



GENERAL ORDER ADM-29 PROMOTION OF SWORN MEMBERS

EFFECTIVE SEPTEMBER 10, 2020

This General Order contains the following numbered sections:

- I. POLICY
- II. ADMINISTRATIVE RESPONSIBILITIES
- III. PROCESS
- IV. APPEALS AND REVIEWS
- V. PROBATIONARY PROCESS FOR SERGEANTS
- VI. CANCELLATION

I. POLICY

It is the policy of the Howard County Department of Police (HCPD) to provide promotional testing for the ranks of Police Officer First Class, Corporal, Sergeant, and Lieutenant. The promotional process for the rank of Captain will be held at the discretion of the Chief of Police. The Department will work cooperatively with the Howard County Office of Human Resources to develop and administer job-related, fair, non-discriminatory, and defensible police promotional processes that meet professional standards for sworn ranks.

II. ADMINISTRATIVE RESPONSIBILITIES

- A. The Howard County Office of Human Resources is the centralized personnel agency for the County and is responsible for the coordination of the promotional process to include the posting of promotional opportunities, the administration of written examinations,¹ and the certification of eligibility lists.
- B. The HCPD is responsible for the overall coordination of the promotional process, including the selection and management of an independent contracted consultant who shall develop and administer the written test and Assessment Center for the promotional process.²
 - 1. The Commander of the Department's Human Resources Bureau (HRB) is designated as the administrator of the process and is responsible for the selection of source materials for tests and the coordination and technical review of content with the contracted consultant.³ The Commander or his designee will assist the consultant in the development and administration of all aspects of the Assessment Centers.⁴
 - 2. The Chief of Police will maintain sole responsibility for conducting selection interviews, selecting candidates, and monitoring the six-month and one-year probationary periods for newly promoted personnel.⁵

III. PROCESS

- A. Eligibility requirements for promotions are addressed in the collective bargaining agreements (CBA). Should changes or additions to the eligibility requirements or promotional process occur, they may be reflected in the CBA prior to a revision to this General Order. In that event, the CBA will take precedence over this General Order.

¹ CALEA 34.1.3b

² CALEA 34.1.2c

³ CALEA 34.1.2 and 34.1.3b

⁴ CALEA 34.1.1 and 34.1.2b

⁵ CALEA 34.1.2a and 34.1.5e

B. Eligibility Requirements⁶

1. To be eligible for promotion to the rank of Police Officer First Class (PFC), a member must have:
 - a. Reached their third year of service as a sworn police officer with the HCPD. During December each year, the Department will conduct testing for those sworn members who will reach their third year of service during the following calendar year.
 - b. A current certification of basic law enforcement training as issued by the Maryland Police Training and Standards Commission (MPTSC).
2. To be eligible for promotion to the rank of Corporal, a member must have:
 - a. Held the rank of PFC for one (1) year as of the date of testing;⁷
 - b. Satisfactory performance during the last evaluation period;
 - c. A minimum of 15 college-level credits; and
 - d. A current certification of basic law enforcement training as issued by the MPTSC.
3. To be eligible for promotion to the rank of Sergeant, a member must have:
 - a. Held the rank of Corporal for at least one (1) year;⁸
 - b. Satisfactory performance during the last evaluation period;
 - c. A minimum of 30 college credits; and
 - d. A current certification of basic law enforcement training as issued by the MPTSC.
4. To be eligible for promotion to the rank of Lieutenant, a member must have:
 - a. Held the rank of Sergeant for at least one (1) year;⁹
 - b. Satisfactory performance during the last evaluation period;
 - c. A minimum of 60 college credits; and
 - d. Graduation from the basic supervisory course from the MPTSC or an equivalent course.
5. To be eligible for promotion to the rank of Captain, a member must have:
 - a. Held the rank of Lieutenant for at least one (1) year;¹⁰
 - b. Satisfactory performance during the last evaluation period;
 - c. A bachelor's degree from an accredited college or university; and

⁶ CALEA 34.1.6c

⁷ CALEA 34.1.5c

⁸ CALEA 34.1.5c

⁹ CALEA 34.1.5c

¹⁰ CALEA 34.1.5c

- d. Graduation from both the supervisory and administrative courses mandated by the MPTSC or equivalent courses.

