
ADMINISTRATIVE DIRECTIVE – 101.033
ALTERNATE PROMOTION SYSTEM

EFFECTIVE DATE: September 21, 2021
AFFECTS: Sworn Personnel

REVISION DATE: September 21, 2021

I. PURPOSE

The assessment and selection of personnel for promotions is a key component in determining the operational effectiveness of any law enforcement agency. The Plano Police Department seeks to promote the most qualified candidates through a selection process that is fair for all participants.

In accordance with Section 143.035 of the Local Government Code, the Plano Police Department voted on the following Alternate Promotional System which was adopted by the Civil Service Commission on September 21, 2021.

II. POLICY

The Plano Police Department is dedicated to promoting the best-qualified candidates into sworn supervisory positions. The department will ensure the promotional process is fair for all participants.

The alternate promotional system will only apply to promotions to the ranks of sergeant, lieutenant, and deputy chief and will include the following components:

- A. written examination,
- B. seniority points,
- C. certification points (sergeant and lieutenant only),
- D. anonymous written exercise, and
- E. assessment panel.

Each component will be individually scored, then weighted to its overall value in the promotional process as outlined below.

III. DEFINITIONS

- A. Assessment Center Consultant – Someone professionally employed in the field of personnel assessment and evaluation who has no personal ties to the Plano Police Department and will impartially facilitate the promotional process.
- B. Assessor – A member of the panel of assessors utilized in the alternate promotional process.
- C. Panel of Assessors – A group of five assessors who are active members of municipal law enforcement agencies. Whenever possible, assessors should be from agencies outside of the following counties: Dallas County, Tarrant County, Collin County, Denton County, and Grayson County. The panel of assessors will be selected for each iteration of the alternate promotional system after the written exam is completed and final scores are published.
- D. Pre-Existing Relationship – Any personal relationship as defined by Plano Police Administrative Directive 113.017 – Nepotism, or any other relationship of a professional or personal nature which exceeds mere knowledge of the individual.

IV. PROCEDURES

- A. Eligibility for Promotion

Eligibility to participate in a promotional process is governed by Section 143.028 of the Local Government Code.

To participate in the alternate promotional process, a sworn employee must have served in the next lower position or a higher classification for at least two years immediately prior to the date the written exam portion of the promotional process is held. This shall include any combination of time served in the next lower position or higher classification totaling at least two years immediately before the date of the written exam portion of the promotional process.

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B. Assessors

Assessors will be recruited and selected by the civil service director and must

1. be active members of a municipal law enforcement agency,
2. have supervisory experience comparable to that of the rank being tested for,
3. have no pre-existing relationships with any of the promotional candidates, and
4. not be the chief executive of their respective agencies.

Whenever possible, assessors should be selected from agencies outside of the following counties: Dallas County, Tarrant County, Collin County, Denton County, and Grayson County.

Assessors shall be selected prior to the date of the anonymous written exercise and will be required to sign an acknowledgement form stating they do not have a pre-existing relationship with any of the promotional candidates.

C. Written Examination

The written examination will constitute 40% of a candidate's overall score in the promotional process. A promotional candidate must pass the written examination with a raw score of 70 or higher in order to proceed with the alternate promotional process.

1. Notice – Notice of an expected promotional examination is governed by Section 143.029 of the Local Government Code.

Notice of exam source materials shall be posted by the Civil Service Commission before the 90th day prior to the exam date.

Notice of the position for which a promotional process is being held as well as the date, time, and place of the exam shall be posted by the Civil Service Commission in plain view on Civil Service bulletin boards before the 30th day prior to the exam date.

2. Procedures – Promotional exam and subsequent appeals processes will be conducted in accordance with Sections 143.032 Local Government Code and 143.034 City of Plano Civil Service Rules and Regulations.

Once the appeals process has ended, the civil service director will use the written exam scores to calculate the weighted score for each promotional candidate who passed the exam. To calculate the weighted score, the final exam score will be multiplied by 0.40. These calculations will be carried out to four decimal places.

D. Seniority Points

Each promotional candidate who passes the written examination and has at least five full years of service as a sworn employee with the Plano Police Department will have one point added to their overall score in the promotional process for each full year of service as a sworn employee with the Plano Police Department, up to a maximum of ten points. Promotional candidates with less than five full years of service will not receive any seniority points.

Seniority points will be calculated from the date the promotional candidate was sworn in as a peace officer with the Plano Police Department, or, in the case of officers who have left the department then been reappointed, based on their adjusted seniority as calculated by Human Resources.

E. Certification Points

Promotional candidates for sergeant and lieutenant vacancies will have the following certification points, up to a maximum of five, added to their overall score in the promotional process if they

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received their Advanced or Master Peace Officer Proficiency Certification prior to the date of the Written Exam.

