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1. PURPOSE

The purpose of this policy is to establish guidelines for the selection of qualified applicants for promotion within the Hawai'i Police Department.

2. PERSONS AFFECTED

All personnel

3. POLICY

It shall be the policy of the Hawai'i Police Department to establish a uniform method of screening and selecting applicants for promotion within the Hawai'i Police Department. All elements used to evaluate candidates for promotion shall be job related and nondiscriminatory.

4. DEFINITIONS

4.1. **Promotion** – Movement in the organizational hierarchy from one rank classification or position to a higher rank classification or position, usually accompanied by an increase in duties and responsibilities as well as salary.

4.2. **HR Director** – Director of the County of Hawai'i, Department of Human Resources.

4.3. **HR Section** – Hawai'i Police Department, Human Resources Section, supervised by the Human Resources Program Specialist.

5. RESPONSIBILITIES

5.1. Police Chief

5.1.1. Determines the process in which a vacant position(s) should be filled (transfers, promotion, etc.).

5.1.2. Final selection of promoted employees shall be by the Police Chief.

5.2. Human Resources Program Specialist

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5.2.1. The Human Resources Program Specialist is responsible for conducting the department's role in all internal recruitments to fill vacant positions within the department.

5.3. Promotional Review Board (Board)

5.3.1. If necessary, the Police Chief may appoint a Promotional Review Board to assist in the selection of the most qualified applicant(s).

5.3.2. The Board shall consist of a Chairperson and two members, and at least one of the members of the Review Board shall be the Assistant Chief or designated supervisor from the Bureau in which the vacancy exists. All members shall have received Interview and Selection training in accordance with the Rules of the Department of Human Resources.

5.3.3. Findings of the Board shall be made available to the Police Chief for consideration of the final selection.

5.4. HR Director

5.4.1. Determines qualifications of applicants for promotion.

5.4.2. Produces and administers written examinations for promotions to the rank of Sergeant/Detective and Lieutenant.

6. PROCEDURES

6.1. Promotional Examinations

6.1.1. Promotional examinations may be intra-departmental (limited to qualified regular employees of a particular department) or inter-departmental (limited to qualified regular employees in the civil service).

6.1.2. No promotional examination shall be conducted unless five or more qualified employees apply, provided that the Director of HR may waive this requirement if deemed desirable.

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6.1.3. The Human Resources Program Specialist or designee shall ensure that a written announcement of a promotion is posted. The announcement shall contain the following information:

- a. Title and pay range of the class;
- b. How to apply for recruitment;
- c. Opening and closing dates;
- d. Place for filing applications;
- e. Minimum qualifications requirements; and
- f. Other information determined as necessary.

6.1.4. The recruitment shall be open for a period of ten (10) days and announcement shall be circulated to all personnel and posted for the duration of internal recruitments.

6.1.5. Internal recruitment applications shall be accepted during the period specified in the internal recruitment announcement. Late applications may be accepted for good reason as determined by the Police Chief.

6.1.6. The HR Director may for good cause reject any application.

6.1.7. The scope, character and manner of conducting promotional examinations will be determined by the HR Director.

6.1.8. Civilian positions are filled according to Procedures Manual 4.8, Hawai'i Police Department Procedures for Filling Vacant Positions. Selection into these positions shall be considered promotions if the movement meets the definition of promotion under this directive.

6.2. Eligibility List – Sworn Personnel

6.2.1. A list of eligible candidates will be established for promotional consideration. This will be based on current department staffing levels and needs.

6.2.2. The Police Chief, in consultation with the HR Section, shall identify the specific number of positions to be filled by promotion.

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- 6.2.3. For promotions other than to the rank of Sergeant/Detective and Lieutenant, the HR Section shall obtain a list of referred candidates from the Department of Human Resources. The HR Section will screen the list for minimum qualifications and establish an eligibility list.
- 6.2.4. For promotions to the rank of Sergeant/Detective and Lieutenant, a written examination shall be administered by the Department of Human Resources.
- a. The Department of Human Resources shall provide a list to the HR Section, of each certified candidate who achieved a passing score on their examination.
 - The minimum percentage needed to achieve a passing score on the examination will be indicated on the Department of Human Resources (DHR) test notice sent to each candidate before testing.
 - b. After receiving this list, the HR Section will prepare a final score for each candidate on the list, by combining the candidate's written examination score with the candidate's time and experience (T&E) to determine the final earned rating. T&E calculations will be based on the "Calculation of T&E Evaluation Points" section listed in the recruitment announcement.
 - Candidates may request clarification or an administrative review (informal complaint) of their examination rating from the HR Section within ten calendar days following the postmark date of the notice of examination results.
 - Candidates may also register an appeal (formal complaint) with the Department of Human Resources Merits Appeal Board within 20 days following the postmark date of an administrative review decision by the Human Resource Specialist.

