



WRITTEN DIRECTIVE	No. PD14-0213	Page: 1 of 13
Subject: PROMOTIONAL SELECTION PROCEDURE	Effective Date:	01-27-14
	Supersedes/ Amends:	PD13-0213
	Reference:	33.8.2, 34.1.1-7



34.1.1

I. Purpose

The purpose of this directive is to establish the promotional procedures for the Lynchburg Police Department.

34.1.4

II. Policy

It shall be the policy of the Lynchburg Police Department to promote the most qualified employees based on job-related needs and nondiscriminatory procedures designed to select for the best leadership potential, knowledge of police operations, and integrity.

III. Procedure

A. RESPONSIBILITIES

34.1.2

1. The Chief of Police will be responsible for the administration of departmental promotional processes, and may request the assistance of the Director of the City Human Resources Department.
2. In addition, the Chief of Police may request the assistance of:
 - a. consultants contracted to administer promotional procedures
 - b. the Deputy Chiefs
 - c. the Special Operations Division Captain
 - d. other persons deemed appropriate by the Chief of Police.

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3. Promotional selection procedures and formulas for scoring candidate performance in the promotional process will be developed with the assistance of a public or private consultant firm specializing in promotional process development.
4. The Chief of Police will utilize selection procedures as outlined within this directive to evaluate the promotional potential of sworn officers applying for promotion within the Lynchburg Police Department.

5. The Chief of Police will have the final decision-making authority in all promotional selections for positions below the rank of Chief of Police.

B. GENERAL PROCEDURES

34.1.5

1. All candidates eligible for any promotional vacancy will be provided with a written announcement, to include the following information:
 - a. position description
 - b. eligibility requirements
 - c. a description of the selection process
 - d. the date range in which the promotional process will be conducted.
2. A schedule listing the date, time, and location of each element of the selection process will be provided to each applicant prior to the process.
3. Eligible candidates may participate in a selection process for any of the following sworn officer positions:
 - a. Colonel
 - b. Major
 - c. Captain
 - d. Lieutenant
 - e. Sergeant.

34.1.3 G, 34.1.6 C

4. Eligibility criteria to apply for each position will be as follows:
 - a. Colonel (Chief of Police) -- criteria set, and appointment made, by the City Manager.
 - b. Major (Deputy Chief) –
 - 1) completion of the post-promotional performance review period (12 months) in the rank of Captain as of the selection process eligibility date set by the Chief of Police
 - 2) a Bachelor's (or higher) Degree from an accredited college or university.

- c. Captain –
 - 1) two years in grade as a Lieutenant as of the selection process eligibility date set by the Chief of Police
 - 2) 45 credit hours earned from an accredited college or university toward an Associate's or higher degree
 - 3) successful completion of a university-level management training program approved by the Chief of Police.
- d. Lieutenant – (for the May 2014 promotional selection process) three years' experience in any combination of Police Officer III, Senior Specialist Officer or Sergeant ranks as of the selection process eligibility date set by the Chief of Police.
- e. Sergeant – (for the May 2014 promotional selection process) a minimum of one year in grade as a Police Officer III or a Senior Specialist Officer as of the selection process eligibility date set by the Chief of Police.

C. PROMOTIONAL SELECTION PROCEDURES

34.1.3 D

- 1. Deputy Chief of Police (Major)
 - a. A promotional selection process for Deputy Chief (Major) will be held at the direction of the Chief of Police at such time that a Major position becomes vacant or is projected to become vacant within the near future.
 - b. The Major promotional selection process will include performance review and promotional skills assessment conducted by the Chief of Police, to include:
 - 1) an oral interview with the Chief of Police
 - 2) consideration of each candidate's:
 - a) educational achievement level
 - b) career experience and demonstrated performance
 - c) community involvements
 - 3) review of candidate disciplinary records, sick leave usage, and compliance with stated department policy within directive PD-2015: *Employee Health and Physical Fitness*.
 - 4) consultation with other Police Department employees

