



Alexandria Police Department

Directive 4.21



Sworn Promotions

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4.21.01 POLICY/PURPOSE

The purpose of this Directive is to establish procedures for conducting promotional processes for all sworn positions. This directive establishes guidelines, time frames, and procedures to ensure equitable notification to all sworn personnel.

4.21.02 AUTHORITY/BACKGROUND

The City of Alexandria is an equal opportunity employer. Employment and promotion within the City government shall be based on qualifications for the position, without regard to race, color, sex, religion, ancestry, national origin, marital status, age, sexual orientation, or disability. The City Council has adopted a comprehensive affirmative action plan that lists specific actions that the City is to take to ensure that qualified minorities, women, and persons with disabilities are considered in all employment decisions. As part of its Equal Employment Opportunity Policy, the City undertakes affirmative action outreach recruitment strategies to expand the pool of qualified applicants for City positions and to identify and address any underutilization of, or barriers to attaining, a diverse workforce.

Administrative Regulation 6-26 (Public Safety Promotions)

Administrative Regulation 6-08 (Probationary Periods for City Employees)

Administrative Regulation 6-13 (Eligibility and Determination of Pay Adjustments - Formerly "Merit Increases")

Accreditation Standards Chapter 34

City Personnel Employment Procedures Manual

City Promotional Announcements

4.21.03 DEFINITIONS

Certified application – an application that has been reviewed and accepted by the City Human Resources Department and/or the Personnel and Training Division as meeting minimum and/or preferred qualifications of the posted vacancy announcement of the position applied for. **[34.1.2a]**

Consultant- an expert or a professional organization hired to develop, validate, and assist with the administering of promotional exams and processes in a manner consistent with all legal and professional guidelines.

Eligibility list – names of applicants who would be considered if the position again became vacant within a specified time.

In-Basket – promotional element consisting of any or all of the following: written practical, oral practical, situational scenario "on spot" decision making, or presentation preparation; administered uniformly to all applicants in the process.

Panel member and Assessors- persons approved by the Chief of Police or designee to interview, rate categorize, and/or recommend candidates for promotion.

Promotion - assignment to a higher rank as a result of an official, competitive promotional process. For sworn officers, promotion involves assignment to a higher rank designation on the public safety scale (e.g., police officer promoted to sergeant). In accordance with City pay policies, the promotion date becomes the new annual evaluation date.

Rank - a level denoting authority relative to other employees. Employees are promoted to ranks higher than entry level as a result of official, competitive promotional processes.

Subject Matter Expert (SME) - (SME) is a person with comprehensive knowledge of the duties and responsibilities necessary to perform a specific job. The overall role and responsibility of the SME is to provide a recommendation based upon their subject matter expertise in regards to relevant information needed. The SME must be a neutral party and not planning on applying for consideration for the position being advertised. An SME serves with other experts, which make up a diverse group including minority and female representation.

Sworn personnel - employees who have taken an oath of office to uphold all laws of the United States, Commonwealth of VA, and the City of Alexandria. These employees are authorized to carry weapons and have full arrest authority under state and city codes.

4.21.04 RESPONSIBILITIES**[34.1.1]**

A. The role of the Personnel and Training Division is to provide assistance to the City Human Resources Department and the consultant to complete the task analysis for the purposes of validating the requirements of promotional opportunities. Evaluating the promotional potential of candidate eligibility is established by the minimum and additional requirements posted on the City Human Resources vacancy announcement by the City Human Resources Department. Time-in-grade or time-in-rank eligibility prerequisites will be noted on the promotional vacancy announcement. Lateral entry into sworn positions affected by promotion within the Department is not permitted, unless specifically approved by the Chief of Police and City Manager. There are no reapplication restrictions. Eligible candidates desiring to participate in promotional processes are required to reapply per the instructions on the promotional announcement each time a promotional opportunity is scheduled.

[34.1.2 a, c, g, f]

B. The Chief of Police (or designee) is responsible for:

1. Determining the testing components of the selection process or assessment center process.
2. Serving as Subject Matter Expert throughout the planning stages and actual assessment center process.
3. Recommending to the City Manager employees for promotion.
4. Providing feedback to candidates.
5. Maintaining security of candidate files during completion of candidate feedback sessions.

C. The Commander of Human Resources and Training Division is responsible for administering the agency's role in the promotion process including but not limited to:

[34.1.1]

1. Contacting City Human Resources and the consultant with the Chief's intention to administer a selection process.
2. Recommending selection of Subject Matter Experts (SMEs).
3. Acting as Liaison with City Human Resources and the consultant.

4. Providing assistance to the consultant and SMEs during the development of, and the actual implementation of the selection process.
 5. Arranging for site(s) to administer test(s), interviews, etc.
 6. Coordinating with the commanders of candidates to ensure that the candidates are in an on duty work status when participating in the promotional process.
 7. Ensuring that an adequate number of proctors are available when a written examination is administered.
 8. Contacting local police agencies in order to arrange for panel members and or assessors.
 9. Requisitioning funds for food and refreshments for panel members.
 10. Sending thank you letters to persons from other departments who participated as panel members or assessors.
 11. Preparing candidate letters of results.
 12. Composing a Promotional Opportunity announcement.
 13. Entering the announcement into the NeoGov system.
 14. Providing sworn personnel with a written announcement of the promotional process. **[34.1.4]**
 15. Communicating to the Chief of Police the eligibility list by category.
 16. Maintaining security of candidate files following the completion of feedback sessions.
 17. Retaining all process materials for at least five years after the final extension date of the promotional process.
 18. Assisting the Chief of Police or designee with candidate feedback sessions.
- D. The Consultant is responsible for developing the assessment center to include: **[34.1.2c]**
1. Using Subject Matter Experts (SMEs) to develop the Job Task Analysis. SMEs will have minority and female representation whenever possible. The Job Task Analysis will be used to identify the essential knowledge, skills, and abilities (KSAs) for the position. This is the basis for the content of the promotional process.
 2. Recommending to the Chief of Police which elements of the promotional process to use and the numerical weight, if any, assigned to each assessment

component. The process will consist of some or all of the following testing elements:

- Written Examination
- Written Exercise
- Panel Interview
- In-Basket

The procedure to determine numerical weights for applicable assessment components is determined by the promotional Subject Matter Expert panel and consultant prior to developing the promotional process. **[34.1.5]**

3. Ensuring that the Written Examination (if administered) consists of a specific number of multiple choice questions designed to measure the position's critical KSAs. Independent consultants develop the questions using City and Department policy and procedures identified as Source Material in the Promotional Announcement. SMEs review all multiple choice questions to determine relevance to the position advertised. The purpose of the written examination is to select candidates for further participation in the promotional process.
4. Ensuring that the Written Exercise, Panel Interview, and In-Basket elements are designed to measure the necessary KSAs as identified in the Job Task Analysis. These elements include, but are not limited to, the candidate's ability to understand written and oral instructions, respond clearly and concisely to questions, to effectively communicate in written and oral form, to review written reports for accuracy and completeness, to assess the candidate's written skills, to assess the candidate's ability to counsel subordinates, and to assess the candidate's understanding of the responsibilities for the position.
5. Ensuring that the elements of the promotional process are job related and nondiscriminatory. **[34.1.3]**
6. Training members of the Interview Panel. Panel members will have minority and female representation, whenever possible, and consist of up to three members.
7. Administering, scoring, and reviewing appeals of written test process. **[34.1.2b]**
8. Training panel members or assessors.
9. Holding an orientation session for promotional candidates.
10. Administering the promotional process and evaluating the results.
11. Ranking the candidates into eligibility categories based on the process results.
12. Final scores are categorized by reasonable, natural numerical breaks. **[34.1.5b]**

13. Communicating to the Division Chief of City Human Resources the eligibility list by category.
 14. Maintaining security of all testing materials throughout the planning and test administration. **[34.1.2h]**
- E. Panel members and assessors are responsible for assessing the performance of promotional candidates and rating their performance based on each of the testing elements.

4.21.05 PROCEDURES

- A. Upon notification of a newly created vacancy or the expiration of an established list, the Commander of Human Resources and Training Division will contact the City Human Resources Department with the Chief of Police's intention to administer a promotional process for the designated rank.
- B. The Commander of Human Resources and Training Division will provide the Department of City Human Resources with a draft of the promotional announcement to be posted in NeoGov. The promotional announcement shall be posted at all of the initiating department's usual posting sites, NeoGov, and the Department of Human Resources for a period of not less than 30 nor more than 90 calendar days prior to the scheduled testing date.

The promotional announcement will include but shall not be limited to:

- Date, time and examination site.
 - Minimum requirements for eligibility to take the examination.
 - Source material from which the examination questions will be developed and suggested access to the material.
 - Duration of time the eligibility list will be in effect.
 - Form of the testing process identifying each element of the process which must be achieved and which will contribute to the total score of the candidate.
- C. All Police Department personnel intending to participate in promotional processes must submit a completed City Application through the City of Alexandria online NeoGov system prior to the posted close date.
- D. The City Department of Human Resources will review submitted applications received prior to the close of all promotional processes. Certified applications will be approved for viewing by the Commander of Human Resources and Training Division. **[34.1.2a]**
- E. Certified candidates will be notified via the NeoGov system of their status in the process.

- F. Certified candidates will be scheduled for all process phases by the Commander of Human Resources and Training Division. Applicants will receive written notification of all required report dates, times, and locations.
- G. Candidates are given the opportunity to request a review and/or appeal of each element of the promotional process. Instructions for this process are delivered by the consultant during the process orientation phase. **[34.1.2e]**
- H. Candidates will receive their results in writing.
- I. Candidates will be appointed from the eligibility list established by the Department of Human Resources. The appointment process shall not include any additional testing element but shall be limited to interviews, reviews of past performance and/or a determination of physical ability to perform the job. **[34.1.2d]**
- J. Candidates are selected from the eligibility list by category placement. Candidates from Category I are given priority eligibility for appointment. Once Category I candidates have been considered, candidates may either be appointed from Category II, or a new promotional process may be directed. Category III candidates are not considered for promotional appointment. The Chief of Police reserves the right to interview several candidates and/or review the performance records of the candidates as documented in their personnel and formal disciplinary actions files. Candidates' prior performance will be considered in the Chief's decision to promote. A decision to promote or not promote a candidate is the sole discretion of the Chief of Police. Candidates not selected may be reconsidered during the effective period of the eligibility list. **[34.1.2d] [34.1.5d] [34.1.5e]**
- K. The list of eligible candidates will expire one year (12 months) from the date of release, unless previously exhausted. On or prior to the expiration date, the eligibility list may be extended in six (6) month increments, at the sole discretion of the Chief of Police with approval granted by City Human Resources.
- L. Promoted employees will serve a probationary period of twelve (12) months. **[34.1.6]**
- M. The Chief of Police reserves the ability to direct the commencement of a promotional process for any rank at any time.

BY AUTHORITY OF:

Michael L. Brown
Chief of Police