



WRITTEN DIRECTIVE	No.	PD24(2)-0213	Page:	1 of 10
	Subject:	Effective Date: 8-29-2024		
	PROMOTIONAL SELECTION PROCEDURE	Supersedes/Amends:	PD24-0213	
		Reference:	33.8.2, 34.1.1-7	



34.1.1

I. Purpose

The purpose of this directive is to establish the promotional procedures for the Lynchburg Police Department (LPD).

34.1.3

II. Policy

It shall be the policy of the LPD to promote the most qualified employees based on job-related needs and nondiscriminatory procedures designed to select for the best leadership potential, knowledge of police operations, and integrity.

III. Procedure

A. RESPONSIBILITIES

34.1.2

1. The Chief of Police will be responsible for the administration of departmental promotional processes, and may request the assistance of the Director of the City Human Resources Department.
2. In addition, the Chief of Police may request the assistance of:
 - a. Consultants contracted to administer promotional procedures;
 - b. The Deputy Chiefs; and
 - c. Other persons deemed appropriate by the Chief of Police.

34.1.2 C

3. Promotional selection procedures and formulas for scoring candidate performance in the promotional process may be developed with the assistance of a public or private consultant firm specializing in promotional process development.
4. The Chief of Police will utilize selection procedures as outlined within this directive to evaluate the promotional potential of sworn officers applying for promotion within the Lynchburg Police Department.
5. The Chief of Police will have the final decision-making authority in all promotional selections for positions below the rank of Chief of Police.

B. GENERAL PROCEDURES**34.1.4**

1. All candidates eligible for any promotional vacancy will be provided with a written announcement, to include the following information:
 - a. Position description;
 - b. Eligibility requirements;
 - c. A description of the selection process; and
 - d. The date range in which the promotional process will be conducted.
2. A schedule listing the date, time, and location of each element of the selection process will be provided to each applicant prior to the process.
3. Eligible candidates may participate in a selection process for any of the following sworn officer positions:
 - a. Chief of Police;
 - b. Deputy Chief;
 - c. Captain;
 - d. Lieutenant; and
 - e. Sergeant.

34.1.2 G, 34.1.5 C

4. Eligibility criteria to apply for each position will be as follows:
 - a. Chief of Police – criteria set, and appointment made, by the City Manager.
 - b. Deputy Chief – the criteria will be determined and announced at the time a position is available to be filled as determined by the Chief of Police.
 - c. Captain – the criteria will be determined and announced at the time a position is available to be filled as determined by the Chief of Police.
 - d. Lieutenant – two years' experience as a Sergeant at LPD as of the selection process eligibility date set by the Chief of Police.
 - e. Sergeant – a minimum of one year in grade as a Police Officer III at LPD as of the selection process eligibility date set by the Chief of Police.

C. PROMOTIONAL SELECTION PROCEDURES**34.1.2 D****1. Deputy Chief**

- a. A promotional selection process for Deputy Chief will be held at the direction of the Chief of Police at such time that a Deputy Chief position becomes vacant or is projected to become vacant within the near future.
- b. The Deputy Chief selection process may include an assessment center that consists of multiple behavioral simulations. The assessment center may include exercises such as interviews, oral presentations, operational exercises, leadership exercises, briefing exercises, role play exercises, writing exercises, in-basket exercises, and accomplishment records. Assessment center components will be administered as outlined in section III. E.
- c. When selecting the candidate to fill a Deputy Chief position, the Chief of Police may consider any combination of the following:
 - 1) Results of the assessment center components requested by the Chief of Police;
 - 2) Educational achievement level;
 - 3) Career experience and demonstrated performance;
 - 4) Community involvement;
 - 5) Disciplinary records;
 - 6) Sick leave usage;
 - 7) The results of an individual oral interview with the Chief of Police; and
 - 8) Solicited feedback from individuals in the candidate's department, local government, and community who can speak to the candidate's demonstrated teamwork, public engagement, and collaborative performance.

2. Captain

- a. The Captain selection process may include an assessment center that consists of multiple behavioral simulations. The assessment center may include exercises such as interviews, oral presentations, operational exercises, leadership exercises, briefing exercises, role play exercises, writing exercises, in-basket exercises, and accomplishment records. Assessment center components will be administered as outlined in section III. E.

