

	SECTION:	INVESTIGATION OPERATIONS	ADM175
	CHAPTER:	RECRUITMENT	
	DIRECTIVE:	PROMOTIONAL PROCESS	

1.0 SUMMARY

The City of Grand Junction and the Police Department are committed to identifying and promoting qualified and highly skilled employees to Supervisory and Management level positions. The Department will coordinate and administer promotional processes that are comprehensive and measure the knowledge, skills, and abilities required of the position.

2.0 GENERAL COMPONENTS OF THE PROMOTIONAL PROCESS

ANNOUNCEMENT OF THE PROMOTIONAL PROCESS

The Chief of Police (or designee) will formally announce by written memo or e-mail, the promotional process for Corporal and Sergeant. The promotional process will generally be conducted annually, but with the Chief's approval may be adjusted depending on attrition or other department needs.

This directive is primarily focused on the promotional process for the position of Police Sergeant and Corporal. These are the sworn first level supervisory positions in the organization and there is a tendency to have openings more frequently in these positions. As a result, promotional processes for the position of Police Sergeant and Corporal will generally be held annually, or as needed, to maintain an eligibility list.

Promotional process for the following positions will be conducted on an as needed basis and under the direction of the Chief of Police or designee:

- A. Civilian Supervisor
- B. Civilian Manager
- C. Police Commander
- D. Deputy Chief of Police

The Chief of Police will designate a Command level employee to work with the Professional Standards Commander to coordinate and assist in the promotional process.

SUBMISSION OF MEMORANDUM OF INTEREST BY QUALIFIED CANDIDATES

Interested applicants will be directed to submit a Memo of Interest using the Memo of Authorization format. The memo should be submitted to the immediate Supervisor or Sergeant. The memo will then be routed through the chain of command to the Commander coordinating the promotional process.

The final promotional decision will be based on the needs of the department at the time of that promotion, as well as the overall performance, reputation, and qualifications of the final candidates.

3.0 COMPONENTS OF THE CORPORAL PROMOTIONAL PROCESS

The Corporal position will be a two-year temporary assignment. (Corporals appointed prior to January, 2015 are exempted from the two-year temporary assignment provision.)

CANDIDATE COMPREHENSIVE PERFORMANCE REVIEW

Sergeants will be directed to provide, in the form of a memorandum, detailed strengths and areas of opportunities for each candidate under his/her command. Comments will be related to performance, pertaining to the position being applied for and contain examples as relevant. **The examples should contain such traits as innovation, previous project management, community involvement, problem solving and analysis, in addition to demonstrated leadership traits.** This information will be utilized during the review by Commanders for participation in the process.

PERFORMANCE REVIEW – APPROVAL OR DENIAL

The Commander who is overseeing the process will convene a meeting of the Operations Deputy Chief and all Operations Commanders to review the candidates. Once the review has been completed, the panel will make a determination of who is promotable and will establish a ranked eligibility list. If the panel determines that a candidate is not promotable, the decision will be documented providing specific examples for the denial and a meeting with the candidate will be held to explain the reason(s) why the candidate is not promotable.

The Chief of Police will announce (by written memo or e-mail) the results of the corporal promotional process including the established eligibility list, to all candidates.

EXECUTIVE COMMAND STAFF INTERVIEW

In the event that a corporal promotional opening exists, the Chief of Police, at his/her sole discretion, will make the promotional decision. For example, the decision may be made to promote the first candidate on the list, or the Chief may decide to conduct executive interviews with one or more of those eligible for promotion. The interviews may include Deputy Chiefs and others at the Chief's discretion.

4.0 COMPONENTS OF THE SERGEANT PROMOTIONAL PROCESS**CANDIDATE COMPREHENSIVE PERFORMANCE REVIEW**

Sergeants will be directed to provide, in the form of a memorandum, detailed strengths and areas of opportunities for each candidate under his/her command. Comments will be related to performance, pertaining to the position being applied for and contain examples as relevant. **The examples should contain such traits as innovation, previous project management, community involvement, problem solving and analysis, in addition to demonstrated leadership traits.** This information will be utilized during the review by Commanders for participation in the process.

PERFORMANCE REVIEW – APPROVAL OR DENIAL

The Commander who is overseeing the process will convene a meeting of the Operations Deputy Chief and all Operations Commanders to review the memos of interest. The Commanders will determine which candidates will be approved for continuance in the Promotional Process. All candidates will be informed of their status and whether or not he/she will be continuing in the process and why.

ASSESSMENT CENTER

All candidates who have been selected to move forward in the promotional process will participate in an Assessment Center which will account for 50% of the candidate's overall score. The Assessment Center is a process that includes a variety of exercises specifically designed to simulate some of the more critical knowledge, skills, and abilities required of the job.

Throughout the simulations, the participant is evaluated relative to the knowledge, skills, and abilities, referred to as "dimensions", required of the job. The process will be designed to allow candidates to demonstrate, under standardized conditions, the skills and abilities that are essential for success in a particular job. The Assessment Center process may include one or more of the following:

1. A written exercise which may be developed by the Professional Standards Commander and the H.R. Analyst with input and direction from the Deputy Chief(s) and Chief of Police
2. Scenario based exercise(s)
3. Formal Presentation to a preselected panel of assessors
4. Oral Panel Interviews(s)
5. Role playing exercises
6. Technical "table-top" type exercises

SELECTION OF ASSESSORS

Assessors will be identified and selected under the direction of Executive Command Staff. Selection of Assessors will be made to insure a fair and comprehensive process. The selection criteria may include consideration of:

1. Public and private sector community leaders.
2. Professionals and/or other citizens of the Community

3. Outside Law Enforcement Supervisors who possess the same rank or higher of the position being assessed.

All Assessors selected will be provided with the proper training and other pertinent information as determined by the H.R. Analyst prior to the actual Assessment Center.

ORAL BOARD

The second part of the promotional process will consist of a Staff Oral Board, and a Command Staff review of candidate's overall performance, which will count for the other 50% of the candidate's overall score. The Oral Board is an interview panel consisting of a series of questions on topics within, but not limited to, the following categories:

1. The candidate's background, experience, performance, motivation, skills, and readiness for promotion
2. Policy and procedure, directives, and special orders
3. Relevant case law and statutes
4. Knowledge of critical national and local law enforcement issues.
5. Scenario based inquiries
6. Technical based inquiries
7. Knowledge of leadership and supervisory concepts

INTERNAL REVIEW

At the conclusion of the Assessment Center process, Command Staff and other management level personnel will convene and review candidates' overall performance. The results of the process will be forwarded to the Chief of Police. The Chief of Police will announce (by written memo or e-mail) the results of the promotional process and Assessment Center including the established eligibility list, to all candidates. The names of all candidates who were/are deemed promotable will be published in order of ranking. The list will remain in effect for one year from the date established. The Chief of Police, at his/her sole discretion, may extend or expire the list as needed.

EXECUTIVE COMMAND STAFF INTERVIEW

In the event that a promotional opening exists, the Chief of Police, at his/her sole discretion, will make the promotional decision for the rank of Sergeant from the list of the three top finalists (Rule of 3). For example, the decision may be made to promote the first candidate on the list, or the Chief may decide to conduct executive interviews with one or more of the top three finalists. The interviews may include Deputy Chiefs and others at the Chief's discretion.



Lexipol Policy 1004 – "Promotional and Transfer" Policy relates to this directive)

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