	Matthews Police Department		
	General Order: PROMOTION PROCESS	Section 02: Administrative Requirements	Order #: 02-10
	Review: Annually in October by the Admin Division Commander	Issue Date: 02/13/2025 supersedes 05/20/2020	

I. PURPOSE:

To specify procedures for conducting promotion processes for sworn personnel.

II. CROSS-REF:

Form ADM-009 Request to Compete in the Promotional Process

Form ADM-010 Withdrawal from Promotional Process

CALEA STANDARDS 34.1.2

III. DISCUSSION:

The promotion process, as presented in this General Order, applies to all sworn ranks below Major in the Matthews Police Department and will be administered by the Captain, Administrative Division.

IV. POLICY:

It is the policy of the Matthews Police Department to allow all qualified personnel to compete in a fair, objective, non-discriminatory, job-related promotion process and to promote the most qualified individuals as identified by this process. Promotion processes used by the Department will be developed and administered in coordination with the Matthews Police Department and the Town of Matthews Human Resources Department. The Assistant Chief of Police (Major) or designee, will oversee the conducting of the process.

V. DEFINITIONS:

CONSENSUS SCORE: A single score, agreed upon by multiple raters, reached through open discussion.

CONSULTANT: A firm or individual contracted by the Department to develop and administer a promotion process.

VI. ELIGIBILITY:

1. **Appointment to SRO/ Canine:**


No officer will be eligible to participate in the appointment process or be appointed to (including serving in an acting capacity) the position of School Resource Officer or Canine Officer until that officer has completed **at least two (2) years of service with the Department at the rank of police officer prior to the announcement date.** The Chief of Police may increase this minimum service eligibility requirement up to a maximum of five (5) years of service with the Department provided this requirement is stated in the written order announcing the promotion process.

2. **Detective:**

No officer will be eligible to participate in the promotion process for, to be promoted to, or be appointed to (including serving in an acting capacity) the rank of Detective until that officer has completed **at least two (2) years of service with the Department at the rank of police officer prior to the announcement date.** The Chief of Police may decrease the minimum service eligibility requirement to one (1) year or may increase this minimum service eligibility requirement up to a maximum of five (5) years of service with the Department. Any adjustments to these requirements will be stated in the written order announcing the promotion process.

3. **Corporal/ Sergeant**

No officer will be eligible to participate in the promotion process, to be promoted to, or to be appointed to (including serving in an acting capacity) any rank above the rank of Officer until that officer has completed **at least one (1) year of service with the Department at the rank of police officer prior to the announcement date and has at least one year of previous experience with another agency/department.** The Chief of Police may

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increase this minimum service eligibility requirement up to a maximum of five (5) years of service with the Department at the rank immediately preceding the rank for which the promotion process is being conducted, provided this requirement is stated in the written order announcing the promotion process.

4. **Lieutenant**

No Sergeant will be eligible to participate in the promotion process, to be promoted to, or be appointed to (including serving in an acting capacity) any rank above the rank of Sergeant until that officer has completed **at least one (1) year of service with the Department at the rank of Sergeant prior to the announcement date.** The Chief of Police may increase this minimum service eligibility requirement up to a maximum of five (5) years of service with the Department at the rank immediately preceding the rank for which the promotion process is being conducted, provided this requirement is stated in the written order announcing the promotion process.

5. **Captain**

No Lieutenant will be eligible to participate in the promotion process, to be promoted to, or be appointed to (including in an acting capacity) to the Captain position until that officer has completed **at least 1 year of service with the department at the rank of Lieutenant until that officer has completed at least one year of service as a Lieutenant or 2 years of service as a Sergeant.** The Chief of Police may increase these minimum service eligibility requirements up to a maximum of 5 years of service with the department at the rank immediately preceding the rank for which the promotion process is being conducted, provided this requirement is stated in the written order announcing the promotion process.

