

[Special Order 428](#) modifies this policy
[Special Order 434](#) modifies this policy
[Special Order 442](#) modifies this policy

DEPARTMENTAL GENERAL ORDER 21-044

ST. LOUIS COUNTY POLICE DEPARTMENT
OFFICE OF THE CHIEF OF POLICE

December 21, 2021

Index as:
Examinations, Promotional

Cancels:
General Order 20-044
Special Order 21-416

PROMOTIONAL POLICY

I. **PURPOSE**

The purpose of this Order is to establish and inform all **employees** of the promotional policy for positions within the St. Louis County Police Department.

II. **GENERAL**

- A. The promotional policy, as outlined in the following sections, is designed to:
1. Determine from the list of available candidates those employees best qualified to fill the vacancy for promotion; and
 2. Create a favorable attitude by the candidate toward the promotional policy, even though the employee may not have been promoted and ensure that the promotional policy is fair, job-related, and nondiscriminatory.
- B. The Commander, Personnel Services Unit, shall be responsible for scheduling and administering the promotional process for the rank of lieutenant and below. The Commander shall be responsible for providing employees with a written announcement of the promotional process. The Commander shall also maintain a list of current job descriptions.
- C. The Chief of Police shall designate a second Commander to assist the Commander, Personnel Services Unit throughout the promotional process. This designated Commander shall review all aspects of the process for fairness and accuracy. In the event of a disagreement between the Commanders, the Chief of Police shall make a final determination.
- D. The Executive Director, Division of Human Resources, shall be responsible for scheduling and administering the promotional process for the rank of captain. The Executive Director shall be responsible for providing employees with a written announcement of the promotional process.
- E. Individuals with disabilities, as defined by the Americans with Disabilities Act (ADA) shall have the opportunity to compete for and pursue promotion opportunities fairly. Individuals with qualifying disabilities are eligible to receive necessary testing accommodations.

Departmental General Order 21-044, "Promotional Policy"

III. DEFINITIONS

For this General Order, the following definitions shall apply:

- A. Electronic Education System (EES) - A system available to commissioned employees that provides CMPA approved courses to meet required training or POST requirements.
- B. Employee - All commissioned and professional staff members, chaplains, and any other individual operationally attached to the Department, to include contractors and task force members. This definition is solely used for the convenience of reading this policy and is not meant to establish an employment relationship with any individual(s) where such a relationship does not otherwise exist.
- C. Essay Test – The examination of a series of complex topics requiring a written analysis or explanation, usually of a specified length. Essay tests assess an individual's ability to synthesize concepts and apply previously learned principles to new and multifaceted situations.
- D. Oral Board - A formal interview given by a group of designated evaluators. Oral Boards assess an individual's ability to express themselves, make sound judgments, and think critically.
- E. Written Examination - A multiple-choice test used to ensure a minimum amount of knowledge about the rules, regulations, and laws relevant to the operations of the Department.

IV. QUALIFICATIONS FOR PARTICIPATION

Candidates for promotion must possess a set of minimum requirements at the time of the promotional process announcement. Those requirements are listed below for each rank.

A. Sergeant

1. Commissioned employees must possess **one of** the following to participate in the sergeant's promotional process:
 - a. Five **(5)** years of experience in the rank of police officer with the St. Louis County Police Department and a minimum of a bachelor's degree; or
 - b. Five **(5) years** of experience in the rank of police officer with the St. Louis County Police Department and four **(4)** years of active duty service in the United States Military; or
 - c. Seven **(7)** years of experience in the rank of police officer with the St. Louis County Police Department.
 - d. **Three (3) years of experience in the rank of police officer with the St. Louis County Police Department and a minimum of five (5) years of continuous experience with one police department.**

Departmental General Order 21-044, "Promotional Policy"

2. Commissioned employees must possess all of the following to participate in the sergeant's promotional process:

- a. Last calendar year of Performance Evaluation Reports must have no categories with any less than "Meets Standards" ratings; and
- b. Completed sixteen **(16)** hours of continuing education in leadership, management, or supervision as listed in the course description and taught by the CMPA or one of its authorized affiliates (to include Electronic Education Systems). The sixteen **(16)** hours of continuing education must meet the following requirement:
 - 1) The education must have been completed within the last three **(3)** years of the date of the promotional process announcement; and
 - 2) The education must be officially authorized by the CMPA as qualifying education for the Department's promotional process.

