

CITY OF LYONS POLICE DEPARTMENT

POLICE OPERATIONS MANUAL

CHAPTER: 6 - Promotion Policies

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I. PURPOSE: The purpose of this SOP is to establish policy and procedures for the promotion of full-time personnel to the ranks of lieutenant and below. The provisions of this SOP are applicable to all personnel who desire to apply for the promotion and who are involved in the promotion selection process.

II. POLICY:

1. The Lyons Police Department will select for promotion only those individuals who are the most qualified who apply for promotion to the grades of detective, sergeant, and lieutenant.
2. The Chief shall retain the authority to appoint individuals considered qualified for promotion to the grade of captain and above and/or to appoint individuals to Director of Training, Internal Affairs, Public Information, Accreditation Manager and to other designated assignments as appropriate.
3. The methods used to identify individuals for promotion shall be job related and nondiscriminatory in terms of race, color, gender, religious preference, national origin, age, sexual orientation or disability.

III. PROCEDURES:

1. **EVALUATING PROMOTIONAL POTENTIAL:**
 - a. The selection of an individual to serve in a higher position represents a critical decision for the agency. If a non qualified person is selected, agency productivity and employee morale can be severely eroded. If a qualified person is not selected, it will effect the persons' career and self worth, as well as send a strong message to others that the promotion system is not fair and that they may also be overlooked for promotion.
 - b. Promotions are difficult because those engaged in the selection process must infer future performance from past behavior. Further, the assessment of future competence must be based on a range of duties and responsibilities that the applicant has not shouldered or demonstrated.
 - c. To properly evaluate an applicant's potential for promotion, five areas should be considered:
 - (1) Whether the employee showed a pattern of performance deficiencies in his/her present and past assignments. Such shortcomings are especially meaningful if the performance is in an area that is also critical for the higher-level position.
 - (2) Whether the employee failed to acquire the credentials or qualifications required at the next level, even though provided with the opportunity to do so.

(3) Whether the employee demonstrated poor performance when given responsibilities similar to those in the higher position.

(4) Whether the employee has demonstrated exemplary performance in his/her present and past assignments and has shown leadership capability when provided with such opportunities.

(5) Whether the qualifications of the individual considered for promotion exceed those of other applicants.

d. In order to properly evaluate an applicant for promotion, the totality of his/her professional qualifications, performance background, leadership abilities, management skills, and training record will be considered. The primary instruments and methods used to assess an individual's overall qualifications for promotion will consist of:

(1) Written test;

(2) Previous Performance Evaluation Reports contained in an applicant's Official File;

(3) A Promotion Potential Evaluation Report that is completed by an applicant's present supervisor, and

(4) The applicant's performance before a Structured Interview Board.

2. GENERAL:

a. When a position vacancy occurs, the Chief may, at his discretion, direct the Commander, Administrative Services Division to provide written notification to all agency personnel to allow interested employees the opportunity to request a lateral transfer from their current assignment.

b. Once all lateral transfer requests have been acted upon, the remaining position vacancies will be filled by the Chief selecting individuals for promotion from the agency's standing promotion list. This list will be valid for a period of 18 months from the date of publication, until all individuals appearing on the list have been promoted, or when the list is exhausted (whichever occurs first). At that time the promotion process outlined below will be initiated.

3. THE PROMOTION PROCESS CONSISTS OF SIX PHASES:

a. APPLICATION - PHASE ONE:

(1) The Commander, ASD will provide a written notification to all agency personnel, announcing the start of the promotion process for a particular grade, the period during which applications will be accepted, the reference material to be used to develop the written examination, and the eligibility criteria.

(2) The submission of an application for promotion is voluntary and can only be initiated by individuals who satisfy the minimum eligibility criteria for the next higher grade.

(3) The application will consist of a cover letter prepared on agency letterhead with an attached resume outlining the applicant's professional law enforcement history. The application will be submitted directly to the Commander, ASD during the announced application period. Any application received after the announced closing date and time of the application period will be returned to the applicant without action.

b. **SCREENING - PHASE TWO:** The Commander, ASD is responsible for reviewing all applications for promotion to insure eligibility requirements are met.

(1) Applicants will be notified in writing by the Commander, ASD of the results of the screening and when the written test is to be administered.

