



## **I. PROFESSIONAL AND LEGAL REQUIREMENTS**

- A. The Chief of Police or designee:
1. Shall assist the County's Office of Human Resources in oral and written test preparation for all promotions to the rank of Lieutenant Colonel, Major, and Captain.
  2. Shall perform that function for promotions below the rank of Captain.
  3. Shall be the authority for all promotions within the Division of Police. **(34.1.1)**
- B. Although the Chief of Police is responsible for assisting the New Castle County Office of Human Resources, the Professional Development Section Commander shall be the liaison with the Division. **(34.1.2)**
- C. The Professional Development Section Commander shall maintain a comprehensive personnel management manual containing:
1. A current copy of the New Castle County Merit System.
  2. All County and Division of Police policies and procedures relating to departmental promotional issues.
  3. Manuals and procedures detailing how to accomplish the supervisory promotional evaluation.
  4. The oral interview process detailing the use of uniform questions, the number of participants, the makeup of boards, and the process for grading candidates.
  5. The oral interview rating scales and/or standardized rating form, assessing a defined set of personnel attributes.
  6. Provisions for extension of promotional probation. **(34.1.3.d)**
- D. All procedures used in the promotional process will be job-related and nondiscriminatory. **(34.1.4)**

- E. When written tests are to be used in the promotional process, an updated bibliography of reading materials, used as the sources of questions, will be provided to the applicants. New Castle County Code, Article 3, Section 26.03.302 outlines the procedure to be utilized for promotional announcements. **(34.1.3.b)**
- F. The Division will provide its employees with a written announcement of the promotional process. These announcements will be posted in the New Castle County Office of Human Resources, on official bulletin boards, and in other places the Chief Human Resources Officer deems advisable. The postings will include:
1. A description of the positions or job classifications for which vacancies exist.
  2. A description of all the elements of the examination process and the date of the written exam, if applicable.
  3. A description of eligibility requirements.
  4. A description of the process to be used in selecting personnel for the vacancies. **(34.1.5)**
- G. The New Castle County Code states that promotion eligibility lists shall be established from which vacancies could be filled. The eligibility list is created by various testing procedures depending on the specific position in question.
1. "Each eligible list shall remain in effect for a period of one **(1)** year unless the list is exhausted or contains less than the required number of names for certification. (New Castle County Code, Article 3, Section 26.03.405) **(34.1.6.d)**
    - a. "The Chief Human Resources Officer may establish promotional lists from which vacancies can be filled in the classified service. Such lists shall consist of qualified eligibles from among full-time, classified employees." (New Castle County Code, Article 3, Section 26.03.402) **(34.1.6.e)**
    - b. "When a personnel requisition is received, the Chief of Human Resources shall certify the top five names from the promotional lists."

- c. “When multiple vacancies are to be filled from the same eligible list, the Chief Human Resources Officer shall certify the top five (5) names plus one (1) additional name in rank order from the top of the list for each additional vacancy to be filled.” (New Castle County Code, Article 3, Section 26.03.505) **(34.1.6.e)**
- 2. Upon selection of an individual to fill a promotional vacancy, the New Castle County Office of Human Resources shall direct a letter, typically within 48 hours, to the individual explaining the reason or reasons for the selection.
- H. The following represents the most recent procedures utilized for promotions of sworn officers within the New Castle County Division of Police, as well as the weighting of each portion, the system of ranking employees, and time in grade requirements:
  - 1. Police Sergeant
    - a. Written examination – 40.0%
      - i. Consists of two elements, closed-book and open-book.  
**(34.1.6.a)**
    - b. Assessment Center Evaluation – 55.0% **(34.1.6.a)**
    - c. Seniority Points – 5%
      - i. Seniority points will be added to the scores for the two examination components to obtain a final promotion score for each candidate. **(34.1.6.a)**
    - d. Satisfactory or above Performance Appraisal.
    - e. Establishment of a final eligible list based on the combined scores, pursuant to the New Castle County Merit System. **(34.1.6.b)**
    - f. Acceptable Experience and Training -- At least five years of experience as a New Castle County Division of Police Officer with completion of some college courses and completion of advanced police training courses. **(34.1.6.c)**

2. Police Lieutenant

- a. Written examination – 40.0%.
  - i. Consists of two elements, closed-book and open-book.  
**(34.1.6.a)**
- b. Assessment Center Evaluation – 55.0% **(34.1.6.a)**
- c. Seniority Points - 5%.
  - i. Seniority points will be added to the scores for the two examination components to obtain a final promotion score for each candidate. **(34.1.6.a)**
- d. Satisfactory or above Performance Appraisal
- e. Establishment of a final eligible list based on the combined scores, pursuant to the New Castle County Merit System. **(34.1.6.b)**
- f. Acceptable Training and Experience – At least five years of experience as a New Castle County Division of Police Officer with at least one year experience in a supervisory capacity at the rank of Police Sergeant and presently serving as a Police Sergeant with completion of some college courses or some advanced police training courses. **(34.1.6.c)**

3. Police Captain

- a. The examination process may include an evaluation of training and experience, a written examination, an oral board examination, a performance examination, or any combination of the above. **(34.1.6.a)**
- b. Establishment of a final eligible, pursuant to the New Castle County Merit System. **(34.1.6.b)**
- c. Acceptable Experience and Training – At least five years of experience as a New Castle County Division of Police officer and presently serving at the rank of Police Lieutenant or above with completion of some college courses in police science, business administration, management, finance, or related field and some advanced training courses in police administration or supervision. **(34.1.6.c)**

