	SALISBURY POLICE DEPARTMENT
	Written Directive: Promotion
	Publication Date: March 01, 2018
	Approved: Barbara Duncan, Chief of Police
Related CALEA Standards: 34.1.1, 34.1.2, 34.1.3, 34.1.4, 34.1.5, 34.1.6	**Promotion** Section #104

Promotion

1. Policy:

Promotion denotes vertical advancement in the organizational structure from one rank or position to another, usually accompanied by an increase in responsibility and salary. It is the policy of the Salisbury Police Department to use an accurate and valid process in selecting sworn officers for promotion.

2. Purpose:

The purpose of this policy is to establish policies and procedures for the promotion of sworn personnel in the department. This policy will serve as a manual governing the promotion process.

3. Agency Role, Authority and Responsibility:

A. The promotional process is within the exclusive role of the department under the direction of the chief of police and begins with the identification of officers who appear to have the potential for a greater responsibility and who have demonstrated by their performance that they have the skills, knowledge and ability to act at a higher level. The identification of such officers is ordinarily made by the commanders with input from the officer's supervisor(s). The selection process considers such qualifications as time in grade, ability to build positive moral, education, past performance, specialized training, desire, attitude, testing and oral interview. A chief's memorandum is issued when the opportunity for promotion becomes available. Qualified officers are encouraged to avail themselves of the opportunity for promotion.

B. The ranks above lieutenant are appointed ranks.

C. The administrative commander is responsible for the promotional process. The administrative commander or his/her designee has the responsibility and authority for preparing, scheduling and monitoring the promotional process and examinations.

4. **Promotional Process Described:**

The promotional process below pertains to the ranks of corporal, sergeant and lieutenant and shall consist of the following parts each weighted accordingly. The ranks of captain, major, and colonel will be appointed by the chief of police.

A. Absence On Scheduled Test Dates
   a) If the officer knows in advance that he/she will unable to take the test, he/she should notify, in writing, the chief of police through the chain of command before that date.
   b) If an officer is absent on the scheduled test date due to circumstances beyond his/her control, he/she must notify the chief of police through his/her supervisor, as soon as possible, explaining the reason for the absence.
   c) In certain circumstances accommodations for all phases of the promotional testing process will be made for police officers of all ranks for valid and approved absences. Accommodations may include rescheduling, administering by third party or electronic means such as video phone.
   d) Usually only five conditions will warrant an officer's failure to appear on the scheduled time: The responsibility for notifying rests with the officer. The five conditions are:
      i. Court Appearance;
      ii. Military Leave;
      iii. Jury Duty;
      iv. Bereavement Leave; or
      v. Illness

   e) All requested absences must be supported by appropriate documentation, as soon as possible. Examples of documentation are listed below, but not limited to:
      i. Court summons;
      ii. Military orders; or
      iii. Doctor certificate.

B. Written Examination: (45points maximum)

The written examination may consist of questions from Salisbury Police Department policies and procedures, city code, Maryland criminal digest, and outside sources such as supervisor reference books or literature. Candidates will be provided access to all study materials a minimum of 30 days prior to the written test date. The written examination will be the first phase of the promotional process. Candidates must attain a score of 75% or above in order to move to the oral interview stage of the testing process.

a) Application for Testing/Written:

i. A police chief's memorandum will be published at least thirty (30) days prior to the scheduled written examination date when a position becomes available and can be filled.
ii. All interested, qualified officers will apply to the chief of police, in writing, within ten (10) days of the date of the chief's memorandum. Anyone who applies for testing after the specified time period will not be considered. If an officer was on annual or sick leave during the deadline process, the chief of police may make an exception and extend the deadline.
iii. Qualified officers choosing not to take a scheduled examination will not appear on the eligibility list for promotion to the next rank and forfeit such eligibility until they take and pass the required examination.

C. Promotional Potential (Rank Specific): (10 points maximum)
   a) Depending on the rank, the candidate will be evaluated on no less than (14) different performance categories by his/her supervisor. The 14 categories are available for promotional candidates review on SPD Form 261(A, B, C) and can be found on the SPD computer internal computer network.
   b) The administrative commander will ensure that each candidate's supervisor completes a current promotional potential evaluation which will be scored by the administrative commander.
   c) The final numeric total of the evaluation will be calculated and assessed points (10 maximum) accordingly.