- 5) consultation with selected city officials and/or citizens as a means of assessing the candidate's demonstrated teamwork, public relations and collaborative performance.
2. Captain
 - a. A promotional selection process for Captain will be held at the direction of the Chief of Police at such time that a Captain position becomes vacant or is projected to become vacant within the near future.
 - b. The Captain promotional selection process will include performance review and promotional skills assessment conducted by both Majors, to include:
 - 1) an oral interview with the Majors
 - 2) consideration of each candidate's:
 - a) educational achievement level
 - b) career experience and demonstrated performance
 - c) community involvements
 - 3) review of candidate disciplinary records, sick leave usage, and compliance with stated department policy within directive PD-2015: *Employee Health and Physical Fitness*.
 - 4) consultation with other Police Department employees
 - 5) consultation with selected city officials and/or citizens as a means of assessing the candidate's demonstrated teamwork, public relations and collaborative performance.
 - c. The performance review/promotional skills assessment and the oral interview ratings will be documented using forms approved by the Chief of Police.
 - d. The Captain promotional selection process will include an oral interview with the Chief of Police.
 3. The Lieutenant selection process will include the following:
 - a. a written examination based upon resources specified by the Chief of Police
 - b. consideration of each candidate's educational achievement level (for a maximum of 1 educational achievement point):
 - 1) 0.5 promotional selection point awarded for an Associate's Degree from an accredited college or university.

- 2) 1 promotional selection point awarded for a Bachelor's (or more advanced) Degree from an accredited college or university.
 - c. consideration of each candidate's professional military service achievement (for a maximum of 1 military service achievement point):
 - 1) 0.5 promotional selection point awarded for 24-48 months of active military service with any branch of the U.S. Armed Services as documented by the candidate's DD-214 release from duty form or current military service status record indicating total active military service time.
 - 2) 1 promotional selection point awarded for 60 or more months of active military service with any branch of the U.S. Armed Services as documented by the candidate's DD-214 release from duty form or current military service status record indicating total active military service time.
 - d. consideration of each candidate's years of cumulative service with the Lynchburg Police Department (for a maximum of 1 years of service point):
 - 1) 0.5 promotional selection point for 10 years of LPD service
 - 2) 1 promotional selection point for 15 or more years of LPD service
 - e. a performance review and promotional skills assessment conducted by a panel of Captains
 - 1) The panel will evaluate presentations from the candidate's immediate supervisors.
 - 2) Presentations will cover a performance evaluation period specified by the Chief of Police.
 - f. a structured oral interview conducted by an panel comprised of panelists designated by the Chief of Police
 - g. consultation with other police employees, to include the candidate's immediate supervisor(s) during the prior 12 month period
 - h. consultation with selected city officials and/or citizens as a means of assessing the candidate's demonstrated teamwork, public relations and collaborative abilities
 - i. an oral interview with the Chief of Police.
4. The Sergeant selection process will include the following:
 - a. a written examination based on resources specified by the Chief of Police

- b. consideration of each candidate's educational achievement level (for a maximum of 0.5 educational achievement point):
 - 1) 0.5 promotional selection point awarded for an Associate's (or more advanced) Degree from an accredited college or university.
 - c. consideration of each candidate's professional military service achievement level (for a maximum of 0.5 military achievement point):
 - 1) 0.5 promotional selection point awarded for 24 or more months of active military service with any branch of the U.S. Armed Services as documented by the candidate's DD-214 release from duty form or current military service status record indicating total active military service time.
 - d. Consideration of each candidate's years of service with the Lynchburg Police Department (for a maximum of 1 years of service point):
 - 1) 0.5 promotional selection point awarded for 7 years of LPD service.
 - 2) 1 promotional selection point awarded for 12 years of LPD service.
 - e. performance review and promotional skills assessment conducted by a panel of Captains:
 - 1) The panel will evaluate presentations from the candidate's immediate supervisor.
 - 2) Presentations will cover a performance evaluation period specified by the Chief of Police.
 - f. a structured oral interview conducted by a panel comprised of panelists designated by the Chief of Police
 - g. consultation with other Police Department employees, to include the candidate's divisional and immediate supervisors during the prior 12 month period
 - h. an oral interview with the Chief of Police.
5. For the purpose of determining promotional process years of service for any rank:
- a. An officer's initial employment date will be the date on which that officer was sworn in as a Lynchburg Police Officer.
 - b. Consecutive years of service will be counted from the candidate's initial employment date to the selection process eligibility date set by the Chief of Police.

- c. In the case of an officer who has left LPD service and then returned, cumulative years of service will be counted:
 - 1) from the officer's initial swearing-in date to the date the officer left LPD service
 - 2) and then from the officer's return swearing-in date to the selection process eligibility date set by the Chief of Police.

