



GENERAL ORDER

DURHAM POLICE DEPARTMENT
DURHAM, NC

NUMBER:

2010 R-23

PROMOTIONS

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INTRODUCTION

The Durham Police Department (DPD) shall establish and utilize procedures for promotions, approved by the Chief of Police, designed to evaluate the promotional potential of each eligible candidate. Authority for decisions regarding promotions rests with the Chief of Police. Modifications or exceptions to this General Order (G.O.) may be made at the discretion of the Chief of Police.

PROCESS ADMINISTRATION

The Personnel Services Division shall coordinate the development and implementation of promotional processes in consultation with the City of Durham Human Resources Department (City HR). Depending on the complexity of the process, an outside entity may be contracted with to develop and/or administer a process.

For the purpose of this G.O., and the operational procedures of the department, “promotional process”, “process” or any same or similar reference shall be defined as the entirety of the selection procedures for promotion from the date of the promotional process announcement until the date that the list of eligible candidates is exhausted, expires or the administration of the written examination for a new process, whichever comes first

FAIR & EQUITABLE TREATMENT

The department shall ensure that all elements of each promotional process are job-related, non-discriminatory, and conducted in accordance with all applicable city personnel policies, including but not limited to, City Policy [HRM-203 Equal Opportunity Employment](#). Announcements, testing, exercises, file reviews, and interviews will be conducted in a consistent and non-discriminatory manner and shall not be modified for different candidates in the same process without approval from the Personnel Services Division, City HR and the Chief of Police.

EVALUATION TECHNIQUES

In order to evaluate the promotional potential of candidates, different techniques may be used, including, but not limited to, written tests, interviews, skills-based exercises, and portfolio presentations. The number and type(s) of techniques used may vary based on the specific process. Regardless of the techniques used, all evaluation tools will address job-related knowledge, skills, and abilities. A pre-approved rating or scoring system will be used consistently for each evaluation technique administered.

Written tests may be utilized to evaluate a candidate's knowledge relative to a specific position or job responsibility, or to determine a candidate's aptitude to learn the necessary job functions. With the exception of aptitude tests, the source material for written tests will be identified, and all material on the written test must refer back to the source material, or the question will be invalidated. The Personnel Services Division's Employee Services Unit (ESU) will ensure that a reading list, based upon the source material, is compiled. ESU shall ensure that the reading list is distributed to all affected candidates at the same time, and sufficiently in advance of any testing so that candidates may prepare for the test. All written tests will have an assigned proctor who is responsible for administering the written test, ensuring that instructions for the test are being adhered to, and to ensure the control of testing materials to protect against improper disclosure and release. All candidates will be given the same set amount of time to complete written tests unless reasonable accommodations are approved by City HR.

Interviews may be conducted in a panel or oral board setting or with recorded interviews, where questions are provided, and responses are recorded and evaluated at a later date. For panel/board and recorded interviews, questions will be prepared in advance of the interview and presented to all candidates in a consistent and identical manner. Questions that may arise during an interview, typically based on a candidate's response to a prepared question, will be documented as well as all answers to such questions. One-on-one interviews may be conducted for command level ranks. Such interviews will generally include some predetermined questions presented to each candidate but may include differing inquiries and discussion in order to best evaluate the particular candidate's strengths and weaknesses in a less structured, conversational process.

Skills-based exercises may be used to determine a candidate's response to specific scenarios or job-related activities. For example, if a position requires strong interpersonal communication skills, a mock interview/conversation may be conducted. All candidates must be provided with the same scenario(s) or activities.

Personal History Portfolios may be used to review a candidate's previous performance, work history, and training record. ESU shall ensure that the contents of and expectations for a portfolio are provided to all affected candidates at the same time, and sufficiently in advance of any submission deadlines to allow candidates a reasonable opportunity to prepare the materials. Prior to the review, criteria for evaluating and scoring the portfolios shall be developed, and have been approved by ESU.

EVALUATOR TRAINING

Other than the Chief of Police conducting interviews for appointments, or entities with whom the city has contracted for promotional process services, individuals evaluating elements of a promotional process are required to receive prior evaluator training from ESU or the entity contracted for promotional process services. All evaluators are required to adhere to such training.

DISQUALIFICATION

The Chief of Police may disqualify an employee from participating in promotional processes as a result of an imposed disciplinary action. When an employee is determined to be ineligible for promotion due to such discipline, they shall be informed of the duration of their ineligibility at the time of the disciplinary action through the Employee Notification Form (ENF.)

All candidates applying for promotion will undergo a review of their eligibility conducted by the ESU. Any candidate who fails to meet the eligibility requirements for promotion or who does not complete all selection process tasks by the specified deadlines will be disqualified from consideration. All disqualified candidates will be formally notified of the reasons for their disqualification. Candidates can appeal their disqualification from participating in the promotion process to the Chief of Police.