(2) Any application that does not satisfy the minimum eligibility criteria will be returned. The Commander, ASD, will notify the applicant in writing why the application is being returned. The applicant will then be given an opportunity to produce documentation to verify his/her eligibility. If such documentation cannot be furnished within a specified period, the applicant will not be permitted to continue in the promotion process.

(3) An individual who is ineligible may reapply for promotion upon his/her eligibility but only during the next announced application period.

c. **WRITTEN TEST - PHASE THREE:**

(1) All eligible applicants must successfully pass a written examination by achieving a minimum score of 80% before being allowed to continue in the selection process.

(2) Test questions will be taken from reference material that is made known to all employees.

(3) It is an individual's responsibility to be present for the test. Make-up examinations will only be given in cases of personal or family emergency or if an applicant is attending training that precludes his/her attendance at the test location.

(4) The Chief will appoint employees who are POST certified instructors to develop test questions as needed to update or revise the test.

(5) Individuals failing to pass the written examination will be allowed to take a retest during the next announced promotion period upon their reapplication for promotion and if they satisfy all established eligibility criteria.

d. **STRUCTURED INTERVIEW BOARD - PHASE FOUR:** All applicants who pass the written examination will be required to appear before a board of criminal justice representatives who will identify individuals qualified and not qualified for promotion.

(1) The Commander, ASD will receive all score sheets from the President of the Board for tabulation. Those applicants considered qualified for promotion will be rank-ordered based upon the final scores received from the Interview Board. Individuals not considered qualified for promotion will not be rank ordered or placed upon the agency's standing promotion list.

(2) Each applicant appearing before the Interview Board will be allowed to review their individual score sheets after all applicants have appeared before the Interview Board.

e. **APPOINTMENT - PHASE FIVE:** Individuals will be selected for promotion by the Chief as rank ordered on the agency's Standing Promotion List.

(1) The Chief may make his selection from the top three names on the Standing Promotion List.

(2) An individual selected for promotion will have the opportunity to decline the promotion offer one time should he/she not want the particular duty assignment and will then be placed at the bottom of the standing promotion list.

(3) Any subsequent refusal of a promotion will result in the individual being removed from the Standing Promotion List.

(4) Individuals selected for promotion will be required to under-go an updated background investigation to be conducted by the Internal Affairs Officer.

(5) Individuals may be removed from the Promotion List by the Chief for disciplinary reasons, for unfavorable information developed during the updated background investigation, or for other work-related performance, conduct, or training deficiencies which may have occurred since placement on the Promotion List.

(6) Following their selection for promotion, individuals will be required to serve a minimum of 12 months in their initial assignment.

(a) Individuals selected for promotion to the grade of Lieutenant or below, will be required to successfully complete a 12 month probationary period before the promotion will be considered "permanent."

- (b) The 12 month "lock in" requirement does not apply to command directed lateral reassignments that may become necessary before an individual completes his/her initial probationary period of assignment.

(7) The Commander, Headquarters Operations will ensure that the security of all promotional testing materials is continually maintained. Only those individuals authorized will be allowed access to any promotional testing materials.

f. **PROBATION - PHASE SIX:** Individuals selected for promotion will be required to successfully complete a twelve-month probationary period before the promotion can be considered "permanent."

4. **ELIGIBILITY CRITERIA:** Before an individual can initiate an application for promotion, he/she must first satisfy the following minimum criteria:

a. **FOR PROMOTION TO ANY AGENCY POSITION:**

(1) **TO DETECTIVE:**

(a) Employment as a patrolman and assignment with the agency's Uniform Patrol Division with the Lyons Police Department or other law enforcement agency for a minimum of two continuous years as of the cut-off date stipulated in the promotion announcement memorandum;

(b) Successful completion of Basic Mandate Training;

(c) Appointment as a sworn and certified peace officer in the State of Georgia; **AND**

(d) Successful completion of the agency's Field Training Program.

(2) **TO SERGEANT:**

(a) Employment as a patrolman with the Lyons Police Department or other law enforcement agency for a minimum of two continuous years as of the cut-off date stipulated in the promotion announcement memorandum;

(b) Successful completion of Basic Mandate Training;

(c) Appointment as a sworn and certified peace officer in the State of Georgia; **AND**

(d) Assignment with the agency's Uniform Patrol Division for a minimum of 12 months.