34.1.3 B**D. WRITTEN EXAMINATIONS**

1. All eligible candidates for promotion to the ranks of Lieutenant and Sergeant will be required to complete a written examination, which will be:
 - a. statistically valid and reliable
 - b. purchased from either a public or private firm specializing in examination development.
2. Candidates will be provided with a list of the resource materials upon which the written test will be based.
 - a. The written examination will be developed from the materials listed.
 - b. This resource material list will be distributed to each promotional candidate at least six weeks in advance of the written examination.
3. The written examination will be administered by a representative of the City personnel department or a representative of the firm providing the written examination.
 - a. Candidates will be notified in advance of the date, time and location of the written examination.
 - b. Candidates who complete the written examination while off-duty will not be eligible to receive overtime or compensatory time compensation.
 - c. Alternate time or make-up written examinations will not be administered except in situations required by the Uniformed Services Employment and Reemployment Rights Act (USERRA).

34.1.3 A**E. SUPERVISORY PERFORMANCE REVIEW / PROMOTIONAL SKILLS ASSESSMENT**

1. Candidates for promotion to Lieutenant and Sergeant will have their work performance and their promotional potential formally assessed by a panel of Police Department Captains.

2. The purposes of the promotional assessment panel will be:
 - a. to assess all candidates' promotional suitability:
 - 1) based upon review of candidates' prior work performance and skills demonstration
 - 2) in an objective and consistent manner
 - b. to assess all candidates for promotion based upon criteria established by the Chief of Police.
3. The panel will be charged by the Chief of Police, or his designee, prior to beginning the assessment process.
4. A representative of the firm contracted to administer the promotional process may assist the panel as directed by the Chief of Police.
5. Each candidate's promotional assessment scoring will be documented by means of a *Promotional Assessment Rating* form specific to that candidate's rating process and approved by the Chief of Police. Completed *Promotional Assessment* forms will:
 - a. identify the candidate rated by full name and by the date on which promotional assessment was conducted
 - b. be signed by all assessment panel members
 - c. be collected at the conclusion of the assessment panel and provided to a representative of the firm contracted to administer the promotional process.
6. Any maximum time limits imposed upon presenters will be:
 - a. universally applied to all presenters participating in that promotional process
 - b. communicated by the panel to each presenter prior to the start of their presentation.
7. Assessment panel members will provide each candidate with feedback on points related to that candidate's assessed suitability for promotion within the promotional skills assessment process.
 - a. Feedback will be provided by means of a *Promotional Assessment Feedback* form specific to that candidate's assessment process.
 - b. *Promotional Assessment Feedback* forms will:

- 1) be completed by the panelists at the conclusion of each candidate assessment
- 2) be reviewed with the candidate by his or her Lieutenant on conclusion of the promotional selection process.

F. STRUCTURED INTERVIEW

1. A structured interview will be conducted as one means of identifying those candidates' suitability for promotion to Lieutenant and Sergeant.
2. The structured oral interview will be conducted by an assessment panel comprised of members designated by the Chief of Police
3. A representative of the firm contracted to administer the promotional process may assist the panel during the interview process at the direction of the Chief of Police.
4. The structured interview process will include the following elements:
 - a. Candidates will orally present their career achievements and promotional qualifications to the performance review panel.
 - b. Candidates will respond to a series of standardized questions posed by interview panelists.
 - 1) Questions may be situational or scenario-based.
 - 2) Question content and format will be developed under the direction of the Chief of Police.
 - 3) It will be at the discretion of interview panelists to ask follow-up questions in order to clarify points made during a candidate's response.
 - c. Any maximum time limits imposed upon candidates' response to questions will be:
 - 1) universally applied to all candidates participating in that promotional process, and
 - 2) communicated by the panel to each candidate prior to posing questions.
5. Interview panelists will rate candidates' suitability for promotion:
 - a. based upon job-related skill and ability criteria:
 - 1) established by the Chief of Police, and

- 2) supplied to panelists in written form prior to the structured interview process
 - b. utilizing a standardized candidate rating form approved by the Chief of Police.
6. Structured interview candidate rating forms:
 - a. will identify the candidate rated by full name and by the date and time of interview
 - b. will be signed by the interview panelists
 - c. be collected at the conclusion of the interview panel and provided to a representative of the firm contracted to administer the promotional process.
7. Alternate time or make-up structured interviews will not be administered except in situations required by the Uniformed Services Employment and Reemployment Rights Act (USERRA).

34.1.6 D**G. PROMOTIONAL ELIGIBILITY LISTS**

1. Promotional eligibility lists will be developed as follows for Lieutenant and Sergeant positions.
 - a. A promotional eligibility list will be in effect for a minimum period of one year from the date released by the Chief of Police.
 - b. The promotional eligibility list can be extended for a period of up to one year, at the discretion of the Chief of Police
 - c. The Chief of Police will notify candidates and the Director of the City Human Resources Department by letter of any extension of the expiration date for an existing list.