1. TCOLE Advanced Peace Officer Proficiency Certificate – 3 points, or
2. TCOLE Master Peace Officer Proficiency Certificate – 5 points.

F. Anonymous Written Exercise

Each promotional candidate who passes the written examination will proceed to the anonymous written exercise component of the promotional system.

The anonymous written exercise will constitute 15% of a candidate's overall score in the promotional process.

When calculating the weighted score for this component, the high and low rating for each written response will be stricken and the remaining three ratings will be averaged. The average score for each written response will be multiplied by 0.15 to determine the weighted score. These calculations will be carried out to four decimal places.

Since the anonymous written exercise provides each promotional candidate with extensive opportunities to demonstrate multiple dimensions and skills, appeals are not practical and therefore this component of the alternate promotional system is not subject to an appeals process.

1. Procedures

The chief of police and the civil service director will jointly agree on an assessment center consultant.

For sergeant promotional processes, the chief of police and the assessment center consultant will develop a writing prompt containing questions, a scenario, or a management issue directly related to the rank being tested for, as well as the time limit for its completion. The prompt will be developed prior to the date of the written examination.

For lieutenant and deputy chief promotional processes, the assessment center consultant will develop a writing prompt containing questions, a scenario, or a management issue directly related to the rank being tested for, as well as the time limit for its completion. The prompt will be developed prior to the date of the written examination.

All promotional candidates will respond to the same prompt, at the same time, at the same location, and within the allotted time. Each candidate will have access to a computer with a word processing program as they work on their written response.

The assessment center consultant and civil service director (or designee) will proctor the written exercise and will assign each promotional candidate a number which will serve as the only identifier on each written response. Only the assessment center consultant will know which identifier corresponds with each promotional candidate.

2. Scoring

Written responses will be collected by the assessment center consultant who will verify no names or other identifiers, other than each promotional candidate's assigned number, are present.

The assessment center consultant will provide copies of each response to each member of the assessment panel prior to them convening as a panel for the assessment portion of the promotional process.

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Written responses will be rated independently by each member of the assessment panel out of a total of 100 possible points and based on the following dimensions:

- a. Written Communication Skills – Expresses ideas and information effectively in writing (25 points);
- b. Analytical Ability – Recognizes pertinent issues and problems, understands the origin, nature, and important elements of a situation, identifies alternative choices and solutions for handling a situation or problem, demonstrates the ability to make sound decisions, and understands liability issues (40 points); and
- c. Objectivity – Demonstrates fairness and impartiality, is open to receiving new information and ideas, states personal views and facts without distortions by prejudice, unfounded stereotypes, or personal biases (35 points).

The rated written responses will be returned to the assessment center consultant when the panel convenes for the assessment panel component of the promotional process. The assessment center consultant will give the rated responses to the civil service director who will calculate the weighted score for each candidate using the process outlined at the beginning of this section.

G. Assessment Panel

Each promotional candidate who passes the written examination will participate in the assessment panel component of the promotional system.

The assessment panel will constitute 30% of a promotional candidate's overall score in the promotion process if they are a candidate for a promotion to sergeant or lieutenant. It will constitute 35% of a promotional candidate's overall score if they are a candidate for a promotion to deputy chief.

When calculating the weighted score for this component, the high and low ratings will be stricken and the remaining three ratings will be averaged. The average rating will be multiplied by 0.30 for sergeant and lieutenant candidates, and 0.35 for deputy chief candidates, to determine the weighted score. These calculations will be carried out to four decimal places.

Since the assessment panel provides each promotional candidate with extensive opportunities to demonstrate multiple dimensions and skills, appeals are not practical and therefore this component of the alternate promotional system is not subject to an appeals process.

Each assessor on the panel shall be given a packet for each promotional candidate which will include the following:

1. A copy of the previously scored response for the anonymous written exercise;
2. The three most recent performance evaluation annual reviews preceding the written exam date;
3. Civil service level disciplinary history for the three years immediately preceding the written exam date; and,
4. The promotional candidate's TCOLE training report, including education information, certifications, and licenses.

Candidates will be provided with a date and time to report to the assessment panel which will be assigned by random drawing. In accordance with civil service rules, the assessment center consultant and civil service director (or designee) will be present as a proctor during the assessment panel. Candidates will be allowed to bring materials for personal reference during the interviews but they will not be allowed to pass out or otherwise provide any materials to the assessors.

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1. Sergeant and Lieutenant Assessments

The assessment panel for sergeant and lieutenant promotions will include the following:

- a. An oral biography of the promotional candidate, including professional experience;
- b. Questions related to the promotional candidate's response on the anonymous written exercise; and
- c. Answering a series of standardized questions, developed by the assessment center consultant, from the assessors. While each promotional candidate will be asked the same, standardized series of questions, individual questions may be asked by assessors depending on the answers given by the candidates.