(3) **TO LIEUTENANT:** currently in the grade of sergeant for a minimum of 12 continuous months as of the cut-off date stipulated in the promotion announcement memorandum **AND** satisfactory completion of all related probationary requirements.

5. STRUCTURED INTERVIEW BOARD:

a. Board members will consist of four representatives appointed by the Chief or his designee. The president of the board will be in the grade of lieutenant or above with the additional three members in the grade of sergeant or above.

b. The Chief will select employees to develop all questions, problem scenarios, and written and in-basket exercises used by the Interview Boards as needed to update or revise the Interview Board.

c. Responsibilities of Interview Boards:

(1) Review and evaluate each eligible applicant's personnel file in accordance with instructions provided to each Board Member. This evaluation will constitute 40% of the total number of points that may be given to an applicant.

(2) Evaluate a written exercise, in-basket exercise, and problem solving scenarios in accordance with instructions provided to each Board member. This evaluation will constitute 60% of the total number of points that may be given to an applicant.

(3) Interview Boards will not reevaluate an applicant for a specific position once he/she has appeared before the Board.

6. APPEAL PROCEDURES:

a. All applicants for promotion will be given the opportunity to appeal any decision made throughout the promotion selection process. The burden of proof rests with the individual submitting the appeal to clearly demonstrate that a particular decision in question is based upon incorrect information, discriminatory practices, or an arbitrary assessment by evaluators.

b. All appeals will be submitted and processed in accordance with the grievance procedures.

7. RESPONSIBILITIES:

a. **COMMANDER, ASD:** is responsible for the overall administration of the promotion process as outlined in this SOP. Specifically, the Commander, ASD will:

(1) When directed by the Chief, provide written notification to agency personnel announcing position vacancies so that interested employees may initiate a lateral transfer request from their present duty assignment.

- (2) When directed by the Chief, provide written notification to agency personnel announcing the start of the promotion selection process for a particular grade. This notification will identify the position(s) that will be considered for promotion, the period during which applications will be accepted, the reference material from which the written examination questions will be taken, and the eligibility criteria.
- (3) Review all applications for promotion and validate whether each individual satisfies all established eligibility requirements from information contained within official agency records.
- (4) Provide each eligible applicant with information in writing concerning the time, date, and location of the written examination.
- (5) Notify each applicant in writing who fails to satisfy the minimum eligibility requirements, explain why the application is being returned, and give the applicant a specified time to produce documentation that verifies his/her eligibility.
- (6) Administer and score the written promotion examination to all eligible applicants.
- (7) Provide written notification of the results of the written test, on a pass/fail, basis by the last four digits of social security number.
- (8) Assemble personnel files of those applicants appearing before the Interview Board.
- (9) Prepare score sheets and all other required documentation for the Interview Board.
- (10) Conduct training for the members of the Interview Board on the procedures to be followed in determining which applicants are qualified/not qualified for promotion.
- (11) Schedule applicants to appear before the Interview Board.
- (12) Provide other necessary support to the members of the Interview Board such as meals, appreciation gifts, expendable supplies, etc.
- (13) Receive all score sheets from the President of the board for tabulation and rank order all applicants recommended for promotion based upon their total scores received.
- (14) Prepare a rank ordered Standing Promotion List for each position vacancy.

(15) Publicize the Standing Promotion List once reviewed by the Chief.

(16) Make available for individual applicant review, their respective score sheets produced by the members of the Interview Board.

(17) Maintain all records, including score sheets, test answers, evaluator instructions, and other documentation related to the promotion process for a period of two years following the publication of the Promotion List.

b. POLICE **CHIEF** :

(1) Select agency personnel to serve as members on the Interview Board for promotions.

(2) Select qualified individuals from the agency to serve as the President for each Interview Board.

(3) Remove individuals from the Promotion List for disciplinary or other appropriate reasons.

(4) Select certified instructors to develop test questions as needed. Select agency members to develop questions, problem scenarios, and written and in-basket exercises for use by the Interview Boards.

(5) Direct the initiation of the promotion process.

(6) Authorize the announcement of position vacancies for lateral transfers.

(7) Make promotion selections from the agency's Standing Promotion List.

(8) Serve as the final appeal authority.