6. The HCPD does not permit external lateral entry into any promotional vacancy.¹¹

C. Promotional Process¹²

1. The Howard County Office of Human Resources will be responsible for a written announcement of the promotional opportunities for the ranks of Police Officer First Class, Corporal, Sergeant, Lieutenant and Captain.¹³ Eligible members interested in participating in the promotional process will submit an application to the County's Office of Human Resources within the advertised time frame.¹⁴
 - a. If more than eight (8) eligible members apply for promotion to the position of Corporal or Sergeant, testing procedures will be established. If fewer than eight (8) apply, the Chief of Police may elect to use an interview process only.
 - b. If more than ten (10) eligible members apply for promotion to the position of Lieutenant, testing procedures will be established. If fewer than ten (10) apply, the Chief of Police may elect to use an interview process only.
 - c. The promotional process for the rank of Captain will consist of an interview with the Chief of Police.
2. The County Office of Human Resources shall compile a listing of all candidates eligible for promotion following testing, but only forward to the Chief of Police a listing of the most qualified candidates. The Chief may select any qualified individual from this list based upon the procedures set for evaluating promotional potential as detailed in this General Order.¹⁵
3. All procedures used in the promotional process will be job-related and non-discriminatory and will follow guidelines established by the County's Office of Human Resources.¹⁶
4. The procedures to be used during the promotional process will be made known to the participants in a written announcement prior to the beginning of the process and will include:
 - a. A description of the position and/or job classification for which vacancies exist;
 - b. A notice of the scheduled dates, times, and locations prior to each component of the process;
 - c. A description of the eligibility requirements; and
 - d. A description of the numerical weight assigned to each testing component.¹⁷
5. If a written test is used, each member will be provided with an updated bibliography of the materials used as the source for questions.¹⁸

¹¹ CALEA 34.1.2g

¹² CALEA 34.1.1

¹³ CALEA 34.1.5

¹⁴ CALEA 34.1.4

¹⁵ CALEA 34.1.5e

¹⁶ CALEA 34.1.3

¹⁷ CALEA 34.1.5a

¹⁸ CALEA 34.1.2b

6. The HCPD will utilize an Assessment Center process in which candidates participate in one (1) or more evaluation components. The Commander of the HRB will identify a vendor for this process, which is subject to review and approval by the Chief of Police. The assessment process selected must:¹⁹
 - a. Measure dimensions, attributes, characteristics, qualities, skills, abilities, or knowledge specified in a written job analysis.
 - b. Use multiple assessors who are thoroughly trained prior to participating in an assessment process.
 - c. Use techniques designed to provide information that is used in evaluating the dimensions, attributes, or qualities previously identified.
 - d. Use multiple assessment techniques, one of which is simulation.
 - e. Use simulation exercises that have been pre-tested prior to use to ensure that the techniques provide reliable, objective, and relevant information and that the exercises are job related.
 - f. Announce the dimensions to be evaluated in a written directive prior to the assessment center.
 - g. Include thorough documentation by assessors of observations at each stage of the process.
 - h. Provide candidates with written performance feedback. The written summary will describe each candidate's strengths and opportunities for improvement. Scores and the candidates' ranking will be provided.
7. A qualifying list will be established from those candidates who have attained the minimum qualifying composite rating. The rating will be determined by the total scores received on each part of the process, based on the value assigned to each part.²⁰ The candidates will be listed in descending order from the highest rating to the lowest. When identical ratings are received, equal numerical ranks will be given to those candidates.²¹
 - a. A qualifying list for the ranks of Corporal, Sergeant, and Lieutenant will remain in effect for two (2) years from the date of issuance.²²
 - b. A qualifying list for the rank of Captain will remain in effect for one (1) year from the date of issuance.²³
8. When the Chief of Police wishes to fill a position by promotion, he shall notify the Howard County Office of Human Resources.²⁴
 - a. The Director of the Office of Human Resources shall provide a certified eligibility list of candidates to the Chief of Police. The number of members on the list will be equal to:
 - i. Nine (9) plus the number of vacancies to be filled for the rank of Lieutenant.²⁵

¹⁹ CALEA 34.1.2c

²⁰ CALEA 34.1.6b

²¹ CALEA 34.1.5b

²² CALEA 34.1.5d

²³ CALEA 34.1.5d

²⁴ CALEA 34.1.5e

²⁵ CALEA 34.1.6e

- ii. Seven (7) plus the number of vacancies to be filled for the ranks of Sergeant and Corporal.
- b. The Chief of Police will interview each of the candidates on the eligibility list prior to making the promotion.²⁶
- 9. Newly promoted members will be subject to a six-month probationary period. Sergeants will be subject to a one-year probationary period.²⁷
 - a. The probationary period is considered an integral part of the promotional process that allows the Chief of Police to evaluate the member's work and reject any member whose performance does not meet required standards.
 - b. All those subjected to a promotional probationary period may be reverted to their previous appointment and pay grade at any time during the probationary period.²⁸
- D. The procedures for evaluating the promotional potential of sworn officers shall include but not be limited to:²⁹
 - 1. Observations of the officer's command presence, oral communication skills, interpersonal sensitivity, organizational courage, problem solving abilities, team leadership, follow-through, and work perspective as assessed by the Chief of Police, with input from the Command Staff;
 - 2. Written test scores and Assessment Center results, as applicable; and
 - 3. Oral interview performance.³⁰
- E. The evaluation and identification process related to the selection of personnel who have the potential for promotion is addressed in General Order ADM-53, Career Enhancement.
- F. The Commander of the HRB shall be responsible for the security and confidentiality of all promotional material, including but not limited to exam questions, correct answers, assessor notes, rating sheets, and test scores. All promotional material will be maintained in strict confidence and secured in a locked cabinet in the Human Resources Bureau's locked office.³¹