D. Oral Interview/Oral Presentation: (45 points maximum)
   a) An oral interview will be conducted by a three (3) member board. Each member shall rank each candidate using evaluation forms given for each part of the interview process.
   b) The members of the board may consist of officers from within the Salisbury Police Department or outside the department, at the discretion of and with the approval of the chief of police.
   c) At least two members of the board will be of the same rank for which the officer is being interviewed. The other member will be of the same rank or higher.
   d) Candidates competing in a given promotional process shall all receive the same questions and exercises for that promotional process.
   e) An oral board member may for whatever reason refuse to participate. In the event of such a refusal, the interview and rating will be carried out by the two remaining members. However, no officer will be interviewed by fewer than two members.
   f) The candidate may have to conduct an oral presentation to the interview board based upon information provided to each candidate by the administrative commander prior to the interview.

g) The candidate may participate in mock scenario based exercises before the interview board. If applicable the administrative commander will furnish the candidate details in order to complete the process.

E. Bonus Points:

The below criteria within categories (a) and (b) shall be considered bonus points and may be applied. Bonus points will be added to the candidates final score after all other phases of the promotional process ~~is~~ are completed.

a) Education 5 points maximum

i.	29 or less college credits	0 points
ii.	30 or more college credits	1 point
iii.	Associates Degree	2 points
iv.	90 or more college credit hours	4 points
v.	BS or BA Degree	4 points
vi.	Graduate Degree	5 points

b) Seniority 5 points maximum

i. One quarter (.25) points shall be given for each six month increment after the minimum eligibility has been met.

F. Adverse And Disciplinary Actions:

a) An adverse action need not have resulted in formal disciplinary action to be considered by the chief of police in deciding to promote a candidate. It is within the chief's discretion to consider all such actions for the time period beginning one year prior to announcement of a new formal promotion process, through the life of the existing eligibility list. Examples of adverse actions would include but are not limited to:

i. Failure to adhere to department policy
ii. Failure to adhere to the oath of office or the department's code of ethics
iii. Oral and/or written reprimands
iv. Inappropriate use of sick leave
v. The subject of legitimate complaints from city officials, citizens, workers and or other city employees.

G. Candidate's Review:

a) All officers will be afforded an opportunity to review their own written examination, promotional potential ratings by supervisors and oral interview board evaluations upon completion of each phase of the promotional process.

H. Eligibility:

a) Rank of Corporal

i. Candidates who meet the following requirements are eligible.

1) Candidates must be classified as a PFC which is defined as having at least three (3) years of continuous service as a sworn police officer with the department.
2) Candidates will be required to submit a resume which will include at a minimum; higher education, and specialty skills and qualifications associated with leadership within the law enforcement industry.
3) Those eligible for corporal must successfully complete each phase of the promotional process.

b) Sergeant's Rank

i. All corporals who meet the following requirements are eligible.

1) Candidate must be classified as a corporal and have at least one (1) year time in grade as a corporal.
2) Candidates will be required to submit a resume which will include at a minimum; higher education, and specialty skills and qualifications associated with leadership within the law enforcement industry.
3) Candidates must successfully complete each phase of the promotional process.

c) Lieutenant's Rank

i. All Sergeants who meet the following requirements are eligible.

1) Candidate must be classified as a sergeant and have at least one (1) year time in grade as a sergeant.
2) Candidates will be required to submit a resume which will include at a minimum; higher education, and specialty skills and qualifications associated with leadership within the law enforcement industry.
3) Those eligible for lieutenant must successfully complete each phase of the promotional process.
4) Lieutenant candidates hired at SPD after December 31, 2013 will be required to have an associate's degree.
5) Lieutenant candidates hired at SPD before December 31, 2013 will be exempt from the associate's degree requirement.

d) Captain's Rank
   i. All officers who meet the following requirements are eligible.
      1) A minimum of one year in grade as a lieutenant
      2) Candidates will be required to submit a resume which will include at a minimum; higher education, and specialty skills and qualifications associated with leadership within the law enforcement industry.
      3) The rank of captain will be an appointed rank, made by the chief of police.
      4) Candidates hired at SPD after December 31, 2013 will be required to have a bachelor's degree.
      5) Candidates hired at SPD before December 31, 2013 will be exempt from the requirement of having a bachelor's degree.