PENDING DISCIPLINARY ACTION

If a candidate for promotion has a pending administrative investigation, which, if sustained, could reasonably result in termination, demotion, or suspension, the candidate shall be bypassed and not be promoted until the administrative investigation is completed and any recommended discipline is satisfied. A candidate bypassed for a promotion due to a pending administrative investigation who, following the conclusion of the investigation and any related disciplinary action, remains eligible for promotion, shall be promoted when the next applicable vacancy occurs.

APPOINTMENTS FOR CAPTAIN, ASSISTANT CHIEF, AND DEPUTY CHIEF

When a vacancy for the position of Captain, Assistant Chief, or Deputy Chief occurs, ESU will provide the Chief of Police with a list of candidates who are eligible for the promotion. Captains, Assistant Chiefs, and Deputy Chiefs shall be promoted by appointment. The Chief of Police will evaluate and appoint candidates based upon, but not limited to, work experience, job performance, skills, and knowledge relevant to the position, and the administrative and operational needs of the organization.

Eligibility Requirements

Captain

- Time in Grade: one (1) year of continuous service as a DPD Lieutenant immediately prior to the appointment date.
- Minimum overall rating of “effective” on the three (3) annual performance appraisals immediately preceding the appointment date.
- A baccalaureate degree from an accredited college or university by the appointment date.

Assistant Chief

- Time in Grade: one (1) year of continuous service as a DPD Captain immediately prior to the appointment date.
- Minimum overall rating of “effective” on the three (3) annual performance appraisals immediately preceding the appointment date.
- A baccalaureate degree from an accredited college or university by the appointment date.

Deputy Chief

- Time in Grade: one (1) year of continuous service as a DPD Assistant Chief immediately prior to the appointment date.
- Minimum overall rating of “effective” on the three (3) annual performance appraisals immediately preceding the appointment date.
- A baccalaureate degree from an accredited college or university by the appointment date

PROCESS FOR SENIOR OFFICER

Eligibility Requirements

- Time in Grade: Four (4) years as a sworn law enforcement officer. For this purpose,

time in grade will be calculated from the date an officer completes the unaccompanied phase of the Police Training Officer program and is released to full duty.

- Will have applied for or obtained an Intermediate or an Advanced Criminal Justice certificate.
- Minimum overall rating of “effective” on the three (3) performance appraisals immediately preceding the application deadline.

LATERAL OFFICERS

For lateral officers, the following shall be mandatory for consideration for promotion to the rank of Senior Officer:

- A minimum of 12 months of continued service as a DPD Officer immediately prior to the date of application. For this purpose, service time will be calculated from the date an officer completes the unaccompanied phase of the PTO program and is released to full duty.
- Will have applied for or obtained an Intermediate or an Advanced Criminal Justice certificate.
- The officer must have completed a minimum of one (1) Durham Police Department performance appraisal with an overall rating of no less than “Effective.”
- The officer must provide two (2) annual performance appraisals from the officer’s prior law enforcement agency, each reflecting an overall rating of no less than “Effective,” or the documented equivalent. It shall be the sole responsibility of the applying officers to obtain and submit performance appraisals at the time of application, and failure to provide the required documentation shall result in ineligibility for consideration.

Sworn officers below the rank of Corporal who are interested in promotion to the rank of Senior Officer are required to complete and submit an application.

The process for Senior Officer will be preceded by a memorandum announcing the process, which will consist of the submission of an application for Senior Officer with an attached Intermediate Certificate or an Advanced Criminal Justice Certificate, or an Intermediate Certification application reviewed by the Training Division.

As the need arises, the Chief of Police shall issue a memorandum to all sworn officers announcing the promotional process for Senior Officer. The announcement will include referral to the job description and eligibility requirements, procedures and deadlines for submitting applications. At the conclusion of the application process, the Personnel Services Division Commander will review each submission. Each candidate will be numerically ranked, and promotions shall be made in numerical order. The eligibility list will expire 18 months after it is generated OR upon the announcement of a new process for Senior Officer, whichever comes first.

PROCESS FOR CORPORAL, SERGEANT, AND LIEUTENANT

Corporal, Sergeant, and Lieutenant position vacancies will be filled by a competitive selection process. The Chief of Police shall issue a memorandum to all sworn officers announcing the promotional process for Corporal, Sergeant, and Lieutenant. The announcement will include referral to each vacancy's job description and eligibility requirements, procedures and deadlines for submitting applications; elements of the process; and a schedule of dates, times, locations for all elements of the process, and may include a pre-determined cutoff

score for each affected rank. The process for Senior Officer will also be preceded by a memorandum announcing the process, which will consist of the submission of an application for Senior Officer with an attached Senior Officer Scoring sheet (hereinafter “SOS”) and supporting documentation/verification (as detailed below).

Corporal, Sergeant, and Lieutenant

ESU will process all applications and review them for eligibility. A list of eligible candidates will be provided to the selection process administrator. ESU will assist in the coordination and implementation of the selection process and will assist members throughout the process by responding to inquiries in a timely manner.