B. Lieutenant

Sergeants must possess the following to participate in the lieutenant's promotional process:

1. **Last calendar year of Performance Evaluation Reports must have no categories with any less than "Meets Standards" ratings; and**
2. **Either one of the following:**
 - a. **Three (3) years of experience in the rank of sergeant with the St. Louis County Police Department and a minimum of an associate's degree; or**
 - b. **Five (5) years of experience in the rank of sergeant with the St. Louis County Police Department.**

C. Captain

Lieutenants must possess the following to participate in the captain's promotional process:

1. **Last calendar year of Performance Evaluation Reports must have no categories with any less than "Meets Standards" ratings; and**
2. **Either one of the following:**
 - a. **Three (3) years of experience at the rank of lieutenant with the St. Louis County Police Department and an associate's degree; or**
 - b. **Five (5) years of experience at the rank of lieutenant with the St. Louis County Police Department.**

Departmental General Order 21-044, "Promotional Policy"

D. Lieutenant Colonel

1. The rank of Lieutenant Colonel is filled by appointment by the Chief of Police and serves at the discretion of the Chief.
2. A lieutenant colonel reduced in rank by the Chief shall be returned to the last rank in which they had completed their probationary period and shall have no right to appeal this reduction in rank.
3. This policy does not preclude disciplinary action if it is warranted.
4. Employees must possess a minimum of a bachelor's degree to be eligible for promotion to Lieutenant Colonel; and
5. Last calendar year of Performance Evaluation Reports must have no categories with any less than "Meets Standards" ratings.

E. Professional Staff Supervisory Positions

1. Existing bureau procedures shall determine the minimum qualifications to participate in a professional staff promotional process.
2. If no minimum qualifications have been codified, the division commanding officer, in conjunction with the Division of Human Resources, shall set the qualifications before the promotional process announcement.

V. DISQUALIFICATION FOR PARTICIPATION

- A. Employees shall not be eligible to participate in a promotional process for one year from the final disposition of a complaint filed against the employee that was sustained and resulted in more than 24 hours of suspension. The one-year time period must have expired prior to the deadline for submitting the Promotional Request Form (F-270).
- B. An employee with a pending complaint filed against them, being investigated by the Bureau of Professional Standards, may participate in the promotional process. However, if at any time during the promotional process or while a certified eligibility list is active, the complaint is sustained and results in more than 24 hours of suspension, the employee shall be considered disqualified and may not participate in another promotional process for one year from the time of final disposition.

VI. PROMOTIONAL PROCESS FOR SERGEANTS

- A. Commissioned employees who desire to participate in the promotional process for sergeant and who possess the qualifications and are not considered disqualified as described in Section V.A, shall prepare a Promotional Request Form (**F-270**) addressed to the Commander, Personnel Services Unit, stating how they have met the promotional qualifications. All qualifications are subject to verification.
- B. The promotional process shall consist of a Written Examination and an oral board. Any candidate who scores 70 percent or higher on the Written Examination shall be placed

Departmental General Order 21-044, "Promotional Policy"

on the list for oral boards. Any candidate who scores in the top two-thirds of the oral boards shall be placed on the final eligibility list.

C. Written Examination

1. The Commander, Personnel Services Unit, shall conduct an orientation to the sergeants' promotional process prior to the Written Examination. The orientation shall include sample questions similar to those on the Written Examination and Oral Boards to help candidates prepare.
2. The Written Examinations shall be scheduled annually for the last week of January. The examinations shall be administered on the same day.
3. The Chief of Police may call for one (1) additional promotional process during the same calendar year. The promotional exam for any additional process shall be held during the last week of July.
4. The Written Examination shall be scored by use of a Scantron Score machine.
5. Officers who desire to contest the Written Examination, or any questions on the test shall write a memo to the Commander, Personnel Services Unit, explaining in detail the basis for the objection(s).
 - a. A panel of three (3) Lieutenants shall be convened by the Chief of Police to assist the Commander, Personnel Services Unit with determining the accuracy and validity of all test questions.
 - b. A majority vote of these four (4) people is necessary to remove a question from the test. If a question(s) is removed from the test, it shall be removed for all participants, and a new score will be determined by dividing the number correct by the reduced amount of test questions.
6. After all candidates have taken the Written Examination, the candidates who score 70 percent or above shall be published. The candidate's names shall be in alphabetical order.

D. Oral Board

1. Those candidates who score 70 percent or higher on the Written Examination shall appear before an oral board consisting of three (3) lieutenants from within the Department's ranks and a captain who will provide oversight for the proceeding.
2. An employee of the rank of Lieutenant Colonel or Executive Director may observe the Oral Board to ensure impartiality.
3. The Commander, Personnel Services Unit shall compile a list of the lieutenants and captain, chosen from the ranks of the Department who are not on probationary status. The list shall be provided to the Chief of Police for final approval.