6. **Major**


No Lieutenant or Captain will be eligible to participate in the promotion process, to be promoted to, or be appointed to (including in an acting capacity) to the Major position until that officer has completed **at least 1 year of service with the department at the rank of Lieutenant or Captain.** The Chief of Police may increase or further restrict the application eligibility requirements up to a maximum of 5 years of service with the department at the rank immediately preceding the rank for which the promotion process is being conducted, provided this requirement is stated in the written order announcing the promotion process.

The Chief of Police may waive requirements of eligibility when there is an immediate need and in the best interest of the Department. Prior to making an appointment in rank, the Chief will consult with the Department's Command Staff for recommendations, including consideration of the following:

- A. Department members with less experience with Matthews PD, but comparable experience with a prior agency; or
- B. External candidates for a position as long as the external candidates possess the same level of knowledge, skills, and abilities required of internal candidates.

VII. ACTING RANKS:

No officer will be appointed to or will remain in, an acting rank if a current Promotion Candidate Placement List for the rank exists, except to **temporarily** replace an officer of that rank who is on extended leave/absence from the Department. If an officer is appointed to an acting rank, except as a temporary replacement, and no Promotion Candidate Placement List for that rank currently exists, a promotion process for that rank will be conducted and an eligibility list developed **no later than twelve (12) months** after the appointed officer's designation to the acting position. Only officers who are eligible to compete in the actual promotion process for the rank in question may be appointed to that rank in an acting capacity.

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VIII. PROCESS:

The promotion process will include at least the steps outlined in either Option 1, Option 2, or Option 3 described below. The steps of the promotion process will be given in the order listed. The Chief of Police will choose the option to be used.

1. OPTION 1:


- A. A written order announcing the commencement of a promotion process, giving the candidates a reasonable amount of time to obtain and review relevant study materials in preparation for any written examination as described in Option 1 and providing other relevant administrative information pertaining to the promotion process to include the weight of each portion of the process. A reasonable amount of time will be at least four (4) weeks prior to the date of the written examination;
- B. Submission of a Resume and Cover Letter relevant to the position being sought.
- C. A written examination/ writing exercise relevant to the rank/ responsibility being tested for;
- D. An oral examination board consisting of sworn officers of at least the same rank/ responsibility for which the process is being conducted. The board will consist of at least one member of an allied agency who possesses the same rank/ responsibility as that being sought by the candidate; and/or a situational exercise developed to test the candidate's abilities to interact with an identified population or segment of the community relevant to the position being tested; and
- E. The scoring process will be determined and posted in the promotion announcement. Scoring and use of weighted scores is a standard practice allowing for a focus on capabilities and skill application rather than solely on material knowledge.

2. OPTION 2:

- A. A written order announcing the commencement of a promotion process, giving the candidates a reasonable amount of time to obtain and review relevant material to prepare for participation in the assessment center, and providing other relevant administrative information pertaining to the promotion process to include the weight of each portion of the process. A reasonable amount of time will be at least four (4) weeks prior to the date of the assessment center;
- B. Submission of a Resume and Cover Letter relevant to the position being sought.
- C. An assessment center relevant to the rank being tested for, consisting of assessors who are sworn officers of at least the rank of or above that for which the process is being conducted, who are members of other law enforcement agencies.
- D. The scoring process will be determined and posted in the promotion announcement. Scoring and use of weighted scores is a standard practice allowing for a focus on capabilities and skill application rather than solely on material knowledge.

3. OPTION 3: (Major/ Assistant Chief)

- A. A written order announcing the commencement of a promotion process, giving the candidates a reasonable amount of time to obtain and review relevant material to prepare for participation in the promotion process, and providing other relevant administrative information pertaining to the promotion process. A reasonable amount of time will be at least two (2) weeks prior to the date of the process;
- B. An oral interview relevant to the rank being tested for, consisting of assessors who are sworn officers of at least the rank of or above that for which the process is being

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conducted, who are members of other law enforcement agencies, and at least one senior member of Town Administration.

