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ISSUE: 24-28

TRAINING BULLETIN

DATE: June 21, 2024

Ideal Candidate Profile Kern County Sheriff's Office

The Kern County Sheriff's Office wants to identify traits, skills, and abilities candidates need to possess for a successful career serving the diverse community in Kern County. These traits, skills, and abilities must be clearly defined so that Sheriff's Office employees involved with recruitment, hiring, training, and mentoring current and future employees will know the agency's expectations and culture. These profiles highlight current and future employee's values, unique skill sets, and education.

The goal is to have a clear picture of the culture and mission of the Sheriff's Office when hiring and developing personnel who are fit to uphold the high standards of the law enforcement profession. This profile seeks to incorporate the law enforcement code of ethics into practice and reinforce these tenets throughout an employee's career.

The Kern County Sheriff's Office uses the POST Background Manual, which serves as the industry standard in providing the framework for minimum standards and mandatory disqualification factors. However, the Sheriff's Office seeks to attract, hire, and promote individuals who exceed POST minimum standards and have the skills, attributes, and qualities that are consistent with the Ideal Candidate Profile.

The Kern County Sheriff's Office will seek and retain qualified individuals who maintain a high moral character, are ethical in all facets of life, and are trustworthy and professional when providing law enforcement services to our community.

The Ideal Candidate Profile encompasses seven pillars or characteristics that are assessed during the hiring process and throughout a law enforcement officer's career. It is imperative that every Sheriff's Office employee fulfill the requirements and development plan outlined in each pillar.

The Sheriff's Office will monitor employees through annual Employment Performance Reports (EPRs). EPRs contain an itemized checklist of performance areas to consider during the employee's annual appraisal. These performance areas are contained within the seven pillars below and will be assessed by supervisors continually as well as in annual evaluations.

The Ideal Candidate Profile identifies and defines specific traits, skills, and abilities needed to be a detentions deputy or a deputy sheriff with the Kern County Sheriff's Office. These qualities can be improved upon through time, training, and experience:

Integrity/Honesty: All Kern County Sheriff's Office employees must be honest and ethical.

- Recruitment Phase: KCSO will not accept dishonest or unethical individuals during the hiring process.
- Training Phase: KCSO will re-enforce leadership, ethics, and professionalism throughout the academy, in-service training, and other relevant training during the course of their career.
- Career Performance and Advancement: These traits are intertwined in various KCSO policies and EPR dimensions. Deputies are to be regularly monitored for integrity and honesty. When deficiencies arise in this area, they shall be fully documented and addressed through corrective action, which may range from informal supervision to discipline.

Decision Making and Judgement: Deputies should have the ability to use logic and reasoning to identify alternative solutions, conclusions, or approaches to problems. They need to use inductive reasoning by combining pieces of information to form general conclusions. They need to use deductive reasoning by applying general rules to specific problems to produce an answer that makes sense.

- Recruitment phase: KCSO will seek to hire people with previous employment and life experience that require sound decision-making and judgment.
- Training phase: Recruits will participate in practical scenarios and written exams in the academy which will test their decision-making and judgment.
 - While in the Detentions Training Program or Field Training Program, trainees shall be tested in decision-making and judgment by having their decisions questioned throughout the training program. Trainees will be allowed to make decisions before acting (if safe and applicable). Training Officers will provide trainees with constructive criticism, correction, and remedial training during their training programs.
- Career Performance and Advancement: Deputies will be regularly monitored for decision making and judgement. Deputies will be evaluated annually via their EPRs to ensure they meet standard performance ratings for “**Acceptance of New Ideas**” and “**Procedures and Quality of Judgment.**”

Bias/Social and Cultural Sensitivity/Tolerance: Deputies shall provide services and enforce laws equally. They shall uphold the rights of all people, regardless of their

race/ethnicity, sex, gender identity, nationality, religion, disability, citizenship status, sexual orientation, or association with a person or group with one or more of these actual or perceived characteristics.

Bias is not a stand-alone dimension but is thoroughly assessed throughout all stages of an employee's career.

- Recruitment Phase: Biased behaviors are assessed throughout the background process, as outlined in the POST Background Manual.
- Training Phase: Re-enforce cultural diversity, people with disabilities, community policing, ethics, and professionalism throughout the academy, in-service training, and other relevant training throughout the course of a deputy's career.
- Career Performance and Advancement: These traits are intertwined in various KCSO policies and EPR dimensions. Deputies will be regularly monitored for sensitivity, tolerance, and bias. When deficiencies arise in this area they shall be fully documented and addressed through corrective action, which may range from informal supervision to discipline.

