

COVINGTON POLICE DEPARTMENT

STANDARD OPERATING PROCEDURE

Subject: PROMOTIONS

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I. Purpose

To establish uniform guidelines for the promotion process.

II. Statement of Policy

It shall be the policy of the Covington Police Department to select only from among the best qualified employees for promotion to positions of greater responsibility. Concurrently, it shall be the policy of the Department to administer promotional procedures, based on job related and nondiscriminatory criteria, which yield valid and reliable information on which to base promotional decisions and to insure rigorous and fair competition among all employees eligible for promotion.

III. Authority

The Chief of Police has the authority and responsibility for the promotion processes within the police department and shall design and implement measurement techniques to determine the knowledge, skills, and abilities of employees that are job-related and nondiscriminatory.

IV. Definitions

Applicant – An employee who asserts that they are eligible for promotion to the rank of sergeant, lieutenant, or captain.

Assessment Center – Two (2) or more job-related exercises during and/or after which each participant's performance is evaluated by two (2) or more trained raters. Current or former employees of the Covington Police Department will not serve as raters.

Candidate – Any participant whose name appears on the promotional list for the rank for which he/she is competing.

Eligible – Any applicant who is certified by the Personnel Department to participate in the promotional procedure.

Participant – Any employee who, upon being certified as eligible by the Personnel Department, actually engages in any or all of the applicant procedures for the rank for which he/she has been certified as eligible.

V. Eligibility

- A. **Promotion to Sergeant.** All non-probationary personnel with a minimum of two years of law enforcement experience are eligible to apply for and test for the rank of sergeant; however, they are not eligible to be promoted until they have a minimum of two years service with the Covington Police Department. Effective January 1, 2007, each applicant or candidate currently on the promotional list must successfully complete the physical fitness test with a minimum overall score of 2.0 or have a letter from a physician exempting them from the testing. In addition, each applicant must have had no suspensions within the past twelve (12) months from the date of posting.
- B. **Promotion to Lieutenant.** All non-probationary personnel currently assigned to the position of sergeant for a minimum of one year are eligible to apply for and test for promotion to lieutenant; however, they are not eligible to be promoted until they have a minimum two years service as a sergeant. Effective January 1, 2007, each applicant or candidate currently on the promotional list must successfully complete the physical fitness test with a minimum overall score of 2.0 or have a letter from a physician exempting them from the testing. In addition, each applicant must have had no suspensions within the past twelve (12) months from the date of posting.
- C. **Promotion to Captain.** All non-probationary personnel currently assigned to the position of Lieutenant for a minimum of one year are eligible to apply for and test for promotion to captain; however, they are not eligible to be promoted until they have two years service as a lieutenant. Effective January 1, 2007, each applicant or candidate currently on the promotional list must successfully complete the physical fitness test with a minimum overall score of 2.0 or have a letter from a physician exempting them from the testing. In addition, each applicant must have had no suspensions within the past twelve (12) months from the date of posting.
- D. **Promotion to Assistant Chief.** All non-probationary personnel currently assigned to the position of lieutenant or captain for a minimum of two years are eligible for promotion to Assistant Chief. Promotion to the rank of Assistant Chief is an appointment made solely by the Chief of Police. The type of promotional steps used will be determined by the Chief of Police and used at his discretion. Appointment of the Assistant Chief may be made without a process, provided all candidates meet eligibility requirements.

VI. General Provisions

- A. Once a candidate is placed on the promotion list, he/she will remain on the list permanently unless the candidate is removed at their own request, or is removed for disciplinary reasons.
- B. The Chief of Police shall fill each promotional vacancy from a valid promotional list. The Chief of Police shall order a promotional assessment at least once every thirty-six (36) months; however, he reserves the right to order a new promotional assessment center at any time.
- C. With respect to the promotional assessment results, employees who personally participated may review their own scores and narrative summaries and make protests and receive responses as provided for in this policy.

- D. All promotions shall be probationary and no officer shall be permanently appointed to a rank until a six (6) month probation period is satisfactorily completed. During the probationary period, the Chief of Police may return a candidate to his/her previous rank without cause. The Chief of Police will conduct an oral interview with all candidates prior to placement to probationary status. The purpose of this interview should be to determine if the person being promoted or appointed has a true understanding of his/her new role. Upon the satisfactory completion of six months of the probationary period, the incumbent may be eligible for a one-half step increase in pay.
- E. Any candidate who wishes to decline a promotion, for cause, shall do so in writing to the Chief of Police and may be considered again at some future time.
- F. No promotion shall be made under this promotional procedure when a vacancy occurs in a non-budgeted position, except when the candidate for such position is occupying a police assignment level equal to or greater in salary than the permanent rank position that is vacant.
- G. Other appeals – The right of an employee to challenge any aspect of the administration of the promotional process which has a direct impact upon his/her promotability is fundamental to any equitable system. Appeals not specifically provided for may be made and shall be disposed of in the manner described in the City of Covington Personnel Guideline #507.
- H. Availability of source materials – No announcement of the beginning of a promotional process can be made until sufficient reference is made to the source material from which written examination questions are to be drawn. It shall be the candidate's responsibility to secure the material.
- I. When a vacancy occurs in the police department, the Personnel Director for the City of Covington shall post a job announcement and eligibility requirements for a minimum of five (5) working days (M - F). Employees who are interested in applying for the position should notify Personnel within the five-day period and must submit a letter of intent and current resume'. The Personnel Director will forward a list of all eligible applicants to the Chief of Police.
- J. A schedule of the dates, times and locations of all elements in the selection process will be provided to each applicant, as well as a description of the selection process.