C. Submission of a Resume and Cover Letter relevant to the position being sought.

IX. ANNOUNCEMENT OF TESTING:

1. At the direction of the Chief of Police, the Major or designee will publish and distribute a formal Announcement of Testing to all Department personnel. This announcement will be published as a Special Order and will contain, at a minimum, the following information:
 - A. the eligibility requirements for the position being tested;
 - B. the application process;
 - C. the study material;
 - D. the steps of the promotion process;
 - E. the tentative date, time, and location of the events;
 - F. the duration of the resulting promotion eligibility list; and,
 - G. other pertinent administrative information regarding the promotion process.
2. The announcement will be published and distributed with the intent to provide all candidates competing in the promotion process with a **reasonable amount of time** of at least four (4) weeks to obtain and review the study material prior to any written examination.


X. APPLICATION:

1. In order to compete in the promotion process, each eligible candidate must submit a completed "Request to Compete in the Promotion Process" directly to the Major or designee by the date and time specified in the announcement. The candidate must also submit copies of this form to all personnel in his/her chain of command.
2. Upon receipt of each completed form, the Major or designee will review the form and determine if the candidate meets the basic eligibility requirements as outlined in the announcement. The Major or designee will then compile a list of eligible candidates (Candidate Eligibility List) who have submitted a form and publish this list of candidates as soon as possible after the expiration of the application deadline. The Major or designee will ensure a copy of the Candidate Eligibility List is distributed to each eligible candidate, Bureau Commander, Division Commander, and Sworn Supervisor. In the event that there is a discrepancy in this list, the Major or designee is to be notified **immediately** and will take the appropriate action to resolve the issue.
3. Qualified officers who do not submit a form by the date and time specified in the announcement will not appear on the Candidate Eligibility List and thereby waive their right to compete in the promotion process until such time as another promotion process is announced and administered for that position.

XI. JOB RELATEDNESS:

Promotion materials are developed to be non-discriminatory and job-related by the use of several components, which may include but are not limited to:

1. Job Task Analysis
2. Interviews of Department members by the Consultant/ HR representative
3. Review of Job Descriptions/Specifications and other position-specific documents
4. Intra-Department interviews/discussion of exercise content
5. Post-process validity review by the Consultant/ HR representative

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XII. WRITTEN EXAMINATION MATERIALS:

1. The Department recognizes the importance of the written examination in the promotion process when it is determined it will be used. While there are widely divergent views on the "best" type of written examination to be given to candidates vying for supervisory positions, the Department has determined that a series of multiple-choice questions provides a fair and objective mechanism for testing the candidates' knowledge. In selecting the written examination to be given to supervisory candidates, the Department will carefully consider the job-relatedness of the instrument. For that reason, as tests are selected for the appropriate ranks, the emphasis on the material to be covered in the test will change to ensure that individuals focus their study effort on recognized and accepted supervisory, management, and administrative principles consistent with the rank being pursued.
2. In order to provide all promotion candidates with a reasonable opportunity to study for the written promotion examination, the Department will ensure that the sources on which the examination is based will be specifically cited in the announcement.

XIII. CONDUCT OF WRITTEN EXAMINATION:

1. The written promotion examination will be conducted on the date and time and at a location determined by the Captain, Administrative Division. All eligible candidates who are scheduled to work during the time frame in which the examination is to be given will be granted administrative leave to participate in the examination. Supervisory personnel will ensure that such leave is granted to all candidates who request such leave and are eligible to compete in the process. Division Captains will ensure that sufficient personnel are scheduled to replace those on-duty personnel who are participating in the written examination so that workforce levels on patrol duty during the written examination are sufficient to ensure response to calls for service.
2. The testing Consultant, with the assistance of the Major or designee(s), will administer the written test. The written test will be conducted in accordance with accepted testing practices ensuring that all participants are given an atmosphere conducive to the completion of the test. Special instructions regarding the conduct of the written examination will be included in the announcement. Failure to adhere to any of the instructions will result in the disqualification of the candidate.
3. In order to ensure the integrity of the testing process, candidates who do not appear at the test site on time will not be permitted to participate in the written examination. The Major or designee with concurrence by the Chief of Police, may grant an exception under exigent circumstances.

