



CHATHAM COUNTY POLICE DEPARTMENT

STANDARD OPERATING PROCEDURES

SOP # PNL-003

EFFECTIVE: 12/23/20

PROMOTIONAL PROCESS

PURPOSE:

The purpose of this Standard Operating Procedure (SOP) will identify the role of the Chatham County Police Department (CCPD) in the promotion process for sworn personnel.

POLICY:

The Chief's Office will establish promotional requirements. The requirements and selection process will be identified at the time of the announcement. This process has an enormous impact on the present and future quality of the department. The promotional process will follow the Equal Employment Opportunity requirements, without discrimination based on race, color, religion, creed, sex, national origin, age, or physical handicap.

Promotions of all CCPD employees will be in accordance with this directive.

PROCEDURE:

I. Administrative Responsibility

- A. It is the responsibility of the Chief's Office to announce and coordinate promotional opportunities for the ranks of corporal, sergeant, lieutenant, and captain, which may include; administrative testing, assessment centers, interviews, or other requirements specified by the Chief of Police or designee.

II. Promotional Process Announcement and Candidates' Evaluation

- A. The Chief's Office or designee shall make public announcements of all competitive examinations for CCPD positions in advance of the examination date.
- B. Notice shall be given of the time, place, and general scope of every test.
- C. Information shall be made available to all candidates concerning:
 - 1. Position title
 - 2. Closing date of which applications must be received.
 - 3. Examination date(s).
 - 4. Duties to be performed.
 - 5. Minimum qualifications required.
 - 6. Essential job function.
 - 7. Salary Range
 - 8. Eligibility
 - 9. Where to apply.

- D. Candidates must complete the registration requirements and forward their registration by the announced closing date.
- E. Evaluation of Promotional Potential
 - 1. The promotional process is divided into four phases; screening, testing, appointment, and probation phases.
 - a. During the screening phase, it is determined if those applying for the position meet eligibility requirements.
 - b. During the testing phase, all eligible candidates are evaluated to determine who is qualified for the position.
 - c. During the appointment phase, candidates who are the most qualified for the position are selected for promotion.
 - d. During the probation phase, promoted Officers are evaluated during their first year in the new position.
- F. Administration of Written Tests
 - 1. A multiple-choice written examination may be administered.
 - 2. Participants shall be provided with a written bibliography of materials used to develop the written test questions.
 - 3. Prior to the administration of the written test, a cutoff score shall be determined, and this cutoff score shall be approved by the Chief's Office or designee. The approved cutoff score shall be announced prior to administering the written test. Based on performance on the written test, participants shall be selected for continuation in the promotional testing process. Participants who score at or above the passing score shall participate in an assessment center(s) and/or oral interviews.
 - 4. Participants will be notified of test scores and provided an opportunity to review test results and the accuracy of score calculations.
- G. Use of Assessment Centers
 - 1. Assessment Centers are recognized by the Chatham County Police Department as a viable selection tool and may be administered.
 - 2. All participants in the promotional process for Police Sergeant, Police Lieutenant, and Police Captain shall complete an assessment center. Participant performance will be assessed according to behavioral dimensions identified through formal job analysis and by the Chief's Office or designee.
 - 3. The Assessment Centers used by the Chatham County Police shall, at a minimum:
 - a. Measure dimensions, skills, abilities, or knowledge specified appropriate rank or position desired.
 - b. Use multiple assessors who are thoroughly trained prior to participating in a center.
 - c. Use techniques designed to provide information used to evaluate the dimensions, attributes, or qualities previously determined.
 - d. Use multiple assessment techniques, one of which is a simulation.

- e. Use the kinds of simulation exercises that have been tested prior to use to ensure that the techniques provide reliable, objective, and relevant information and that the exercises are job related.
 - f. Base judgments resulting in an outcome on pooled information from assessors and techniques.
 - g. Announce the dimensions to be evaluated in written form.
 - h. Use standardized forms to record and document the observations of assessors at each stage of the process.
 - i. Provide participants, upon request, with written rationale and information concerning the dimensions, ratings, and recommendations of the center.
4. Prior to the administration of an assessment center, a minimally acceptable score shall be calculated.
- a. The minimally acceptable score shall be calculated using an average of “satisfactory” ratings across all dimensions.
 - b. This minimum score shall be approved by the Chief of Police or designee.
 - c. The minimally acceptable score shall be announced prior to the date on which the assessment center is conducted. Candidates who achieve an acceptable score shall be listed as eligible on the promotional roster.
 - d. If the assessment center fails to yield an adequate number of passing scores, such that a valid promotional roster would not result, performance will be reviewed and weighted accordingly or, if necessary, plans may be made for a new assessment center.
 - e. Persons achieving a passing score on the original assessment will not be affected by the new assessment.