VII. Promotional Process

The following are components of the promotional process:

- 1. Assessment Lab
 - a. The assessment process may include, but not limited to elements such as oral interviews, in-basket exercises, role playing, leaderless group exercises, presentations, etc.
 - b. Additionally, exercises to evaluate independent tasks that determine proficiency in areas such as delegation of duties, planning, coordinating, and exercising independent judgment may be administered.

c. Assessors will not be current or former employees of the Covington Police Department.

2. Education

Maximum of 40 points

High School Diploma / GED	0 Points
Some college (45 qtr hrs or semester equivalent)	10 Points
Associate Degree (2 yr)	15 Points
BA or BS Degree (4 yr)	30 Points
Masters Degree	40 Points

3. Essay

a. The topic of the essay will be why the candidate feels he/she is qualified for the position and how the department will benefit from their leadership skills and abilities. The essay will be 3-5 typed pages, Times New Roman, 12 point font, double spaced. Failure to follow these instructions will cause the essay to not be counted. Candidates are expected to do their own work. Writing style may be compared to other written exercises.

b. The Chief of Police will evaluate the essay of each candidate for content, writing style, spelling, punctuation, etc., and may award up to twenty (20) points.

4. Training and Experience

Training (Maximum of 20 points)

Basic Mandate	0 Points
Intermediate Certificate	6 Points
Advanced Certificate	6 Points
Supervisory Certificate	15 Points
Management Certificate	15 Points

Law Enforcement Experience (Maximum of 20 points)

2-3 Years	9 Points
4-5 Years	11 Points
6-7 Years	13 Points
8-9 Years	15 Points
10+ Years	20 Points

NOTE: any officer who leaves the department in good standing and is rehired within 12 months will not have a break in his/her service time.

VIII. Promotional Potential

When evaluating a participant for promotional potential, the following elements will be considered:

A. Past ability to supervise others and/or informal leadership capabilities.

- B. Training level of the participant as determined by the Dual Career Ladder Program.
- C. College degree or a commitment to ongoing education.
- D. Practical police experience in police skills needed to supervise subordinates.
- E. Past disciplinary actions.
- F. Demonstrated commitment to the organization.

IX. Rules and Regulations

- A. The maximum point value for each element of the promotional process is as follows:

1.	MORMAC Management Exercise	100 points
2.	Oral Interview	100 points
3.	Written Exercise	100 points
4.	Education	40 points
5.	Training and law enforcement experience	40 points
6.	Chief's evaluation (letter of intent, resume' and essay)	20 points

The total number of points available is 400 points. 70% of that total equals 280 points. The Chief shall place the eligible employees on an alphabetical list that includes each candidate who achieves an overall score of 70% or better. Selection will be made from the candidates on the list. The Chief then calls the candidate in to make the offer of promotion.

Candidates who are not selected will be eligible for promotional opportunities when positions become available in the future.

All promotion materials will be secured in a locked file cabinet under the control of the Assistant Chief of Police.

- B. No employee shall be excluded from the promotion process based solely on race, sex, or ethnic origin. Promoted employees will serve a probationary period of six months in their promoted grade. The probationary period will not be waived and may be extended at the discretion of the Chief of Police.

X. Review and Appeal of Promotional Process

- A. Employees who were considered for promotion, but were not promoted may request a review of the written results of the elements used in the promotional process. The Chief of Police will conduct the review of the results with the employee. If the issue is not resolved, the employee may file an appeal with the City Manager in accordance with Grievance Procedures, SOP# A040.
- B. The City Manager shall render her decision, in writing, within ten (10) days after receiving the appeal. The decision of the City Manager will be final. If the City

Manager decides that the employee's grievance is justifiable, the employee may be re-evaluated.

XI. Review and/or Revision of Promotional Process

The Chief of Police shall conduct an annual review and revise, if necessary, the promotional process of the police department.

XII. Lateral Transfers/Entry

Lateral transfers are not considered promotions, but do provide employees with opportunities to move into specialized positions or to shifts or divisions that may be more desired. Lateral transfers may be permitted provided that candidates are eligible for transfer and positions are available. Lateral entry for promotional vacancies is not allowed.

a. Patrol Division Transfers.

1. Candidates are eligible for lateral transfers in the Patrol Division among shifts if they are in non-probationary status and provided that they are currently in the same job class and a position is vacant.
2. All transfer requests will be reviewed in light of the department's need for equal distribution of experience on shifts. All requests for Patrol Division transfers should be made in writing to the Division Commander with copies to the affected Patrol Lieutenants. The Patrol Lieutenants affected by the request shall meet and make a recommendation regarding approval or denial of the request to the Division Captain.
3. Due consideration will be given for an employee's request for transfer if due to emergency reasons or for educational considerations.

b. Investigative, and Support Services/Community Outreach Division Transfers.

Candidates are eligible for transfer into the Investigative Division and Support Services Division/Community Outreach Division if they are in a non-probationary status and have two years of work experience as a sworn officer, and are in the same job class or position that is vacant. Probationary status may be waived if the number of suitable candidates is not found.

All transfer requests to Investigative and Support Services/Community Outreach Divisions will be considered in view of the following factors:

1. Achieved education and training.
2. Work record with the department.
3. Special knowledge, skills, and abilities.
4. Prior work experience.

All transfer requests should be made in writing to the effective Division Commander. Once the review process is complete, the top candidate's file will be presented to the Captains of the department for a final review and recommendation to the Chief of Police. The Chief of Police shall approve the transfer between divisions.

All lateral transfer requests, selection criteria, if any and results shall be maintained by the Captain of Support Services/Community Outreach.

This SOP supersedes any SOP previously issued.

BY ORDER OF THE CHIEF OF POLICE:

Stacey L. Cotton

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Chief of Police