



City of Manassas Police Department General Duty Manual



Effective Date: 3-31-2016	GENERAL ORDER	Number: 03-09
Subject: Promotion		
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Accreditation Standards: 34.1.1/ 34.1.2/ 34.1.3/ 34.1.4/ 34.1.5/ 34.1.6/ 34.1.7	By Authority Of:  Douglas W. Keen, Chief of Police	Total Pages: 8

PURPOSE:

To identify the components of the promotional system, and to establish procedures for promoting from within the sworn and non-sworn members of the Department.

POLICY:

Promotions within the Department are governed by the provisions of this General Order, and Section 3.7 of the City Employee Handbook. The promotional process should identify members who have the potential for assuming greater responsibility, and who possess the skills, knowledge and abilities to perform at that level. Promotion decisions and the components used for the various promotional processes are job-related and nondiscriminatory, being based upon written job task analysis of all positions.

The Commander of Administrative Services is responsible for the administration of the Department's role in the promotional process, and maintains a record of the promotional process for a minimum of five (5) years from July 1 of the year of the promotional process. The Commander of Administrative Services designates other Department members to assist with the promotional process as required.

All promotions and appointments are made at the discretion of the Chief of Police, and approved by the City Manager. The Director of Human Resources reviews the various components of the promotional process to ensure that they are job-related and non-discriminatory. A member of the City's Human Resources Department administers the Written Test Phase. The Chief of Police reserves the right to promote from within the promotional selection list as established by the Promotional Review and Recommendation Committee. All promotions or appointments are subject to the successful completion of a one-year probationary period, commencing with the effective date of the promotion or appointment.

DISCUSSION:

The Chief of Police may appoint a temporary Promotion Committee as needed to review current policies and procedures on promotions, and make recommendations for improvement.

For the purposes of this General Order, the following definitions apply:

PROMOTIONAL YEAR: The promotional year begins on July 1 of the fiscal year (the publication date of the promotional selection list), or other date as determined by the Chief of Police.

BUSINESS DAYS: Monday through Friday, excluding City holidays.

APPEAL PERIOD: Ten (10) business days.

PROMOTIONAL SELECTION LIST (Sworn Member Process): A list of candidates who have qualified to be reviewed by the Promotional Review and Recommendation Committee where they are ranked by the committee on a "Recommendation Scale.". The list is provided to the Chief of Police for final selection.

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PROCEDURE:

I. Components, Generally

- A. Official position announcement.
 - 1. The Commander of Administrative Services makes an official position announcement for all sworn promotional opportunities. The position announcement is distributed to all Divisions of the Department, and contains a listing of:
 - a. The title and duties of the position.
 - b. The time-in-grade criteria for the position.
 - c. Necessary qualifications.
 - d. A description of the promotional process.
 - e. Application procedure and closing date.
 - f. Ranking and scoring criteria.
 - g. The appeal process.
 - h. The probation period for newly promoted supervisors / appointees.
 - i. The bibliography of recommended reading material for the promotion process. See Section X of this General Order.
- B. Minimum eligibility criteria.
 - 1. The time-in-grade requirements for each position are described in the appropriate sections of this General Order.
 - a. All time-based criteria involved in determining eligibility for the promotional process are determined using the date of June 30 (one day prior to July 1, the publication date of the promotional selection list) of the promotion year.
 - 2. The prospective candidate must meet the minimum qualifications found within the position description. The prospective candidate completes the Promotional Process Application Form (see Attachment "C") and forwards it through the appropriate chain of command.
 - a. Each member of the chain of command reviews the application for accuracy, notes his approval / disapproval (and his reasons, if applicable) and forwards it to the next level of the chain.
 - 3. The prospective candidate must have received a minimum rating of "Fully Successful" on his last two (2) annual performance evaluations.
 - 4. There is no ranking of candidates based on minimum eligibility criteria.**
- C. Validation of eligibility.
 - 1. The Commander of Administrative Services reviews each Promotional Process Application Form, validates eligibility, notifies each candidate that he is enrolled in the process, and notifies him of the date and time of the written test.
 - 2. Once enrolled in the process, the candidate must complete all phases of the process as required, unless he notifies the Commander of Administrative Services of his intent to withdraw from the process, in memorandum form. In this event, the Commander of Administrative Services responds to the candidate in memorandum form, notifying him that he is withdrawn from the promotional process.
 - 3. Failure to appear for any phase of the current promotion process, without prior approval, shall result in removal from the current promotion process. (The candidate is eligible to compete in subsequent promotional processes).
 - 5. A candidate who is otherwise eligible to apply to compete in the promotional process, shall be disqualified from competing under the following condition:
 - a. The candidate has received discipline greater than a written reprimand during the 12-month period prior to June 30 (one day prior to July 1, the publication date of the promotional selection list) of the promotional year, or other effective date as determined by the Chief of Police.
 - 7. During the administration of the promotional process, a candidate shall be removed from the promotional process under the following condition:
 - a. The candidate has received discipline greater than a written reprimand while competing in the promotional process on or before June 30 (one day prior to July 1, the publication