e) Rank of Major
   i. All officers who meet the following requirements are eligible.
      1) A minimum of one year in grade as a lieutenant of captain.
      2) Candidates will be required to submit a resume which will include at a minimum; higher education, and specialty skills and qualifications associated with leadership within the law enforcement industry.
      3) The rank of major will be an appointed rank, made by the chief of police.
      4) Candidates hired by SPD after December 31, 2013 will be required to have a bachelor's degree.
      5) Candidates hired by SPD before December 31, 2013 will be exempt from the requirement of having a bachelor's degree.

f) Rank of Colonel
   i. All officers who meet the following requirements are eligible.
      1) A minimum of one year in grade as a captain or major.
      2) Candidates will be required to submit a resume which will include at a minimum; higher education, and specialty skills and qualifications associated with leadership within the law enforcement industry.
      3) The rank of colonel will be an appointed rank, made by the chief of police.
      4) Candidates hired at SPD after December 31, 2013 will be required at a minimum of a bachelor's degree.
      5) Candidates hired at SPD before December 31, 2013 will be exempt from the requirements of having a bachelor's degree.

I. Appointments:
   a) Officers who are appointed to a rank by the chief of police will serve at the pleasure of the chief and they cannot be demoted without cause.
   b) If the current chief or a future chief desires to demote an officer holding an appointed rank, then the chief of police must show cause and cannot demote the officer to a rank lesser than his permanent rank. A permanent rank is the last tested rank that the officer held prior to the position into which the officer was appointed.
   c) An officer who is appointed to a rank by the chief of police is afforded the full protection of the Law Enforcement Officer's Bill or Rights. Any disciplinary action taken against that officer must be done in accordance with the Law Enforcement Officer's Bill of Rights.

J. Security Of Promotional Materials:
   a) The administrative commander shall maintain tests and other materials relating to promotions in a confidential manner. Material shall be maintained in a locked file when not in use.

K. Eligible Candidates For Promotion:
   a) Upon completion of all phases of testing a list with the officer's scores, in descending order beginning with the highest score, will be submitted to the chief of police. The list will be valid until the next list is established. A candidate may elect by written memorandum to the chief of police to carry his or her overall score for one additional year. Every effort will be made to conduct promotional testing on an annual basis in the fall of each year.
   b) The chief of police has the option of selecting for promotion any one of the top five (5) officers on current and respective promotion list for corporal, sergeant, and lieutenant when a vacancy occurs. The reason for appointing the employee will be based on performance in the promotion process and past work performance.
   c) Promotions are announced in a department personnel order, stating an effective date for the promotion.
   d) Officer(s) ranked in the top five (5) not selected for promotion may make a written request to the chief of police asking for the rationale used to select the promoted candidate.

L. Assessment Centers:
   a) The Salisbury Police Department may utilize an assessment center.

M. Bracketing System Chart:
   a) Compensation upon promotion, demotion, or placement in an acting position will be determined by the bracketing system chart.

b) In cases where employees are demoted they will be reduced to their previous compensation bracket.

N. Appeal Process:

a) The right of employees to challenge any aspect of the promotional process is an integral part of the process itself. Employees who wish to appeal will contact the administrative commander and forward in writing their reasons for contesting any decisions or testing procedure. At a minimum, the following may be part of the appeal:

ii. Adverse decisions concerning eligibility:
iii. Review of answer key if any written examination is used;
iv. Review of written results of scored elements of the selection decision;
v. Contesting promotional potential evaluation reports used in the selection decision.

b) The administrative commander will review the written challenge with the chief of police to determine the validity of the challenge and any modifications to be made to future promotional processes and/or the final results of the current process.

O. Lateral Entry Supervisory Position:

a) Lateral entry is not allowed at any level except for the position of chief of police at the discretion of the mayor and council.

P. Reapplication:

a) Any candidate that fails the current promotional process may reapply for the next promotional process so long as the eligibility guidelines are met as set forth in this policy.

5. Job Relatedness:

The Salisbury Police Department provides an equal opportunity for all sworn members to be considered for promotion based upon components and procedures tailored to meet the needs to the department and which are job-related and non-discriminatory. The administrative commander will annually assess the promotional process to ascertain if there has been an adverse impact.

6. Probationary Period For Promoted Employees:

A. Permanent status to the rank for which the test was given requires a probationary period of one year, during which time performance will be evaluated. Permanent status will be granted only if work performance has been determined to be satisfactory.

B. The promotion probation status may be extended on a case-by-case basis, by the chief of police. An example when the probation status might be extended is a long term absence due to illness or injury. If a long term absence occurs, the officer on probation could not be fairly evaluated on his job assignment.