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- c. Each candidate’s raw test score shall account for 70%, and T&E for 30%, of a cumulative score which will be then used to compile a preliminary list of applicants from which the HR Section will further develop the final list of qualified applicants to be included in the assessment phase, based on the predetermined number of positions that the department needs to fill.
 - d. Except for instances in which there is an insufficient number of candidates, the “Rule of Five plus two” shall be applied to establish the total number of applicants who will proceed to the assessment phase. That is, five (5) candidates for the first position, and an additional two (2) candidates for each remaining position.
 - When applicable, the “Rule of Five plus two” may also be utilized to fill other vacant positions as deemed necessary by the Police Chief or designee.
 - e. The list developed is a homogeneous grouping of eligible candidates. This list does not imply or confer any rank or order of the candidates.
 - f. Based on raw scores and T&E, should there be an insufficient number of potential candidates to fulfill the “Rule of Five plus two” in order to fill at least one position, the Police Chief shall have the option of calling for a new recruitment.
- 6.2.5. If the promotional list as certified is unacceptable to the Police Chief, a new certification of eligible persons may be requested. In such case, the Police Chief must state the reasons in writing for rejecting each certified eligible applicant.
- 6.2.6. Candidates shall remain on the department’s internal list for twelve (12) months from the date the internal list is established or until the list is depleted or expired, whichever occurs first.
- 6.3. Promotional Review Board – Shall be convened to conduct an assessment of eligible candidates based on the following:

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- 6.3.1. Years of Service – The Board shall review a list identifying each of the candidates Departmental and In-Grade Seniority Dates.
- 6.3.2. Assignments – The Board shall review a list of the Divisions/Sections which the candidates have been assigned to throughout their career with the Hawai‘i Police Department, also listing any time spent as a Field Training Officer, Acting Supervisor or in a Temporary Assignment. The Board shall consider the variety of duty assignments held by the candidate.
- 6.3.3. Employee Performance Appraisals (EPAs) – The Board shall review copies of the last three annual Employee Performance Appraisals for each of the candidates.
- 6.3.4. Supervisor Recommendations – The Board shall review copies of all Supervisor Evaluation Forms completed for each of the candidates. The Board may request that every supervisor that actively participated in the supervision of a candidate within the past year, as well as the Commander of the Division to which the candidate is assigned shall complete a Supervisor Evaluation Form providing comments on the candidate’s ability in the following specific areas:
- a. Situational Reasoning Ability
 - b. Initiative
 - c. Work Quantity
 - d. Interpersonal Skills
 - e. Oral Communications
 - f. Writing Skills
 - g. Professionalism
 - h. Training/Experience
- 6.3.5. Supervisor Recommendations (Rating) – The supervisor will rate the candidate as Recommended, Recommended with Comments, and Not Recommended. Guidelines for these recommendations are provided below. The supervisor shall follow these guidelines but may choose to be more restrictive. Reasons for a more restrictive recommendation shall be documented on the Supervisor’s

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Evaluation Form. Reasons may include but are not limited to pending policy violations, suitability, and lack of work experience.

- a. Recommended
 - Officer in good standing, no previous policy violations within the past three years which resulted in at least one day of suspension; and
 - Average and above average Performance Evaluations during the past three years.
- b. Recommended with Comments
 - A sustained policy violation within the past three years which resulted in at least one day of suspension; and/or
 - At least one below average Performance Evaluation within the past three years.
- c. Not Recommended
 - More than one sustained policy violation within the past three years with at least two resulting in at least one day of suspension; and/or
 - More than one below average Performance Evaluation within the past three years.

6.3.6. Availability for Service – The Board shall determine the candidate’s availability for service for vacant position locations, and the final written assessment shall comment on this information accordingly.

6.3.7. Disciplinary Action – The Board shall review any Disciplinary Action on file for any of the candidates within the past three (3) years. In reviewing the disciplinary history of a candidate, the Board shall consider the number of infractions, the severity of infractions, and the discipline imposed.

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- 6.3.8. Commendations & Achievements – The Board shall review any Formal Commendations or Awards on file for any of the candidates. This may include being recognized pursuant to General Order 412, as well as awards for Officer of the Month, HSLEOA Officer of the Year, County Employee of the Year, etc. For the purposes of this assessment, general letters of appreciation (i.e. assisting a stranded motorist in changing a flat tire or providing a training class) shall not be considered as a formal commendation or award. The Board shall consider any relevant personal achievements indicative of service to the community.
- 6.3.9. Oral Assessment Exercise – Candidates may be required to participate in an oral assessment exercise providing responses to questions that are situational in nature, designed to elicit the candidate’s experience, knowledge, and ability to think and communicate spontaneously. The categories to be utilized to develop the questions may include, but are not limited to, the following: Interpersonal Skills, Job Knowledge, Dependability, Motivation/Initiative, Situational Reasoning Ability, and Oral Communications. No numerical scoring will be utilized during the Oral Assessment Exercise; however, candidates will be rated as Outstanding, Above Average, Average, Below Average, or Unsatisfactory, by each of the Board members.
- a. The chairperson of the Board shall review the position description on file for the vacant position and develop a list of questions to assess the level of knowledge, skills and abilities required for the position.
 - b. Interview questions shall be different from one series of interviews to another to ensure that the same questions are not being used within a six-month period.
 - c. Questions should not call for true/false, multiple choice, or one-word answers, as these types of questions often reward memorization rather than analytic ability.
- 6.3.10. Written or Practical Assessment Exercise – Candidates may be required to participate in a written or practical “in basket” exercise relating specifically to the position being filled, i.e. providing a