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date of the promotional selection list) of the promotional year, or other effective date as determined by the Chief of Police.

8. Removal from the promotional selection list is governed by Section VII, F of this General Order.
9. Any member deemed disqualified may appeal to the Chief of Police for reconsideration. Any such appeal is made in memorandum form, and attached to the candidate's Promotional Process Application Form, and forwarded to the Commander of Administrative Services through the appropriate chain of command.

II. Public Safety Communications Supervisor (PSCS)

- A. The Public Safety Communications Supervisor (PSCS) is a non-sworn supervisor under the command of the Technical Services Sergeant. The promotional procedure for the position of Public Safety Communications Supervisor is determined by the Chief of Police or designee. (see Attachment "D").
- B. Minimum qualifications for the position of Public Safety Communications Supervisor (PSCS) include the following:
 1. The candidate must have completed two (2) years of service with the Department in the position of Public Safety Communications Specialist (CS) as of June 30 (one day prior to July 1, the publication date of the promotional selection list). The time of service shall begin on the date of appointment as a CS, and include all probationary time.
 2. Licenses and certifications.
 - a. A current VCIN Certification.
 - b. Completion of Basic Telecommunications Training.
 3. A high school diploma or GED, **or, alternately**;
 4. Any combination of education, training and experience that provides the required knowledge, skills and abilities (KSA's) required to perform the essential functions of the job.
- C. An Official Position Announcement is made by the Commander of Administrative Services.
- D. The Commander of Administrative Services provides the selection to the Chief of Police for final decision.
- E. For general conditions and procedures, including the effecting of the promotion, see Section VII.
- F. For the appeal process, see Section VIII.
- G. For the probationary period for the position of Public Safety Communications Supervisor, see Section IX.

III. Sergeant and Lieutenant

- A. Candidates for the position of Sergeant must have completed three (3) years of service with the Department in the position of Police Officer as of June 30 (one day prior to July 1, the publication date of the promotional selection list) of the promotional year. The time of service shall begin on the date of appointment as a Police Officer, and include all probationary time.
- B. Candidates for the position of Lieutenant must have completed one (1) year of service with the Department in the position of Sergeant as of June 30 (one day prior to July 1, the publication date of the promotional selection list) of the promotional year. The time of service shall begin on the date of appointment in the position of Sergeant, and include all probationary time.
- C. Promotion to the position of Sergeant and Lieutenant involves the following components (see Attachment "A"):
 1. Phase I: Written Test.
 - a. A written test provided by a professional consultant is authorized and administered by the Human Resources Manager.
 - b. Candidates are identified by an assigned identification number only, until compilation of the test scores. Corresponding names remain sealed with the test material. Test results are provided to each candidate by the Commander of Administrative Services.
 - c. The results of the written test are forwarded to the Commander of Administrative Services.
 - d. The results of the written test count 30% toward the final process score.
 2. Phase II: Assessment Center.
 - a. Those candidates who continue in the process after the written test participate in the Assessment Center.

