3700 PROMOTIONAL PROCESS

A. Policy

In order to provide a fair and effective promotional process, the following procedures have been established. The procedures are intended to establish an effective testing and feedback system, provide continuity in the promotional process and, most important, to promote the most qualified candidates.

The Chief of Police shall be responsible for the promotional process. The Commander of the Professional Standards Section has been delegated to administer the promotional process for the Police Department. He shall serve as liaison with the representative from the Department of Employee Relations. Promotional materials will be kept in a secure location.

3701 PROMOTION TO POLICE SERGEANT

B. Procedure

1. The promotional list shall remain in effect for one year.

2. A memorandum from the Chief’s Office will announce the beginning of the promotional process.

3. Interested agents, who meet the eligibility requirements, shall submit a memorandum of interest via their chain of command.

4. The Professional Standards Section shall circulate to all sworn supervisors a roster of eligible and interested agents, listed alphabetically and by division assignment.

5. Sworn supervisors and Sergeants promotional candidates shall be familiar with the "Position Selection Profile for Police Sergeant" which shall be updated as necessary. The profile identifies the educational criteria, experience, personal traits, and supervisory and technical abilities deemed necessary for an effective police Sergeant in the Lakewood Police Department.

6. The employee’s immediate supervisor shall complete a Suitability for Promotion memorandum on each employee who is eligible to compete in the process. The purpose of the memorandum is to assess the employee’s performance against the dimensions for Sergeant and to make a final recommendation as to their suitability for promotion. The recommendation should include input from the employee’s prior supervisors as well as a review of the employee’s log, previous evaluations, commendations, discipline history, and any other relevant materials.

The employee’s division supervisory staff shall review and discuss the suitability recommendations of all candidates and make a final determination on their suitability for promotion. The candidate must
receive the recommendation of their division’s supervisory staff to proceed in the process.

If a candidate is screened out of the process, a memorandum, prepared by the candidate’s chain of command will be presented to the candidate explaining why they were screened out of the process.

Candidates screened out of the process will participate with their supervisors to develop a career development plan addressing those areas of performance needing improvement.

7. The dimensions upon which candidates will be evaluated as well as the "Position Selection Profile for Police Sergeant" will be made available to candidates prior to the testing process. These were developed from a task analysis for the position of police Sergeant.

8. A list of candidates who will proceed to the assessment center portion of the testing process will be published to all sworn personnel. This list will be published in order to solicit peer and supervisory evaluations of the candidates from police department personnel who have first hand knowledge of the candidate’s ability to perform as a Sergeant. The Professional Standards Section will provide a form to employees for this purpose. The completed evaluations will be provided to the staff oral board for informational purposes only and will assist the board in their evaluation of a Sergeant candidate’s suitability for promotion.

9. Candidates will be scheduled by the Professional Standards Section for an assessment center. The assessment center shall be administered by the department, utilizing assessors from outside agencies as well as members from Lakewood PD, and others including members of the community to the extent possible. The assessment center shall be designed to measure potential for supervisory effectiveness through a series of exercises, which may include, but are not limited to the following:

   a. In-basket and writing exercises
   b. Impromptu presentation
   c. Problem analysis and fact-finding exercises
   d. Role-playing exercises
   e. Patterned or structured interviews
   f. Tactical/operational problems
   g. Subordinate counseling and direction
   h. Technical knowledge
10. The assessment center shall be designed to measure the candidate’s demonstrated abilities in all dimensions of the position. Candidates shall be subject to the same exercises given under like conditions. Candidates are numerically scored by the assessors based on the same applicable criteria for each candidate. The assessment center score shall count for fifty percent of the overall score.

11. A staff oral board chaired by a Division Chief and consisting of some combination of division chiefs, Commanders, Sergeants, agents, civilian managers and or others shall conduct an in-depth interview with each of the remaining candidates following the assessment center. The candidates will be asked the same questions and the interviews will be held under like conditions. The board will have the candidate’s personnel file including scores from the assessment center and peer/supervisory review. Each of the remaining candidates will receive a numerical score from the board, which shall count for fifty percent of the overall score. Names of at least the top five scorers, found suitable for promotion, shall then be published in numerical order as a one-year list. If the list is exhausted during the year-long period, additional names of qualified applicants shall be published.

12. Questions relating to theories of administration or supervision shall be general in nature or on a common basis of knowledge with which any candidate for Sergeant in this department should be familiar. Certain facets of municipal ordinances, state law, department policies and procedures and City rules and regulations shall be covered throughout the entire testing process.

13. Following the announcement of the results of the Sergeant promotional process, the Professional Standards Section Commander shall conduct a debriefing of each candidate who so requests. The candidate shall receive his or her scores on each segment of the promotional process.

14. To ensure fairness and impartiality, candidates may use the city's grievance procedure to challenge their performance scores for each element of the promotional process.

C. Rule

1. Police agents who began their tenure with the Lakewood Police Department with no prior acceptable police experience and who, by the announced cutoff date for the Sergeants promotional process, have four years of experience as a Lakewood police agent, shall be eligible for consideration for promotion to Sergeant.