4. Police Major

- a. The examination process may include an evaluation of training and experience, a written examination, an oral board examination, a performance examination, or any combination of the above. **(34.1.6.a)**
- b. Establishment of a final eligible list, pursuant to the New Castle County Merit System. **(34.1.6.b)**
- c. Acceptable Experience and Training – At least eight years of progressively responsible experience as a New Castle County Division of Police Officer and presently serving at the rank of Police Captain and possession of a bachelor’s degree from an accredited college or university; or the equivalent experience, education, and rank from a nationally accredited police department. **(34.1.6.c)**

5. Lieutenant Colonel

- a. Oral Board Interview Examination – 100%. **(34.1.6.a)**
- b. Establishment of a final eligible list, pursuant to the New Castle County Merit System. **(34.1.6.b)**
- c. Acceptable Experience and Training – At least eight years of progressively responsible experience as a New Castle County Division of Police Officer and presently serving at the rank of Police Captain and possession of a bachelor’s degree from an accredited college or university; or the equivalent experience, education, and rank from a nationally accredited police department. **(34.1.6.c)**

6. Chief of Police

- a. Oral Board Interview or Assessment Center Evaluation – 100%. **(34.1.6.a)**
- b. Establishment of a final eligible list, pursuant to the New Castle County Merit System. **(34.1.6.b)**

- c. Acceptable Experience and Training for Internal Candidate – At least twelve **(12)** years of progressively responsible experience as a New Castle County Division of Police Officer and presently serving at the rank of Police Captain. Must possess a bachelor’s degree from an accredited college or university, or the equivalent law enforcement experience, education, and rank from the New Castle County Police, and have police training experience. **(34.1.6.c) (34.1.3.a)**
- d. Preferred Training and Experience for Internal Candidate – master’s degree or senior police executive training, such as the FBI National Academy or Southern Police Institute, as well as the diversity of command and policy development experience.
- e. Acceptable Experience and Training for External Candidate – A current or recently retired Chief of Police (or equivalent) or second in command with command-level experience in a law enforcement agency of 300 or more officers. Must possess a bachelor’s degree from an accredited college or university. Must hold current certification from the Delaware Police Officers Standards and Training Commission or be able to secure it within six **(6)** months of appointment.
- f. Preferred Experience and Training for External Candidate – master’s degree or senior police executive training, such as the FBI National Academy or Southern Police Institute, as well as the diversity of command and policy development experience.

## **II. ADMINISTRATIVE PRACTICES AND PROCEDURES**

- A. Upon promotion to the rank of sergeant or higher, employees shall serve a twelve **(12)** month probationary period. (New Castle County Code, Article 3, Section 26.03.702). **(34.1.7)**

B. New Castle County has established procedures (New Castle County Code, Article 3, Sections 26.03.311) for the review and appeal by employees of adverse decisions concerning their eligibility for or appointment to promotional vacancies.

1. Inspection of papers:

“The Chief Human Resources Officer shall keep the papers and other documents of candidates for examination available for their inspection for a period of ten (**10**) days after the date of notification of test results. Each person in an examination shall be entitled to inspect his or her rating and examination papers, but examination papers shall not be open to the public. Such inspection shall be permitted only during regular business hours and at the office of the Chief Human Resources Officer. The Chief Human Resources Officer may permit the extension of the period during which papers may be examined but he or she shall not permit the inspection of test papers between the time of announcements and holding another test for a similar position.” (New Castle County Code, Article 3, Section 26.03.310) **(34.1.3.e)**

2. Correction of ratings:

"Candidates for examination may appeal to the Chief Human Resources Officer for correction of their ratings upon presentation of proof that their examinations have been incorrectly rated. If the individual is not satisfied with the decision of the Chief Human Resources Officer, he or she may appeal their case to the Human Resources Advisory Board, which shall make the final decision." New Castle County Code, Article 3, Section 26.03.311, **(34.1.3.e, f)**

In cases involving members of the Fraternal Order of Police, the grievance process as outlined in the collective bargaining agreement between Fraternal Order of Police Lodge #5 and New Castle County shall outline the process for relief. **(34.1.3.f)**

3. Individuals may apply for any promotional opportunity once the position opening is re-advertised by the New Castle County Office of Human Resources and the individual meets the requirements of the position.
4. At the conclusion of each promotional process, the New Castle County Office of Human Resources personnel review and prepare a written report on the components of the promotional process for job relevancy, item component weighting, and validity.

- C. When the New Castle County Division of Police utilizes assessment centers for promotional evaluations the assessment center shall:
1. Measure dimensions, attributes, characteristics, qualities, skills, abilities, or knowledge specified in a written job task analysis.
  2. Use multiple assessors who are thoroughly trained prior to participating in a center.
  3. Use techniques designed to provide information that is used in evaluating the dimensions, attributes, or qualities previously determined.
  4. Use multiple assessment techniques, one of which is a simulation.
  5. Use simulation exercises that have been pre-tested prior to use to ensure that the techniques provide reliable, objective, and relevant information and that the exercises are job-related.
  6. Base judgments resulting in an outcome on pooled information from assessors and techniques.
  7. Base overall evaluation of behavior made by assessors at a separate time from observation of behavior during the exercises.
  8. Announce the dimensions to be evaluated in a written directive.
  9. Use a form or forms to record and document the observations of assessors at each stage of the process.
  10. Provide participants, upon request, with written rationale and information concerning the dimensions, ratings, and recommendations of the center. **(34.1.3.c)**
- D. For positions below the rank of Chief of Police, The New Castle County Division of Police does not allow, at this time, lateral entry into the promotional process. **(34.1.3.g)**
- E. The New Castle County Chief Human Resources Officer, or his/her designee, maintains all promotional material and is responsible for its security. **(34.1.3.h)**