

DOUGLAS COUNTY SHERIFF'S OFFICE		Policy and Procedure
Specific Personnel / Administrative Policies		P&P-D-109
Promotions / Demotions		
Effective Date: 02-16-24 Supersedes: 11-03-22	Approval: Sheriff	Number of Pages: 3
References: PP-D-115, C.R.S. § 8-5-201(1)	Reevaluation Date: Annually	Standards: CALEA LE 33.8.4, LE 34.1.1, LE 34.1.2, LE 34.1.3, LE 34.1.4, LE 34.1.5, LE 34.1.6, COM 4.4.1, 4.4.2, 4.4.3, 4.4.6, 4.4.7, ACA 7B-01

I. POLICY

It is the policy of this Office that promotions will be consistent with the best interests of the County and the Office. Promotions will be encouraged from within this Office; however, if a vacancy cannot be filled by a qualified individual from within, other applications will be solicited. <7B-01>

II. PROMOTIONS

Any promoted employee will serve a probationary period in the higher position of at least a six-month duration. During that period, the employee may be removed from that position and returned to the previous position at any time if deemed in the best interest of the Office. This may be instituted ‘without cause’.

All newly promoted personnel will be willing to accept a position in any division, section, or unit of the Office. Any candidate who refuses a promotion will be eliminated from the current promotion eligibility list if one exists. <COM 4.4.7>

III. DEMOTIONS

The Sheriff, Undersheriff, or bureau chief may demote an employee (non-probationary) under the following circumstances:

- A. When the employee is not needed in the position and at the level where they are performing.
- B. Where the employee cannot perform the full range of duties and responsibilities of the position.
- C. For disciplinary reasons consistent with the rules and policy of the Office.
- D. When required by a reduction in force.
- E. Upon request of the employee.

IV. PROMOTION PROCESS

Based in part on C.R.S. § 8-5-201(1), an employer is required to make “reasonable efforts” to “announce, post or otherwise make known all opportunities for promotion to all current employees on the same calendar day and prior to making a promotion decision.” A “promotional opportunity” exists when an employer has or anticipates a

vacancy in an existing or new position that could be considered a promotion for one or more employee(s) in terms of compensation, benefits, status, duties, or access to further advancement. In an effort to promote the most qualified employees, this Office will normally follow these procedures.

Bureau chief, division captain, and lieutenant are appointed positions as determined by the Sheriff and do not necessarily follow either promotion or demotion guidelines.

The Professional Standards Captain (division commander) is responsible for overseeing promotional processes. The Professional Standards Lieutenant has the authority to administer the promotional processes. <LE 34.1.1><LE 34.1.2><COM 4.4.1><COM 4.4.2>

- A. **Job Postings.** Agency-wide job postings via an intranet platform to ensure access regardless of work location. An announcement will be made regarding the upcoming promotion process. A minimum of five (5) working days will be given from the time of the posting until the time of the position's closing. Fourteen (14) days is the typical time for internal postings. The job posting must include at least the job title, compensation, benefits, and means by which employees may apply for the position. An employer makes "reasonable efforts" with any method(s) by which all covered employees can access within their regular workplace, either online or in hard copy, and are told where to find required postings or announcements. These job postings occur in the **Talent Center**, and the notification is typically emailed to the employee base. Employers must notify all employees of all promotional opportunities and may not limit notice to those they deem qualified for the position but may state that applications are open to only those with certain qualifications and may screen or reject candidates based on such qualifications. **Employees may complete a memo requesting a waiver for consideration to participate in the process.** The qualifications for the position, selection process, and numerical weight, if any, assigned to the components will be outlined in the announcement. <LE 34.1.5><LE 34.1.6a><LE 34.1.6c><COM 4.4.1><COM 4.4.6a, c>
- B. **Application Process.** Prospective candidates will complete the online application and submit a memo of intent outlining their background and eligibility through their chain of command to the Professional Standards Captain. This memo is to be submitted by email to ensure that all member's chain of command and Professional Standards know their intent to participate. **This includes memos requesting a waiver for consideration to participate in the process.** Once received, the Professional Standards Captain and Professional Standards personnel will then evaluate the promotional eligibility of all the candidates. <COM 4.4.1><COM 4.4.3a>
- C. Testing will be any combination of the following: <COM 4.4.1>
1. **Written exam** <LE 34.1.3b><COM 4.4.3b>
 2. **Background evaluation** (to include an objective, standardized file review) <LE 33.8.4b>
 3. **Interview panel** <LE 34.1.3d><COM 4.4.3d>
 4. **Assessment center** (or another center that can assess a candidate's suitability for the position being tested) <LE 34.1.3c><COM 4.4.3c>

5. **Appraisal of promotability** (to include an interview with the command staff and/or Sheriff, and an Advisory Memo for supervisory positions) <LE 34.1.3a><COM 4.4.3d>
6. Other testing as deemed appropriate for the job description/position

A minimum score of 70% on each testing phase may be required before a candidate is eligible to progress to the next phase. The components that will be utilized for the testing process will be job related and non-discriminatory in nature. <LE 34.1.4><COM 4.4.3b>

Professional Standards may solicit a private external organization to administer or provide one or more elements of the process as they deem appropriate. <LE 34.1.1>

- D. Testing materials will be secured in the Professional Standards Office. <LE 34.1.3h><COM 4.4.1><COM 4.4.3h>
- E. The Sheriff will be provided a list of candidates, ranking them from the combined test scores. The Sheriff will normally promote the candidates in the order of the list; however, he is not obligated to do so. The Sheriff may choose from the top three qualifying candidates for the promotion. <LE 34.1.1><LE 34.1.6b><LE 34.1.6e><COM 4.4.1><COM 4.4.6b, e>
- F. Depending on the position, a promotion eligibility list may be established for 1). A specified time, 2). Until the list is exhausted, 3). At the discretion of the Sheriff. <LE 34.1.6d><COM 4.4.1><COM 4.4.6d>
- G. An applicant may review the results of the testing process once the results have been posted by making an appointment with Professional Standards. <COM 4.4.1>
- H. If an applicant feels that the results of the selection process were unfair or there was an unlawful practice that occurred, they can appeal the decision to the Professional Standards Captain within five days of the posting of the results. <LE 34.1.3e><COM 4.4.1><COM 4.4.3e>

A special assignment and assignment to special duty positions are not promotions. See [P&P-D-115 *Special Assignment/Special Duty Roster, Qualifications, and Selection*](#) for a definition of ‘special assignment.’

See the Professional Standard’s Division Standard Operating Procedures for more detailed information about promotions, lateral entries, appealing results, and reapplication procedures.

By Order of the Sheriff