Departmental General Order 21-044, "Promotional Policy"

4. The Division of Human Resources shall develop the Oral Board questions with final approval given by the Chief. All candidates shall be asked the same set of questions.
 5. Those candidates who earn scores within the top two-thirds of those competing in the Oral Board process shall be placed on a list indicating they are eligible for promotion until the next eligibility list is published. In the case of a tie at the two thirds threshold, all candidates with a qualifying tying score shall be placed on the eligibility list.
- E. Following the completion of the promotional process, the Commander, Personnel Services Unit shall post a certified eligibility list of candidates successfully completing the current process and those certified candidates maintaining their eligibility from previous promotional processes.
1. The posted list shall list the candidates alphabetically. The Commander, Personnel Services Unit shall forward to the Chief a certified list of candidates completing the current process to include those officers who have met the requirements for holding their scores.
 2. The Chief may select any candidate on the eligibility list for promotion.
- F. The list of certified candidates shall expire at the completion of each successive process. However, those candidates who were placed on the final eligibility list for the previous process may elect to hold their eligibility for the next promotional process of the same rank as long as the steps in the process and the points assessed for each step remain the same. Those candidates who hold their eligibility shall be added to the final eligibility list. Candidates may hold their eligibility for one (1) more process after their initial process that placed them on the eligibility list. This option must be declared in the Promotional Request Form (F-270) no later than seven (7) days prior to the date of the current Written Examination.

VII. PROMOTIONAL PROCESS FOR LIEUTENANTS

- A. Commissioned employees who desire to participate in the promotional process for lieutenant and who possess the qualifications, and are not considered disqualified as described in Section V.A, shall submit the following documents to the Commander, Personnel Services Unit by the due date specified in the promotional announcement:
1. Promotional Request Form (F-270) stating how they have met the promotion qualifications; and
 2. A one-page professional resume.
- B. The promotional process shall consist of an Essay Test and an Oral Board. The Essay Test shall be given first, followed by the Oral Board.
1. Essay Test

Departmental General Order 21-044, "Promotional Policy"

- a. The questions for the test shall be written with direct input from the Chief of Police.
 - b. Candidates shall be required to write their essay answers in a location specified by the Department within time limits set by the Department.
 - c. Candidates' responses to the questions shall be evaluated according to a predetermined scoring rubric. **The scores shall then be provided to each individual candidate before the next step in the process. Each candidate will be given the opportunity to schedule an in-person meeting with the Executive Director of Human Resources for the purpose of understanding how their scores were calculated and to provide suggestions for future improvement.**
 - d. The final scores shall be delivered directly to the Commander, Personnel Services Unit. The scores shall account for fifty (50) points of the candidates' final score.
2. Oral Board
- a. The board shall be comprised of three (3) captains (raters) from within the Department's ranks and a lieutenant colonel who shall provide oversight for the proceeding. The captains shall be chosen from the ranks of the Department and must not be on probationary status.
 - b. An employee of the rank of Lieutenant Colonel or Executive Director may observe the Oral Board to ensure impartiality.
 - c. The Oral Board questions shall be developed by the Division of Human Resources with final approval given by the Chief. All candidates shall be asked the same set of questions.
 - d. The following process shall determine the scores for the Oral Board.
 - 1) Each rater will score the candidate on their response to questions based on a predetermined scoring rubric.
 - 2) The scores for all raters will be averaged for each question.
 - 3) The average scores for each question will be summed.
 - 4) The final total of all averaged scores will be the final score for the Oral Board.
 - 5) **The scores shall be provided to each individual candidate.**
 - e. The final scores shall be delivered directly to the Commander, Personnel Services Unit. The Oral Board shall account for fifty (50) points of the candidate's final score.

Departmental General Order 21-044, "Promotional Policy"

- C. The Essay Test and the Oral Board shall each be worth fifty (50) points for a total of 100 points possible during the process. The final score for each candidate shall be the total of their Essay Test and Oral Board scores. The final eligibility list containing the final scores and the essay answers shall be delivered to the Chief of Police. The Chief may select any candidate on the list for promotion.
- D. The Chief of Police may call for a lieutenant's process at any time to meet the needs of the Department, **but no more than twice during the same calendar year.**
- E. Following the completion of the promotional process, the Commander, Personnel Services Unit, shall post a certified eligibility list of candidates completing the current process in alphabetic order.
- F. The Commander, Personnel Services Unit, shall forward to the Chief a certified list of candidates completing the current process. The Chief may select any candidate on the list for promotion.
- G. The list of certified candidates shall expire at the completion of each successive process. **However, those candidates that were placed on the final eligibility list for the previous process may elect to hold their eligibility for the next promotional process of the same rank as long as the steps in the process and the points assessed for each step remain the same. Those candidates who hold their eligibility shall be added to the final eligibility list. Candidates may hold their eligibility for one (1) more process after their initial process that placed them on the eligibility list. This option must be declared in the Promotional Request Form (F-270) no later than seven (7) days prior to the date of the current written examination.**