IV. APPEALS AND REVIEWS

- A. Candidates may review and appeal any adverse decisions concerning their eligibility for or appointment to promotional vacancies.³²
 - 1. All candidates may review the final written results of scored elements of the promotional process that pertain to them.³³
 - a. The specific procedures for reviewing all scored elements of the promotional process shall be provided in writing to each participant in the process by the County Office of Human Resources.

²⁶ CALEA 34.1.2d

²⁷ CALEA 34.1.6

²⁸ CALEA 34.1.7

²⁹ CALEA 34.1.2a

³⁰ CALEA 34.1.2d

³¹ CALEA 34.1.4a

³² CALEA 34.1.2e

³³ CALEA 34.1.3e

- b. Generally, the HRB shall announce a date and time to allow candidates to review the testing materials and correct answers.
 - i. Candidates may take notes but will not be provided copies of testing materials.
 - ii. Candidates will be provided with written feedback on Assessment Center performance.³⁴
 2. Candidates may challenge questions through a written appeal process that will be reviewed by an Appeals Committee comprised of the Commander of the HRB, a member of the test development committee, and the consultant administering the process.³⁵
 3. All candidates may contest any promotional-potential report used in the promotional process that pertains to them.³⁶
 4. Any candidates failing to meet eligibility requirements or failing to be promoted may reapply, retest, and be re-evaluated during the next promotional process as described in this policy.³⁷
- B. The promotional process will be evaluated continuously by the Commander of the HRB through a review of laws, publications, and current industry standards.
1. Revisions to the process will be made when appropriate.
 2. Candidates will be provided with an opportunity to anonymously complete an evaluation form upon completing the promotional process and are encouraged to offer comments and suggestions to the Chief of Police on improving the process.

V. PROBATIONARY PROCESS FOR SERGEANTS

- A. The HCPD recognizes that those officers promoted to Sergeant will hold a pivotal rank within the Department. To ensure the officers promoted are properly trained and prepared to assume their new position, the member must successfully complete the requirements of the probationary period.
- B. Corporals offered the promotion to the rank of Sergeant will be provided with a conditional offer of promotion by the Chief of Police. Conditionally promoted Sergeants shall serve a probationary period of one (1) year and may be reverted to their previous appointment and pay grade at any time during the probationary period. The full promotion is conditional upon the successful completion of the one (1) year probationary period and the final decision is at the discretion of the Chief of Police.
- C. To assist with preparing Probationary Sergeants for their new role as efficient and effective supervisors, the Department has prepared the "Field Training and Leadership Manual for Newly Promoted Sergeants." The purpose of the manual is to introduce Probationary Sergeants to the major facets of supervision within HCPD.³⁸
 1. It will be the responsibility of the Probationary Sergeant to ensure all learning dimensions are met prior to the end of the probationary period.

³⁴ CALEA 34.1.3e

³⁵ CALEA 34.1.3e

³⁶ CALEA 34.1.3a

³⁷ CALEA 34.1.2f

³⁸ CALEA 11.3.4b

2. Probationary Sergeants will interact with a myriad of managers, supervisors and other employees who are well versed in the subject matter that they will be responsible for knowing.
- D. During the probationary period, newly promoted Sergeants shall be regularly evaluated by their immediate supervisor on their ability to successfully perform the duties and responsibilities required of their new appointment.
- E. The initial two (2) probationary evaluations shall be completed at four (4) months and eight (8) months using the HCPD Form 1118, Probationary Supervisor Performance Evaluation. The third and final evaluation shall be completed at the eleventh month of the probationary year.
- F. When completing the final review, the evaluating supervisor shall select the appropriate recommendation, attach any necessary documentation, and forward it through the chain of command to the respective Deputy Chief. Upon a favorable recommendation and completion of the probationary period, the Chief of Police shall finalize the officer's promotion to the rank of Sergeant.

VI. CANCELLATION

This General Order cancels and replaces General Order ADM-29, Promotion of Sworn Personnel, dated May 31, 2010.

AUTHORITY:



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