2. Deputy Chief Assessments

The assessment panel for deputy chief promotions will include the following:

- a. An oral biography of the promotional candidate, including professional experience;
- b. Questions related to the promotional candidate's response on the anonymous written exercise;
- c. Answering a series of standardized questions, developed by the chief of police and assessment center consultant, from the assessors. While each promotional candidate will be asked the same, standardized series of questions, individual questions may be asked by assessors depending on the answers given by the candidates; and
- d. An oral presentation on a subject predetermined by the chief of police in consultation with the assessment center consultant. The deputy chief candidates shall not be told the presentation topic until they report to their scheduled Assessment Panel date and time. They will be given 45 minutes to prepare a 10 minute presentation for the panel and will all have equal access to presentation resources including computers, computer software, printers, and audio/visual equipment. Promotional candidates will not be allowed to bring their own presentation materials.

3. Assessment Panel Ratings

- a. The assessment panel members will independently rate each candidate on the following dimensions, for a maximum of 100 points.
 - (1) Verbal Communication Skills – Orally expresses ideas and information effectively, clearly articulates thoughts and observations, demonstrates confidence and competence through speech, understands verbal instructions and is willing to ask for clarification in the event of a misunderstanding (20 points);
 - (2) Personal Interaction Skills – Ability to demonstrate sensitivity, empathy, and concern for the welfare of others, shows tactfulness and diplomacy, and shows consideration for the feelings and needs of others (15 points);
 - (3) Analytical Ability – Recognizes pertinent issues and problems, understands the origin, nature, and important elements of a situation, identifies alternative choices and solutions for handling a situation or problem, demonstrates the ability to make sound decisions, and understands liability issues (15 points);
 - (4) Adaptability and Flexibility Skills – Ability to adjust, adapt, and change according to current information and circumstances, responds appropriately to fluid situations as incoming information changes, and develops alternative responses when confronted with new information (15 points);

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- (5) Objectivity – Demonstrates fairness and impartiality, is open to receiving new information and ideas, and states personal views and facts without distortions by prejudice, unfounded stereotypes, or personal biases (15 points); and
- (6) Commitment and Professionalism – Demonstrates competency by fully meeting or exceeding performance standards on their performance evaluation annual reviews, demonstrates commitment to professional development, and adheres to department policies and procedures (20 points).

Ratings and score sheets for each promotional candidate will be collected by the assessment center consultant once all candidates have completed their assessment. The assessment center consultant will give the ratings and score sheets to the civil service director who will calculate the weighted score for each candidate using the process outlined at the beginning of this section.

H. Final Rankings

The final rankings will be compiled and posted within 24 hours of receiving the final scores from each assessor. Final rankings will be composed of the following:

1. Sergeant and Lieutenant Candidates:

Written Examination:	40 points
Seniority Points:	10 points
Certification Points:	5 points
Anonymous Written Exercise:	15 points
<u>Assessment Panel:</u>	<u>30 points</u>
TOTAL	100 points

2. Deputy Chief Candidates:

Written Examination:	40 points
Seniority Points:	10 points
Anonymous Written Exercise:	15 points
<u>Assessment Panel:</u>	<u>35 points</u>
TOTAL	100 points

3. In the event of a tie, tie breakers will be determined in the following order:

- a. Highest score on the written exam;
- b. Seniority in rank;
- c. Seniority with the Plano Police Department as a sworn officer, as determined by the department's Sworn Seniority List.

I. Promotional Examination Procedures for Personnel on Active Military Leave

Qualifying promotional candidates on active military duty outside the State of Texas, or more than fifty miles from the Plano Municipal Center, are eligible to take the written examination outside the presence of other candidates. The promotional candidate is required to notify the civil service director of their need for this accommodation at least twenty-five days in advance of the

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examination.

The civil service director is authorized to coordinate the testing of candidates on active military duty and may exercise the discretion necessary to ensure the secrecy of the examination and to assure proper administrative procedures are followed.

Promotional candidates who qualify under this section will not be available to participate in the remaining components of the promotional process and therefore will not have scores for the anonymous written exercise or assessment panel. Their final score will be weighted and calculated as follows:

1. Written Examination – 85 points for sergeant or lieutenant promotions, 90 points for deputy chief;
2. Seniority Points – 10 points;
3. Certification Points – 5 points for sergeant or lieutenant promotions only.

The number of points awarded for each category will be calculated or awarded based on the same criteria listed previously in this directive.

J. Record Keeping

The civil service director, or their designee, shall be responsible for maintaining and safekeeping of all records pertaining to each promotional process and candidate performance.