XIV. SCORING OF WRITTEN EXAMINATION:

The Department will utilize a promotion test that is developed by a third party. The instructions regarding the administration of the test and the scoring procedure provided by the testing Consultant will be **STRICTLY** adhered to by the Major or designee. Individual test results will be provided to each candidate.


XV. EXAMINATION REVIEW:

Candidates who participate in the written examination may review the test **after** it has been given, in accordance with the instructions set forth in the announcement, and as provided for by the Testing Consultant. Candidates are **NOT** permitted to make copies of the test. The Major or designee will coordinate this review process.

XVI. WRITTEN EXAMINATION APPEAL PROCESS:

Candidates who desire to appeal an answer must do so in accordance with the Town of Matthews Grievance Procedure and Policy

XVII. ORAL INTERVIEW/EXERCISE:

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1. At the direction of the Chief of Police, the Major or designee will contact several allied law enforcement agencies in order to identify experienced supervisory and/or command officials to participate in the oral interview/exercise process. The Major or designee will contact these agencies as soon as is practical after the announcement has been made that the promotion process has begun. At the time of this request, he/she will notify the allied agency of the rank for which the candidates are competing and any specific needs the Department may require from Board members. Under normal circumstances, the Oral Interview/Exercise Board will be comprised of at least one (1) experienced supervisory and/or command official from outside the Department.
2. As part of their participation in the process, Board members will receive training from the agency prior to the commencement of the exercises. The Department will determine the type, extent, and duration of the training.

XVIII. SCHEDULING OF CANDIDATE APPEARANCES BEFORE THE BOARD:

1. The Major or designee will schedule the promotion candidates for the interview/exercise by **randomly** selecting the names of the candidates eligible to appear before the Board and listing their names on the interview/exercise schedule in the order in which the names are drawn.
2. In the event that a candidate receives a summons to appear in court on the date(s) on which the oral interview/exercises are scheduled, he will immediately attempt to reschedule that court appearance. If he is unable to do so, the candidate will immediately notify the Major or designee, **IN WRITING**, of this scheduling conflict. The Major or designee will then select a time that resolves this conflict.
3. Candidates who experience a **SERIOUS** unexpected personal emergency, which precludes a scheduled appearance before the Board, must **immediately** notify the Major or designee of the situation. The Major or designee will determine how the conflict will be resolved. This decision is final and the candidate will be guided by the instructions given at that time.
4. Candidates on active duty with the Military will be afforded reasonable accommodations to allow participation in the promotion process. Those accommodations will be developed and distributed at the time of the promotion process based on the situation present at that time.

XIX. APPEARANCE BEFORE THE BOARD:


1. All promotion candidates will appear before the Oral Interview/Exercise Board attired in accordance with the Special Order announcing the Promotion Process.
2. In the event that a candidate cannot appear in the attire described in the Special Order due to an obvious injury, i.e., broken arm, leg, etc., or other exigent circumstances, he must notify the Major or designee who will resolve the issue.

XX. CONDUCT OF THE ORAL INTERVIEW/EXERCISE BOARD:

1. Each promotion candidate will be given approximately equal time for preparation of their presentation (if a preparation period is built into the exercise) as well as actual presentation time before the Board.
2. Oral Board members will evaluate each candidate using the forms provided by the agency which will be completed according to the established training for that exercise.