- b. When selecting the candidate to fill a Captain position, the Chief of Police may consider any combination of the following:
 - 1) Results of the assessment center components requested by the Chief of Police;
 - 2) Educational achievement level;
 - 3) Career experience and demonstrated performance;
 - 4) Community involvement;
 - 5) Disciplinary records;
 - 6) Sick leave usage;
 - 7) The results of an individual oral interview with the Chief of Police; and
 - 8) Solicited feedback from individuals in the candidate's department, local government, and community who can speak to the candidate's demonstrated teamwork, public engagement, and collaborative performance.
- 3. The Lieutenant selection process will include the following:
 - a. An assessment center that consists of multiple, behavioral simulations. The assessment center may include exercises such as operational exercises, leadership exercises, oral presentations, briefing exercises, role play exercises, writing exercises, in basket exercises, and accomplishment records;
 - b. The Chief of Police will assess each candidate's work performance, educational achievements, military service, and promotional potential for the rank of Lieutenant;
 - c. An oral interview with the Chief of Police;
 - 1) As a part of this phase, the Chief of Police may also, at his or her discretion, consult with:
 - a) Other police employees, to include the candidate's immediate supervisor(s) during the prior 12-month period; and
 - b) Selected city officials and/or citizens as a means of assessing the candidate's demonstrated teamwork, public relations, and collaborative abilities.

4. The Sergeant selection process will include the following:
 - a. A written examination based on resources specified by the Chief of Police;
 - b. An assessment center that consists of multiple, behavioral simulations. The assessment center may include exercises such as operational exercises, leadership exercises, oral presentations, briefing exercises, role play exercises, writing exercises, in basket exercises, and accomplishment records;
 - c. The Chief of Police will assess each candidate's work performance, educational achievements, military service, and promotional potential for the rank of Sergeant;
 - d. An oral interview with the Chief of Police;
 - 1) As a part of this phase, the Chief of Police may also, at his or her discretion, consult with:
 - a. Other police employees, to include the candidate's immediate supervisor(s) during the prior 12-month period; and
 - b. Selected city officials and/or citizens as a means of assessing the candidate's demonstrated teamwork, public relations, and collaborative abilities.
5. For the purpose of determining promotional process years of service for any rank:
 - a. Initial employment date will be the date on which he/she was sworn in as an officer with the Lynchburg Police Department or other law enforcement agency.
 - b. In the case of an officer who has left LPD service and then returned, cumulative years of service will be counted:
 - 1) From the officer's initial swearing-in date to the date the officer left LPD service; and
 - 2) From the officer's return swearing-in date to the selection process eligibility date set by the Chief of Police.

34.1.2 B**D. WRITTEN EXAMINATIONS**

1. All eligible candidates for promotion to the rank of Sergeant will be required to complete a written examination, which will be:
 - a. Statistically valid and reliable; and

- b. Purchased from either a public or private firm specializing in examination development.
- 2. Candidates will be provided with a list of the resource materials upon which the written test will be based.
 - a. The written examination will be developed from the materials listed.
 - b. This resource material list will be distributed to each promotional candidate at least four weeks in advance of the written examination.
- 3. The written examination will be administered by a representative of the City Human Resources Department or a representative of the consultant firm providing the written examination.
 - a. Candidates will be notified in advance of the date, time and location of the written examination.
 - b. Candidates who complete the written examination while off-duty will not be eligible to receive overtime or compensatory time compensation.
 - c. Alternate time or make-up written examinations will not be administered except in situations required by the Uniformed Services Employment and Reemployment Rights Act (USERRA).

E. ASSESSMENT CENTER

- 1. An assessment center may be conducted as one means of identifying those candidates' suitability for promotion to Deputy Chief, Captain, Lieutenant, and Sergeant.
- 2. If requested by the Chief of Police, the assessment center will be conducted by an assessment panel comprised of members approved by the Chief of Police, or their designee.
- 3. A representative of the consultant firm contracted to administer the promotional process may assist the panel during the promotional process at the direction of the Chief of Police, or their designee.
- 4. Information on the specific components will be provided for all ranks. Information on component weights will be provided for the rank of Sergeant and Lieutenant.
- 5. All assessment center exercises will have time limits that will be:
 - a. Universally applied to all candidates participating in that promotional process; and
 - b. Communicated to each candidate in the candidate instructions.

6. Assessment center evaluators will rate candidates' suitability for promotion:
 - a. Based upon job-related skill and ability criteria:
 - 1) Established by the Chief of Police; and
 - 2) Supplied to panelists in written form prior to the assessment center.
 - b. Utilizing a standardized candidate rating form approved by the Chief of Police.
7. Rating forms:
 - a. Will identify the candidate rated by pre-assigned candidate identification number and by the date and time of process;
 - b. Will be signed by the assessment center evaluators; and
 - c. Will be collected at the conclusion of the assessment center by the approved consultant for tabulation.
8. Alternate time or make-up assessments will not be administered except in situations required by the Uniformed Services Employment and Reemployment Rights Act (USERRA).