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2. Each promotional eligibility list will be established using weighted scores as described in the promotional announcement.
3. Lieutenant and Sergeant promotional candidates will receive a letter from the Chief of Police, or his designee, indicating the following:
 - a. individual scores for each phase of the promotional process
 - b. the total score received
 - c. ranking on the promotional eligibility list.
4. Promotional eligibility lists will not be published.

34.1.6 E

H. SELECTION OF CANDIDATES FOR PROMOTION

1. It will be at the discretion of the Chief of Police to determine when any vacant Police Department promotional position will be filled.
2. The Chief of Police will select the candidates for promotion to the rank of Deputy Chief (Major) based on the criteria listed in section III, C, 1.
3. The Chief of Police will select candidates for promotion to the rank of Captain as follows:
 - a. Based upon the promotional performance review and promotional skills assessment detailed in III, C, 2, the Majors will furnish to the Chief of Police the names of the three candidates deemed most suitable for promotion to fill an existing or projected Captain position vacancy.
 - b. The top three candidates for promotion will be scheduled to participate in an oral interview with the Chief of Police.
 - c. It will be at the discretion of the Chief of Police to promote any one of the three candidates whom he deems fully capable of assuming the duties of the promotional position.
4. The Chief of Police will select candidates for promotion to the ranks of Lieutenant and Sergeant as follows:
 - a. The Special Operations Division Captain will furnish the names of candidates with the overall scores in rank order to the Chief of Police.
 - b. On reviewing the list, the Chief of Police may review candidate disciplinary records, sick leave usage, and compliance with stated department policy within directive PD-2015: *Employee Health and Physical Fitness*.
 - c. Candidates under consideration for promotion will be scheduled to participate in an oral interview with the Chief of Police.
 - d. The Chief of Police will promote according to the following guidelines:
 - 1) If one promotional position is available at a given time, the Chief of Police will select any one of the three highest scoring candidates from the current promotional list who is deemed fully capable of assuming the duties of the promotional position.
 - 2) If two promotional positions are available at a given time, the Chief of Police will select any two of the five highest scoring candidates from the current promotional list who are deemed fully capable of assuming the duties of the promotional positions.

5. A candidate selected for promotion by the Chief of Police will receive an appointment letter detailing the effective date of promotion and promotional compensation.

33.8.2, 34.1.7

6. All newly promoted employees will:
 - a. serve a post-promotional performance review period of twelve months
 - b. begin or be scheduled for any required skill development as soon as possible.

34.1.3 E, F

I. PROMOTIONAL PROCESS REVIEW PROCEDURES

1. Officers may review and appeal adverse decisions concerning their eligibility for appointment to a promotional vacancy.
2. The appeal process will include, at minimum:
 - a. review of the candidate's written examination answer sheet
 - b. review of the written examination answer key
 - c. re-scoring or re-testing in the event that a discrepancy is verified as causing, or potentially causing, significant adverse affect on the officer's promotional standing, upon approval of the Chief of Police.
3. Officers who believe that their promotional opportunity has been adversely affected, by either the selection process as a whole or some specific component thereof, may make a direct appeal to the Chief of Police.
 - a. All such appeals must be initiated within five business days of the date of the notice of the results of each component of the selection process.
 - b. The officer must submit a *Memorandum* to the Chief of Police, outlining the specific component(s) of the selection process which, in the officer's opinion, adversely affected his or her promotional opportunity.
 - c. The Chief of Police will:
 - 1) review the information conveyed in the appeal *Memorandum*
 - 2) conduct any additional inquiries deemed necessary regarding the promotional process
 - 3) consult with the Deputy Chiefs, the Special Operations Division Captain, or other persons involved in developing or administering aspects of the promotional process

- 4) meet with the affected officer to discuss the officer's outlined concerns, and the Chief's decision regarding the officer's appeal.
- 4. Any reviews will be coordinated through the Office of the Chief of Police.
 - a. A designee of the Chief of Police will coordinate the review of written examination answer keys, and other scored aspects of the selection process.
 - b. The requesting officer will be notified by the Special Operations Division Captain of the date, time and location for such review.
 - c. No review will be allowed to compromise the security of the promotional selection process material.
- 5. All materials related to the promotional selection process will be maintained in a secure location designated by the Chief of Police.
- 6. The Chief of Police, assisted by the Deputy Chiefs and the Special Operations Division Captain, will be responsible for reviewing the promotional process annually, and making necessary process revisions when deemed appropriate.

34.1.3 H

Original Signed

Parks. H. Snead
Chief of Police

January 27, 2014

Date