Police agents who began their tenure with the Lakewood Police Department with at least two years of acceptable police experience with another law enforcement agency and who, by the announced cutoff date for the Sergeants promotional process, have two years of experience as a Lakewood Police Agent, shall be eligible for consideration for promotion to Sergeant.
2. A candidate for the position of police Sergeant shall possess a 4-year college degree in any academic field, have a record of continuing training, successful overall employee performance evaluations (last 3 years minimum), and a demonstrated commitment for professional self-development.

3. Successful candidates who are promoted shall attend an appropriate supervisory course. Topics should include supervision, leadership, subordinate evaluations and counseling, goal setting, and problem solving.

4. The probationary period for newly promoted Sergeants is 6 months.

5. Newly promoted Sergeants shall be trained by Sector Commanders and experienced Sergeants. A Sergeant training checklist shall be used to assist and to assure uniformity of the scope of the training.

6. Agents on the eligibility list shall only be promoted if their suitability for promotion has not deteriorated or they have not been removed from the eligibility list for cause.

3702 PROMOTION TO POLICE COMMANDER

B. Procedure

1. When a position for police Commander becomes open and is announced, each interested and eligible police Sergeant shall complete a memorandum of eligibility and intent.

2. The completed memorandums shall be transmitted to the Professional Standards Section Commander on or before a specified date.

3. The Professional Standards Section Commander shall then distribute a list of those police Sergeants who are eligible and interested in appointment to the position of police Commander.

4. A "Job Description for Police Commander" shall be established and updated as needed to assist the exempt managers in the recommendation and appointment process for police Commander. The profile will assist police Commanders in their discussions with police Sergeants who are not appointed. The "Job Description for police Commander" shall identify for all sworn personnel the required educational criteria, experience, personal traits, management and technical ability necessary for a police Commander.

5. A selection process will be developed in conjunction with the Department of Employee Relations to identify the qualities of each candidate. This process may include written exercises, oral interviews, presentations, and other practical exercises to give each candidate the opportunity to display their skills and talents relative to the position. A complete description of the testing procedure will be provided to the applicants prior to the selection process.
6. After announcement of the police Commander appointment, the immediate supervisors of those candidates who were not appointed shall meet with their respective Sergeants. Using a current job description profile for police Commander as a guide, the supervisors shall discuss the information obtained from the promotional process. In each case, information concerning these discussions shall be documented in the Sergeant’s employee log for future reference.

7. No promotional list is established for the position of police Commander. In the event an opening occurs, the process as outlined in this procedure shall be repeated. However, in the event another vacancy occurs within 90 days of the conclusion of the process, the Chief of Police has the option to repeat the entire process or only a portion thereof.

8. If as a result of completing the entire process for recommendation for appointment of a Commander to fill a vacancy as outlined above, there are no existing police Sergeants who are determined to be fully qualified for the position, the Chief of Police has the option of not filling the Commander vacancy until such time as one or more police Sergeants are determined to be fully qualified for appointment, or the process is revised.

C. Rule

1. Normally police Sergeants who have 3 years' experience as a police Sergeant with the Lakewood Police Department and have received an overall evaluation rating of Successful or better shall be eligible to be considered for appointment to the position of police Commander.

2. A candidate for the position of police Commander shall possess a 4-year college degree in any academic field at the time of appointment.

3703 PROMOTION TO POLICE DIVISION CHIEF

B. Procedure

1. When a position for Police Division Chief becomes open and is announced, each interested and eligible police Commander shall complete a memorandum of eligibility and intent.

2. The completed memorandum shall be transmitted to the Office of the Chief on or before a specified date. Upon receipt of all memorandums of eligibility and intent, the Office of the Chief of Police shall transmit same to the Professional Standards Section Commander for verification of eligibility.

3. The Professional Standards Section Commander shall then distribute a list of those police Commanders who are eligible and interested in appointment to the position of Police Division Chief. The list shall be distributed to all Police Division Chiefs.

4. A "Job Description for Police Division Chief" shall be established and updated as needed to assist the Chief of Police and Division Chiefs in the nomination
and appointment process for Police Division Chief. The profile will assist Police Division Chiefs in their discussions with police Commanders who are not appointed.

5. A selection process will be developed in conjunction with the Department of Employee Relations to identify the qualities of each candidate. This process may include written exercises, oral interviews, presentations, and other practical exercises to give each candidate the opportunity to display their skills and talents relative to the position. A complete description of the testing procedure will be provided to the applicants prior to the selection process.

6. There is no promotional list established for the position of Police Division Chief. In the event an opening occurs, the process as outlined in this procedure shall be repeated. However, in the event another vacancy occurs within 90 days of the conclusion of the process, the Chief of Police shall have the option to repeat the entire process or only a portion thereof.

7. If, as a result of completing the entire process for recommendation for appointment of a Division Chief to fill a vacancy as outlined above, there are no existing police Commanders who are determined to be fully qualified for the position, the Chief of Police shall have the option of not filling the Division Chief's vacancy until such time as one or more police Commanders are determined to be fully qualified for appointment, or the process is revised.

C. Rule

1. Normally police Commanders who have 3 years' experience as a police Commander with the Lakewood Police Department shall be eligible to be considered for appointment to the position of Police Division Chief.

2. Candidates for the position of Police Division Chief shall be encouraged to possess a master’s or advanced degree in any academic field.