34.1.5 D**F. PROMOTIONAL ELIGIBILITY LISTS**

1. Promotional eligibility lists will be developed as follows for Lieutenant and Sergeant positions.
 - a. The promotional eligibility list will be in effect until the applications for the next announced promotional process are due. Otherwise, the list will be in effect for a period of one year from the date released by the Chief of Police.
 - b. The promotional eligibility list can be extended, for a period of up to one year, at the discretion of the Chief of Police.
 - c. The Chief of Police will notify candidates and the Director of the City Human Resources Department by letter of any extension of the expiration date for an existing list.
2. Each promotional eligibility list will be established using weighted scores as described in the promotional announcement.
3. Lieutenant and Sergeant promotional candidates will receive a letter from the Chief of Police, or their designee, indicating the following:

34.1.5 A, B

- a. Individual scores for each phase of the promotional process;
 - b. The total score received; and
 - c. Ranking on the promotional eligibility list.
4. Promotional eligibility lists will not be published.

34.1.5 E**G. SELECTION OF CANDIDATES FOR PROMOTION**

1. It will be at the discretion of the Chief of Police to determine when any vacant promotional position will be filled.
2. The Chief of Police will select the candidates for promotion to the rank of Deputy Chief and Captain based on the criteria listed in section III, C, 1, 2.
3. The Chief of Police will select candidates for promotion to the ranks of Lieutenant and Sergeant as follows:
 - a. The Captain or Deputy Chief, who is assigned to facilitate the promotional process, will furnish the names of candidates with the top three overall scores, identified only in alphabetical order, to the Chief of Police;
 - b. On reviewing the list, the Chief of Police may review candidate disciplinary records, sick leave usage, and compliance with stated department policy within directive PD20-2015: *Employee Health and Physical Fitness*;
 - c. Candidates under consideration for promotion will be scheduled to participate in an oral interview with the Chief of Police;
 - d. The Chief of Police will promote according to the following guidelines:
 - 1) If one promotional position is available at a given time, the Chief of Police will select any one of the three highest scoring candidates from the current promotional list who is deemed fully capable of assuming the duties of the promotional position;
 - 2) If two promotional positions are available at a given time, the Chief of Police will select any two of the four highest scoring candidates from the current promotional list who are deemed fully capable of assuming the duties of the promotional positions; and
 - 3) If three promotional positions are available at a given time, the Chief of Police will select any three of the five highest scoring candidates from the current promotional list who are deemed fully capable of assuming the duties of the promotional positions. In the event that there are more than three available positions, the pattern described in this subsection will be

utilized for determining the number of candidates that will be considered by the Chief.

4. A candidate selected for promotion by the Chief of Police will receive an appointment letter detailing the effective date of promotion and promotional compensation.

33.8.2, 34.1.6

5. All newly promoted employees will:
 - a. Serve a post-promotional performance review period of 12 months; and
 - b. Begin or be scheduled for any required skill development as soon as possible.

34.1.2 E, F

H. PROMOTIONAL PROCESS REVIEW PROCEDURES

1. Officers may review and appeal adverse decisions concerning their eligibility for appointment to a promotional vacancy.
2. The appeal process will include, at minimum:
 - a. Review of the candidate's written examination answer sheet (if applicable);
 - b. Review of the written examination answer key (if applicable);
 - c. Verification of the candidate's assessment center scores (if applicable); and
 - d. Re-scoring or re-testing in the event that a discrepancy is verified as causing, or potentially causing, significant adverse effect on the officer's promotional standing, upon approval of the Chief of Police.
3. Officers who believe that their promotional opportunity has been adversely affected, by either the selection process as a whole or some specific component thereof, may make a direct appeal to the Chief of Police.
 - a. All such appeals must be initiated within five business days of the date of the notice of the results of each component of the selection process.
 - b. The officer must submit a *Memorandum* to the Chief of Police, outlining the specific component(s) of the selection process which, in the officer's opinion, adversely affected his or her promotional opportunity.
 - c. The Chief of Police will:
 - 1) Review the information conveyed in the appeal *Memorandum*;
 - 2) Conduct any additional inquiries deemed necessary regarding the promotional process;

- 3) Consult with the Deputy Chiefs, or other persons involved in developing or administering aspects of the promotional process; and
 - 4) Meet with the affected officer to discuss the officer's outlined concerns and the Chief's decision regarding the officer's appeal.
4. Any reviews will be coordinated through the Office of the Chief of Police.
- a. A designee of the Chief of Police will coordinate the review of written examination answer keys, and other scored aspects of the selection process.
 - b. The requesting officer will be notified by the Deputy Chief of the Administration Bureau of the date, time, and location for such review.
 - c. No review will be allowed to compromise the security of the promotional selection process material.
5. All materials related to the promotional selection process will be maintained in a secure location designated by the Chief of Police. Proprietary materials developed by the consultant administering the promotional process will be maintained by the consultant.
6. The Chief of Police, assisted by the Deputy Chief or their designee, will be responsible for reviewing the promotional process annually, and making necessary process revisions when deemed appropriate.

34.1.2 H

Original Signed

Ryan M. Zuidema
Chief of Police

August 29, 2024

Date