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- b. The Assessment Center process is authorized by the Human Resources Manager. The Commander of Administrative Services provides logistical support to the professional consultant as required.
 - (1) Candidate may receive feedback concerning his performance in the Assessment Center, after the promotional process is completed.
- c. Candidates are identified by an assigned identification number only, until compilation of the Assessment Center scores. Corresponding names remain sealed with the Assessment Center material.
- d. The Assessment Center Administrator compiles the scores of all candidates in the Assessment Center, and forwards the information to the Commander of Administrative Services.
- e. The results of the Assessment Center count 70% toward the final promotional process score.
- f. Phase I and Phase II scores are combined for a final numerical score. Candidates scoring within the top half or 50% qualify for Phase III.
 - (1) In the event that the top half provides less than five candidates, the next highest scoring candidate becomes eligible for Phase III, until there are a total of five candidates.
- g. Candidates will be provided with their combined total scores from Phase I and Phase II and will be notified of their eligibility for Phase III.
- 3. Phase III: Promotional Review and Recommendation Committee.
 - a. The Office of Professional Standards compiles individual files for candidates qualifying for Phase III. These files will be provided to each member of the Promotional Review and Recommendation Committee for the committee's review and recommendation hearings. The files will contain copies of the following:
 - (1) The candidate's completed Promotional Process Application form.
 - (2) The candidate's last 2 Annual Performance Appraisals.
 - (3) Other application supporting documentation, if any.
 - (4) The candidate's Assessment Center (Phase II) rating and scoring data sheets.
 - b. The Promotional Review and Recommendation Committee will be comprised of all available Lieutenants within the department. The candidates are not present during the committee review hearings.
 - c. The Office of Professional Standards will coordinate and moderate the hearings.
 - d. The committee's purpose is to conduct a comprehensive review and assessment of the participating candidates to determine the candidates' qualifications and suitability for promotion.
 - e. Upon the completion of the hearings, the committee members will individually rank each candidate on a descending numeric recommendation scale (most recommended to least recommended). The rankings will be tallied and the final results will be provided to the Chief of Police. This list will serve as the Promotional Selection List from which the Chief may make promotions.
- 4. Phase IV: Chief's Interview.
 - a. The Chief of Police interviews each candidate in no particular order and determines who to promote from the list.

VI. Captain

- A. The position of Captain is an appointed position. The Chief of Police confers with the City Manager, and makes appointments for the position of Captain.
- B. The Chief of Police may designate a process to aid in the appointment procedure for the position of Captain.

VII. General Conditions and Procedures

- A. Promotional process results notice.

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1. For the positions of Sergeant, Lieutenant and Captain, candidates receive notification of their scores in the various components in memorandum form from the Commander of Administrative Services.
 2. The promotion of all sworn and non-sworn candidates is effected in the same manner. (Except that non-sworn members do not declare an oath of office, and are not subject to the Interim Performance Review at 6 months). See Section E, below.
- B. The candidate may review his performance in the promotional process after the publication of the Promotional Selection List.
1. The candidate may review his performance in the Assessment Center by meeting with the professional consultant that administers the Assessment Center.
 2. The candidate may review his overall performance in the promotional process by meeting with the Commander of Administrative Services.
- C. The Promotional Selection List.
1. After expiration of the appeal period, and the resolution of any appeals, the Commander of Administrative Services prepares the Promotional Selection List, based upon the final compilation of scores of all candidates in each individual process, for the positions of Sergeant and Lieutenant. The Promotional Selection Lists are forwarded to the Chief of Police.
 2. The current Promotional Selection Lists are published and are effective on July 1 of the promotional year (or other date determined by the Chief of Police) and remain effective for 24 months from the effective date or date identified by the Chief of Police.
 3. The Chief of Police interviews all candidates on the Promotional Selection List and may promote any candidate from the list.
 - a. The Chief will use the same questionnaire form for each candidate. The interview will serve as an additional assessment tool in selecting the candidate to be promoted.
 4. In the event that a Sergeant or Lieutenant candidate is promoted or otherwise removed from the appropriate selection list, the next highest scoring candidate(s) is processed into Phase III.
 - a. The Promotional Review and Recommendation Committee conducts a review hearing of the newly added candidate(s).
 - b. The committee will then conduct another ranking of all candidates on the Promotional Selection List and the updated list to the Chief of Police.
 5. The Chief of Police reserves the right to reconvene the committee at any time during the effective 24 month period, if he deems it necessary or prudent to conduct another ranking of the qualifying candidates.
- D. Effecting the promotion.
1. The Chief of Police advises the City Manager of the promotion decision by memorandum. The Human Resources Manager reviews the promotion, amends the member's official personnel records, and effects any required salary changes upon authorization of the City Manager.
 2. The Chief of Police advises the candidate of his promotion in person, and by memorandum.
 3. The Chief of Police announces the effective date of the promotion to the Force, by memorandum to all Divisions. A public promotion ceremony date is announced, and all members of the Department and other City officials are invited to attend.
 4. At the promotion ceremony, the candidate is officially promoted by the Chief of Police, and performs an oath of office (see the provisions of General Order 1-3) for his new position. The date of promotion now becomes the member's official anniversary date.
 5. The member is recognized in the City's monthly newsletter.
- E. Removal from the promotional standing list.
1. In the event that the candidate receives discipline greater than a written reprimand during the effective period of the Promotional Selection List, the candidate shall be permanently removed from the current list, for the effective period of the list.
 - a. A candidate removed from the current promotional standing list is eligible to compete in subsequent promotional processes.
 2. A member who resigns, retires, or otherwise permanently separates himself from the Department is permanently removed from the current Promotional Selection List.