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written response to a citizen complaint, a mock exercise involving interview with the news media, etc. No numerical scoring will be utilized during the Written or Practical Assessment Exercise; however, candidates will be rated by each of the Board members as Outstanding, Above Average, Average, Below Average, or Unsatisfactory.

6.3.11. In the event a Board is not convened, the selection of an applicant shall be based on the same criteria listed under section 6.3 of this directive.

6.4. Assessment of Candidate

6.4.1. The Board shall prepare a written assessment of the candidates, taking into consideration the aforementioned areas. The written assessment shall be directed to the Police Chief, identifying each of the areas considered and listing candidates by departmental seniority, as either Recommended, Recommended with Comments, or Not Recommended. The chairperson of the Board is responsible for having the written assessment forwarded to the Police Chief within ten (10) working days.

a. If no Board is established, the designated Staff Officer shall submit the written assessment to the Police Chief.

6.4.2. The written assessment shall contain specific information/justification as to the reason a candidate falls into one of the three rated categories, i.e., citing specific elements of the assessment to support the evaluation. The written assessment should contain comments relating to a candidate's strong points and weaknesses, citing annotations by supervisors on Employee Performance Evaluations and Supervisor's Recommendation.

6.4.3. The written assessment should not make any reference to one candidate being superior to another within a given category for any reason. The written assessment shall be based solely on what is presented to the Board and shall not consider unsubstantiated facts, opinions, or assumptions of Board members as to a candidate's suitability.

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6.4.4. Note that cases of Disciplinary Action resulting in a Suspension within the past three years will automatically result in a candidate being placed in either the Recommended with Comments or Not Recommended categories, depending on the severity of the infraction. However, the included comments shall reflect the Board's assessment as to the relevance and significance of the Disciplinary Action(s) in regards to the promotion being considered.

6.4.5. In that no numerical scoring is being utilized during the assessment process, candidates falling within a final category shall be listed by departmental seniority. The purpose of listing the candidates in this fashion is solely to provide the Police Chief with an immediate view of each of the candidate's relative positions in terms of seniority. It is not intended to be, nor will it be used as an unequivocal basis for selection.

6.4.6. The Police Chief may require the Board to produce recommendations in order of their findings (Recommended, Recommended with Comments, Not Recommended). The Police Chief may further request each category to appear in order of the highest recommended candidate to the least. When presenting their findings to the Police Chief, the Board will include all documentation used to determine each candidate's rating.

6.5. Selection for Promotion

6.5.1. The Police Chief shall promote candidates based on the list of eligible persons certified by the HR Director, combined with the assessment of candidates submitted by the Board or designated Staff Officer.

6.5.2. Promotion Without Examination

- a. The Police Chief may fill a vacant position by promoting a regular employee without examination to a higher class in the same or a related series.
- b. The employee being promoted must meet the minimum qualification requirements of the higher class.

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- c. The employee must not have received a promotion without an examination during the preceding year.

6.6. Notification of Selection or Non-Selection

- 6.6.1. All applicants shall be notified of their selection or non-selection. When requested in writing by the applicant, the Police Chief shall provide written explanation of the reasons for the applicant's non-selection.
- 6.6.2. There will be no restrictions on the amount of times an applicant may apply for promotion.

6.7. Newly Promoted Personnel Training

- 6.7.1. The section commander is responsible for providing job related training to newly promoted personnel.
- 6.7.2. Training will be documented and will cover subject matter that corresponds with the position. For example, a Vice Detective should be well versed and trained in the identification of illegal substances, confidential informants, etc., whereas a Criminal Investigation Section Detective should be well versed in recovering DNA, death scene investigations, etc.
- 6.7.3. Training will be completed within the first six (6) months following promotion. Training documentation will be submitted to Administration for filing within the officer's training files.

6.8. Probationary Period

- 6.8.1. The probationary period for promoted candidates shall be for a period of six months, except that upon the written request of the Police Chief and with the approval of the HR Director, the probationary period may be extended for a period not to exceed a second six months.

6.9. Records Retention

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- 6.9.1. The HR Section shall retain all documentation of the selection process in accordance with the department's record retention schedule. Records will be maintained in a secure location and accessed only by authorized personnel.