XXI. ASSESSMENT CENTERS:

1. Assessment Centers will be convened for the purpose of evaluating candidates in simulation exercises to determine suitability to assume the responsibilities of higher ranks.
2. Composition of the Assessment Board, Scheduling of Candidates and Appearance Before the Board, and Conduct of the Assessment Center will generally follow the same

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guidelines pertaining to the Written Examination and/or Oral Board, as applicable. Specific information concerning the Assessment Center phase, including the components of the exercises and the dimensions to be evaluated will be provided in the Special Order(s) announcing the promotion process or during the orientation sessions for the process.

XXII. ADDITIONAL STEPS:

In the event that the Chief of Police chooses to incorporate additional steps into any promotional process, the steps will be included in the Special Order announcing the process and will be administered in accordance with standard, accepted practices as determined by the Human Resources Director and the Major or designee.

XXIII. COMPILATION OF SCORES:

1. Candidates who progress through each step of the promotion process will receive a numerical score which will be determined by using a statistical methodology that ensures that each portion of the process is given its appropriate weight. The scoring method to be used will be specified in the Special Order announcing the Promotion Process.
2. Prior to the publication of the Promotion Candidate Placement List, scores will not be released to anyone but the Major or designee and the Chief of Police, except as necessary to conduct the process (e.g. for the purpose of filing appeals of written test questions.)

XXIV. TIEBREAKERS:

Recognizing that after the entire promotion process is completed, the final scores of two or more candidates may be the same, the Department has selected the most objective manner available to place candidates on the Promotion Candidate Placement List. The procedures to be used to break the ties of final scores are outlined below. The Chief of Police will have the final authority in the selection of the tiebreaker method to be used.


1. Option 1 Tiebreaker: In the event that two or more candidates have a tied score upon conclusion of the promotion process in which Option 1 (described in VIII) was selected, the first tie-breaker to be considered will be each candidate's score on the written test. The higher written test score will determine the position for each candidate with a tied score. In the event that the scores remain tied, the results of the oral interview/exercise will be used as the second tiebreaker. Should the scores remain tied, seniority in the Department will then determine a candidate's placement on the List.
2. Option 2 Tiebreaker: If Option 2 (described in VIII.) is the selected method, the results of the assessment exercise will act as the first tiebreaker. If the scores remain tied after considering this score, then seniority in the Department will determine a candidate's placement on the List.
3. Option 3 Tiebreaker: If Option 3 (described in VIII.) is the selected method, the Chief will determine a candidate's placement on the list.

XXV. WITHDRAWAL FROM THE PROMOTION PROCESS:

Candidates may **VOLUNTARILY** withdraw from the promotion process at any time. Candidates who voluntarily withdraw from the promotion process will do so, **IN WRITING USING FORM ADM-010 WITHDRAWAL FROM PROMOTION PROCESS**, to the Major or designee using the "Withdrawal from Promotion Process" form or format. A candidate may elect to withdraw at any time, up to and including the commencement of the final component of the process. In response to a candidate's voluntary withdrawal from the promotion process the Major or designee will eliminate the candidate from the process, and the withdrawn candidate's scores will not be considered in the final scoring of the process.

XXVI. PROMOTION CANDIDATE PLACEMENT LIST:

Following the completion of all phases of the promotion process, the Major or designee will prepare the Promotion Candidate Placement List. The Chief of Police will certify the results of the

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promotion process by signing the Placement List. The Major or designee will cause the list to be distributed as follows:


1. Chief and Assistant Chief,
2. Captains;
3. Lieutenants;
4. Supervisors; and,
5. Each candidate on the Placement List.

XXVII. RECOMMENDATION OF CANDIDATES:

1. Upon receipt of a satisfactory promotional examination, the Chief of Police may promote police officers up to and including the rank of Major.
2. Right of Just Cause: The Chief of Police is ultimately held responsible for the overall performance of the agency, the Chief is permitted to use some discretion in promoting personnel from the list of qualified candidates.
3. It is understood the Chief's failure to recommend a candidate has serious consequences for the candidate who is bypassed in the promotion process even if that action is only temporary. Because of the impact that this action will have on the candidate, the Chief of Police will meet with the candidate who is being bypassed in the promotion process and explain the reason for the action. The Chief of Police will also provide the candidate with a written explanation of why they are not being recommended for promotion. The Chief of Police will only invoke the "Right of Just Cause" as needed. "Just Cause" refers to any reason(s) which, in the judgment of the Chief of Police, precludes an individual from effectively carrying out the duties and responsibilities of the supervisory position to which a candidate is to be promoted.
4. In the event that a candidate disagrees with the decision of the Chief of Police to invoke the "Right of Just Cause," the candidate can appeal the decision to the Human Resources Director for review. The Chief of Police will discuss his/her reasons for invoking the "Right of Just Cause" with the Town Manager and the Human Resources Director for their final decision.
5. Invocation of the "Right of Just Cause" by the Chief of Police will remain in effect until the matter under investigation is concluded or until, in the judgment of the Chief of Police, the personnel issue is satisfactorily resolved. In the event that the "Right of Just Cause" is invoked, the candidate will remain "locked into" his/her position on the Promotion Candidate Placement List. After the matter is satisfactorily resolved, the candidate will then be considered for promotion along with other candidates until the Promotion Candidate Placement List expires.

XXVIII. PROBATIONARY STATUS:

1. In keeping with accepted personnel practices, individuals who are promoted to a higher rank will be in a "probationary" status for that position for a minimum period of six (6) months. At the conclusion of the six-month probation, the promotee will be evaluated by his/her immediate supervisor using a Performance Evaluation Report. If, after the six-month probation period the promotee's performance is determined by the Chief of Police to be satisfactory, the promotee will be notified, **in writing**, by the Chief, that he/she has satisfactorily passed the probation period.
2. In the event that, after a review of the promotee's performance and discussion of his/her performance with the immediate supervisors in the promotee's chain of command, the Chief of Police believes an extension of the probationary period is warranted, the Chief may extend it. **The promotee will be personally informed of this decision and the reasons upon which the Chief of Police bases it.** The promotee will be provided remedial training or assistance as required and will continue to be evaluated quarterly

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during his/her probation extension. At the conclusion of the probation extension, the Chief of Police will determine whether the promotee will retain his/her position as a supervisor or will be returned to his/her former position in the Department.

3. In the event that the Chief of Police determines that the promotee will return to his/her former title and salary rate in the Department, he will meet with the individual to inform him/her of the decision and will provide a written explanation for this action to the individual. The employee will return to their former title and salary rate upon completion of a personnel order and Employee Action Form detailing the change.

XXIX. SECURITY AND RETENTION OF TESTING MATERIALS:

1. Before, during, and after a promotion process, all material and documentation relating to the process will be maintained in a secure manner by the Captain, Operational Services Bureau. It will not be released to anyone except as necessary to administer the process, and in no case in a manner that will provide an unfair advantage for any candidate.
2. All material relating to any promotion process will be retained by the Captain, Operational Services Bureau, for the time period specified in the Town of Matthews' Record Retention Policy.
3. Candidates must sign a confidentiality agreement prior to the start of the promotion process. Any discussion/disclosure about the contents of promotional exercises by any candidate(s) participating in the process is *strictly prohibited* until *all* candidates have completed *all* exercises. Any such discussion/disclosure will result in the immediate disqualification of the candidate(s) involved in and/or privy to the discussion/disclosure and may result in disciplinary action.

XXX. CORRECTIONS:

Throughout the entirety of a promotion process, should any party become aware of any issue that would conflict with the proper administration of the process, he or she must advise the Major or designee of the issue immediately so that it may be properly addressed.

XXXI. APPEALS:

Appeals will be handled in accordance with the Town of Matthews Grievance Procedure and Policy.

XXXII. PROMOTION LIST VALIDITY

The promotion list and resulting rankings will be valid for up to twelve (12) months after the list is published. Promotion List expiration will be set in the Announcement (section IX) for each posting.