VIII. PROMOTIONAL PROCESS FOR CAPTAINS

- A. The Chief of Police may call for a captain's promotional process at any time to meet the needs of the Department.
- B. Commissioned employees who desire to participate in the promotional process for captain and who possess the qualifications, and are not considered disqualified as described in Section V., sub-section A, shall submit the following documents to the Executive Director of Human Resources by the due date specified in the promotional announcement:
 - 1. Promotional Request Form (F-270) stating how they have met the promotion qualifications; and
 - 2. A one-page professional resume.
- C. The promotional process for Captains shall consist of an Essay Test.
 - 1. The questions for the test shall be written with direct input from the Chief of Police.
 - 2. Candidates shall be required to write their essay answers in a location specified by the Department within time limits set by the Department.

Departmental General Order 21-044, "Promotional Policy"

3. The **essay answers** shall be delivered directly to the Executive Director of Human Resources. The Executive Director shall compile a final eligibility list and forward it, along with the essays, to the Chief of Police **for review**. The Chief may select any candidate on the list for promotion.

IX. PROFESSIONAL STAFF PROMOTIONAL PROCESS

- A. The promotional process for professional staff shall be initiated by the commanding officer of the affected unit. The commanding officer shall contact the Commander, Personnel Services Unit to coordinate the posting and selection process.
- B. A written announcement of the promotional process shall be provided by the Commander, Personnel Services Unit, identifying any prior experience, training, education, special skills, etcetera, required for the position. The announcement shall indicate what job-related criteria will be used to evaluate the promotional potential of candidates (e.g., written test, essay, oral interview, etc.).
- C. The position of Executive Director is filled by appointment by the Chief and serves at the discretion of the Chief. An Executive Director reduced in position by the Chief shall be returned to the last position in which they had successfully completed their probationary period and shall have no right to appeal this reduction in position. This policy does not preclude disciplinary action if it is warranted.

X. TEST REVIEW

- A. Any promotional candidate for sergeant, lieutenant, or professional staff may make an appointment with the Commander, Personnel Services Unit, to review their performance on applicable selection instruments (Written Examination, Essay Test, or Oral Board). The candidate may not take any pictures, make copies, or leave with any test materials.
- B. Any promotional candidate for a captain may make an appointment with the Executive Director of Human Resources to review their performance on the Essay Test. The candidate may not take any pictures, make copies, or leave with any test materials.
- C. Any candidate wishing to review their performance on an Essay test may be referred to the outside consultant if applicable.

XI. APPEALS

Any portion of the promotional process for sergeant, lieutenant, and professional staff can be appealed to the Commander, Personnel Services Unit. Any part of the promotional process for captain can be appealed to the Executive Director of Human Resources. Candidates for promotion may review and appeal the results for each promotional element. The review or appeal must be requested in sufficient time to be completed prior to the commencement of the next step in the promotional process.

- A. The Employee shall submit written notification documenting the appeal. Any appeal of the final score must be made within ten (10) days of the posting of the final list.

Departmental General Order 21-044, "Promotional Policy"

- B. The Commander, Personnel Services Unit, or Executive Director, Human Resources, must respond within three (3) working days of the receipt of the appeal of the final score.
- C. The candidate may appeal the response from the Commander, Personnel Services Unit, or Executive Director, Human Resources, through their chain of command to the Chief of Police. The decision of the Chief shall be final.

XII. PROMOTIONAL MATERIAL

The Commander, Personnel Services Unit, shall maintain all promotional tests and materials in a secure area and manner. The Commander shall destroy all materials and tests in accordance with established retention policies of County Government. Access to these files is restricted to the Commander, Personnel Services, and the Executive Director of Human Resources, unless otherwise authorized by the Chief of Police.

XIII. EFFECTIVE DATE

This General Order shall not affect any promotional process initiated prior to the Order's effective date.

Attachments

[Promotional Request Form F-270](#)

Adopted by Command Staff

By order of:

LIEUTENANT COLONEL KENNETH GREGORY
Acting Chief of Police

KG:mw

Approved at the meeting of the Board of Police Commissioners dated December 21, 2021.

COMMISSIONER
Chair

COMMISSIONER
Secretary

Departmental General Order 21-044, "Promotional Policy"

Distribution

All Department Personnel

CALEA Reference

22.3.1; 34.1.1; 34.1.2; 34.1.3; 34.1.4; 34.1.5; 34.1.6