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- F. Lateral Entry
 - 1. The Chief of Police may authorize a promotional position to be filled by lateral entry by persons outside the Department.
 - 2. This is subject to the review of the Human Resources Manager and the approval of the City Manager.
- H. Security of Promotional Materials
 - 1. The written test materials remain under the control of the City's Human Resources Department and are stored in a secure fashion.
 - 2. All other testing and other materials related to the promotional process are maintained in a secure location by the Commander of Administrative Services.

VIII. Appeal Process

- A. All Department promotions / appointments are made at the discretion of the Chief of Police.
- B. The failure to promote is a non-grievable issue, except when the member can show that established promotional policies or procedures were not followed or applied fairly. See General Order 3-10 and Section 6.12 of the City Employee Handbook.
- C. Candidates may lodge an appeal within the appeal period of 10 business days (Monday through Friday) using the following procedure:
 - 1. Candidates are given the opportunity to review all aspects of the process as noted in Section VII of this General Order. The Commander of Administrative Services, provides a review of scores and guidance in the following areas as they apply:
 - a. A review of the answer key to the written test.
 - b. A review of the candidate's performance in the Assessment Center.
 - c. A review of all scored elements of the promotional process.
 - 2. The appeal format.
 - a. In memorandum form, stating the candidate's reason for the appeal.
 - b. Submitted to the Commander of Administrative Services, who investigates the appeal and forwards his findings with the appeal, to the Chief of Police for a final decision.
 - c. Submitted within ten (10) business days (Monday through Friday) from the date of written notification of the candidate's status on the Promotional Selection List.
 - d. The Chief of Police informs the candidate of his decision in memorandum form, as soon as practicable.

IX. Probationary Period for all Newly Promoted Sergeants

- A. All promotions or appointments are subject to the successful completion of a one-year probationary period, commencing with the effective date of the promotion or appointment. See Section 3.7 of the City Employee Handbook.
- B. The probationary Sergeant receives an Interim Performance Review (see Attachment "B") from his immediate supervisor on a quarterly basis during the probationary period.
- C. At the end of the last quarter of the probationary period, the probationary sergeant receives a City Employee Performance Review from his immediate supervisor.
- D. All Evaluations and Reviews are forwarded through the appropriate chain of command to the Chief of Police for his review.
- E. All Evaluations and Reviews are then forwarded to the Human Resources Manager to be included in the member's Official Personnel File.

X. Bibliography

- A. The Commander of Administrative Services maintains a current bibliography of recommended reading material for the promotional process.
- B. A copy of the bibliography is posted in all Divisions, on the official position announcement.
- C. Candidates are encouraged to make use of the bibliography between promotional cycles, and not wait until the posting of promotional process announcements.

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Attachments: "A" Promotion Process for Sworn Positions, Generally.
"B" Quarterly Interim Performance Review for Probationary Sergeants.
"C" Promotion Process Participation Form.
"D" Promotion Process for Public Safety Communications Supervisor.

Index as: Promotions.

References: N/A.