Stress Tolerance: Deputies should have the ability to accept constructive criticism and calmly and effectively deal with high-stress situations. Deputies should be able to reasonably communicate with unpleasant, angry, or hostile community members while maintaining composure, reserving emotions, and managing anger in very difficult situations.

- Recruitment phase: KCSO will seek to employ people with work and life experience, and education that demonstrates the individual's ability to de-escalate a stressful situation.
 - Training phase: Recruits will be exposed to an artificial stress environment while in the academy, including force options scenarios (either simulated or in-person).
 - While in the Detentions Training Program or Field Training Program, trainees will be exposed to real-life high-stress situations with uncooperative subjects while being directly supervised by a training officer.
 - Career Performance and Advancement: Deputies will be regularly monitored for stress tolerance. Deputies will be evaluated annually via their EPRs to ensure they meet the standard performance rating for **"Performance Under Pressure."**
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Conscientiousness: Deputies must be reliable, responsible, and dependable by fulfilling obligations and have a willingness to take on responsibilities and challenges. Deputies must display meticulous attention to detail and be thorough in completing work tasks and investigations, including observing, receiving, and otherwise obtaining information from all relevant resources.

- Recruitment phase: KCSO will seek potential employees who have a proven work history of being reliable and taking responsibility for their decisions and actions. Prospective employees should be financially responsible and have a history of fulfilling debt or fiscal obligations.

- Training phase: In the academy, recruits must successfully complete the required number of training hours. The academy staff will stress the importance of being punctual and accepting responsibility for mistakes, lack of due diligence, or negative behavior.
 - Academy staff will use report writing and interview training to ensure the recruit can competently obtain information and accurately detail their observations in writing or through testimony.

 - While in the Detentions Training Program or Field Training Program, the trainee will interview witnesses, interrogate suspects, collect evidence, and detail investigations in written form. The training officer will attend a trainee's court appointments and provide feedback on their testimony.

- Career Performance and Advancement: Deputies will be regularly monitored for conscientiousness. Deputies will be evaluated annually via their EPRs to ensure they meet standard performance ratings for **"Attendance," "Punctuality," "Interest in Job," "Accuracy of Work," "Promptness in Completing Work," "Volume of Work Produced,"** and **"Performance in New Work Situations."**

Interpersonal Skills: Deputies must have the ability to effectively communicate with the diverse segments of the public and provide a complete range of policing and law enforcement services, such as obtaining statements, conducting investigations, and providing services in concert with other public and private agencies, such as mental health agencies, community-based organizations, or local church organizations.

Deputies must be able to display concern for others, show empathy, and be helpful toward coworkers and members of the public. Deputies should be able to give their full attention to the individuals they encounter and understand the information being provided to them. Deputies should ask follow-up questions when appropriate and always be courteous. When feasible, deputies should utilize community-based policing and collaborative problem-solving with community stakeholders to build public trust.

- Recruitment phase: KCSO will, through department interviews, ask potential employees questions regarding past conflicts with coworkers/members of the public. Candidates should highlight their experience working with a team or group, including those reflecting diverse backgrounds.
- Training phase: While in the academy, recruits will experience artificial situations that foster a teamwork environment. They will participate in exercises that can only be accomplished by working together as a team. Empathy will be emphasized through training and scenarios.
 - While in the Detentions Training Program or Field Training Program, trainees will need to rely on their partners in the field or facility. Continued observation by training officers will ensure the trainees work well with others and they can show empathy toward members of the public.
- Career Performance and Advancement: Deputies will be regularly monitored for their interpersonal skills. Deputies will be evaluated annually via their EPRs to ensure they meet standard performance ratings for “**Public Relations**” and “**Customer Service.**”

Communication Skills: Deputies need the ability to process information and ideas presented through spoken word. Deputies need the ability to de-escalate stressful situations. Deputies also need the ability to speak and write competently so they can effectively relay information through appropriate channels.

- Recruitment phase: Candidates will experience multiple oral interviews throughout the hiring process. This will allow the panel to test a candidate’s oral expression. Written expression will be reviewed during the hiring process through different sources, such as a candidate’s personal history statement.
 - Training phase: Academy recruits must successfully complete report writing classes per POST training requirements. Verbal communication will be assessed through practical applications during scenarios and everyday academy interaction with staff.
 - While in the Detentions Training Program or Field Training Program, trainees will have the opportunity to speak with members of the public. Written expression will be evaluated through daily report writing, call for service entries, search warrants, and probable cause declarations. These activities will be closely monitored by their training officers.
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- Career Performance and Advancement: Deputies will be regularly monitored for their communication and de-escalation skills. Deputies will be evaluated annually via their EPRs to ensure they meet standard performance ratings for “**Written Expression**” and “**Oral Expression.**”