions: added Civil Disturbance Unit (CDU) to the SECONDARY ASSIGNMENT definition description, and changed reference from Marine Unit to Marine Team.
 - 2. Under Section 4.K Secondary Assignments: revised item #6 and #7 to clarify that employees of the Honor Guard and CDU may be selected from the Law Enforcement and Correctional Deputy entrance level academy classes; and that employees of the Civil Disturbance Unit (CDU) may be selected from the Law Enforcement entrance level academy classes.
 - 3. Under Section 4.K.7.a Secondary Assignments: revised text to indicate a predetermined number of deputies may be selected by Drill Instructors or Training Academy staff.
 - 4. Under Section 4.K.7.a Secondary Assignments: revised text to clarify new employees assigned to the Honor Guard and CDU will serve in that position for a minimum of 2 years.
 - 5. Under Section 4.K.7 Secondary Assignments: edited language referring to Honor Guard to also include the CDU, where applicable.
 - 6. Under Section 4.K.8 Secondary Assignments: clarified that employees no longer desiring to participate in a secondary assignment must submit a Memorandum ([SO-212](#)) through the chain of command to the Team or Unit Leader of the secondary assignment.

7. Under Section 4.L.1.a Family Relationships: clarified that employees related by blood or marriage and assigned to the same unit may not be placed in a superior-subordinate relationship unless otherwise approved by the Sheriff or his designee.

Approved

JEFFREY R. GAHLER
SHERIFF
DATE 2/13/26