At the conclusion of the selection process, after all elements have been scored, a list for each rank with actual or anticipated vacancies will be compiled or received by ESU. Candidates will be ranked, from the highest to lowest score, based on the results of the selection process. A finalized eligibility list will then be provided by ESU and/or the selection process administrator to the Executive Command Staff indicating the scores that are above and below the pre-determined cutoff score detailed above. Any candidates whose scores do not meet the cutoff will be removed from the list and not eligible for the promotion. Each candidate who participated in the selection process shall be given written notification of their scores and ranking on the eligibility list. A candidate whose scores did not meet the cutoff will be informed that they will not be placed on the list. ESU and/or the selection process administrator will be responsible for coordinating candidate notifications.

Promotions shall be made from the eligibility list in numerical rank order. The eligibility list will expire 18 months after it is generated unless otherwise extended by the Chief of Police. If it is apparent that one of more eligibility lists will be exhausted before its expiration, the department may initiate the next selection process as soon as practically possible.

Newly promoted Corporals and Sergeants will return to uniform patrol for a minimum of six (6) months unless the staffing needs of the department require otherwise.

Corporal

- Time in Grade: Three (3) years of continuous service, or continuous combined services, as a DPD Officer or DPD Senior Officer immediately prior to the date of the promotion process announcement. For this purpose, time in grade will be calculated from the date an officer completes the unaccompanied phase of the PTO program and is released to full duty.
- Minimum overall rating of “effective” on the two (2) performance appraisals immediately preceding the application deadline.

Sergeant

- Time in Grade: Two (2) years of continuous service as a DPD Corporal immediately prior to the date of the promotion process announcement.
- Minimum overall rating of “effective” on the two (2) performance appraisals immediately preceding the application deadline.

Lieutenant

- Time in Grade: Two (2) years of continuous service as a DPD Sergeant immediately prior to the date of the promotion process announcement.
- Minimum overall rating of “effective” on the three (3) performance appraisals immediately preceding the application deadline.

- A minimum of either an associate's degree or 60 credit hours from an accredited community college, college, or university at the time of the application deadline.

Candidates selected for promotion shall complete department mandated training in accordance with G.O. [2025 In-Service Training](#). Mandated training for newly promoted members will be coordinated by the department. Members who fail to complete all required training within specified time frames successfully may be subject to disciplinary action that could result in demotion.

In addition to the above training and certifications, newly promoted members assigned to specialized assignments will be required to meet all of the training and certification requirements of that unit.

ASSIGNMENT OF NEWLY PROMOTED SENIOR OFFICERS

As with other ranks, the assignment of Senior Officers will be made at the discretion of the Chief of Police. All assignments of newly promoted members shall be based upon departmental needs.

PROMOTIONS OF NON-SWORN PERSONNEL

All vacancies for non-sworn positions are filled through a hiring process in accordance with G.O. [2008 Recruiting & Selection of Non-sworn Personnel](#). Non-sworn members seeking promotion are required to apply and compete for vacant positions in order to be promoted. If the non-sworn member is selected, their assignment to the new position will be considered a promotion.

PROBATIONARY PERIOD

Pursuant to HRM-313-1 *Probationary Period for New Employees*, all promoted members (sworn and non-sworn) are subject to a six-month performance probationary period, starting on the promotion date. Based upon performance, the supervisor may, with approval from the Chief of Police, extend the probationary period for a maximum of three (3) months. Upon completion of the six-month probation period, each promoted member shall be evaluated for performance only, and not for any pay increase. This evaluation will determine if the employee will be granted regular status or demoted to their prior rank. A demotion to prior rank will return the member to their previous pay prior to promotion and their assignment will be based upon the needs of the department.

Except for voluntary demotions, members who have been demoted may not apply for promotion, participate in a promotion process, or apply for transfer to any special service unit for one (1) year after the date of the demotion.

VOLUNTARY DEMOTIONS

A member of any rank or position may request a voluntary demotion by making a written request to the Chief of Police through their chain of command. Voluntary demotions can only be granted if there is an available vacancy in the position the member is being demoted to, and the demotion does not adversely affect department operations.


A member who is promoted to Senior Officer and requests a voluntary demotion will return to a patrol assignment unless the staffing needs of the department require otherwise. A member who is promoted to a supervisory rank from Senior Officer, and requests a voluntary demotion to return to a patrol assignment will be demoted to the rank of Police Officer.

APPEALS PROCESS

Every member has the right to appeal any aspect of promotional processes or appointments. The appeal may take three (3) forms:

- Members participating in a competitive promotional process should appeal results in accordance with the procedures established for that specific process. Instructions for appealing results will be provided to all participants.
- A member may submit a written appeal to the Chief of Police, through their chain of command, indicating the specific basis for the appeal. The Chief or their designee shall review the appeal.
- A member may submit a written appeal to City Employee Relations, who will review appeals that fall within the scope of [HRM-203 Equal Opportunity Employment](#). Otherwise, the appeal may be returned to the department for processing in accordance with the above procedures.

Decisions made regarding any appeal will be documented in writing. All members whose ranking or eligibility will be affected by the outcome of the appeal will be notified in writing.



PATRICE V. ANDREWS
CHIEF OF POLICE