H. Oral Interviews

1. Prior to promotion appointments, a panel of Chatham County Police Department Command Staff Officer's or designee will participate in oral interviews.
- a. The interviews will be conducted in order to determine the candidate's communication skills, problem-solving abilities, self-confidence, commitment to CCPD's mission, goals and objectives, and management style.
 - b. All members of the interview panel will be thoroughly familiar with the Interviewing guidelines prior to participating in the interview.
 - c. No member of the interview panel will ask any questions that have not been previously agreed upon and approved.
 - d. All scoring and interview notes will be made on the interview form.
 - e. Once the interview and selection process is completed, all notes and scoring forms will be maintained and stored by the Chief's Office.

I. Review and Appeal

1. The review and appeal of any aspect of the administration of the promotional process is the right of all the candidates. Any appeal will be done in accordance with Article VIII of the Chatham County Personnel Procedures policy.

J. Re-Application

1. Candidates on a current eligibility list will remain on the list until the establishment of the next eligibility list.
2. These candidates must re-apply in response to any announcement for promotional testing or assessment center to be eligible to participate in the promotional process.

K. Lateral Entry

1. The CCPD does not make provisions for lateral entry at any rank between Police Officer and Captain.
2. The rank of Assistant Chief of Police is an appointed position that will be appointed only by the Chief of Police.

L. Security of Promotion Materials

1. The Chief's Office or designee shall be responsible for securing the following records: The promotional records shall be stored in a secured area for two (2) years following the publication of each promotional roster. The promotional records include:
 - a. Examinations.
 - b. Scores.
 - c. Files.
 - d. Administrative directives.
 - e. Promotional results.

M. Eligibility Lists

1. Eligible candidates must attain a minimally acceptable score, which shall be calculated using an average of "satisfactory" ratings across all dimensions.
 - a. In any examination, the minimum rating or standing through which eligibility on a register may be earned shall be determined by the Chief of Police
 - b. Such a final rating shall be based upon a weighted average of the various parts of the total examinations.
 - c. Any part of the examination may be given on a pass or fail basis.
 - d. All applications for the same classification shall be accorded uniform and equal treatment in all phases of the examination process.
 - e. Failure in one phase of an examination may result in the candidate failing the entire examination or subsequent parts of the examination.
2. Eligible candidates who achieve an acceptable score shall be listed as eligible on the promotional roster.
3. The Assessment Center eligibility list will remain valid for a period of time that accommodates CCPD growth and attrition rate, as well as the size of the candidate pool.

4. The Chief of Police will select Officers for promotion from the final certified list based on reviewing the individual's test scores, performance ratings, service record, and oral interview.
- N. Probationary Period
1. Following the promotion to Corporal, Sergeant, Lieutenant, or Captain, each Officer will perform one year of probationary service.
 2. If their performance has been documented as unsatisfactory, the Chief of Police may extend the probationary period or elect to demote the candidate to their previous rank.

III. Civilian Personnel Promotion

- A. The Chatham County Human Resources shall make a public announcement of all competitive examinations for CCPD promotional positions in advance of the examination date.
- B. Notice shall be given of the time, place, and general scope of every test.
- C. Information shall be made available to all candidates concerning:
 1. Where to apply.
 2. Position title.
 3. Salary range of the classification.
 4. Final date on which applications shall be received.
 5. Examination date(s), if applicable.
 6. Duties to be performed.
 7. Minimum qualifications required.
 8. Essential job function.
 9. Rating of examination, if applicable.
 10. Eligibility.
- D. Candidates must complete an application or notification requirement by the announced closing date.
- E. Eligible candidates for promotion will be interviewed by the affected Division Commander or their designee.
- F. If qualified candidates interview equally well, the Chief of Police, Division Commander, or designee may consider seniority, education, and input from the command staff.

BY ORDER OF:

Electronically Signed in PowerDMS on 12/23/2020

Jeffrey M. Hadley
Chief of Police