



# SOUTH MIAMI POLICE DEPARTMENT

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<b>CFA STANDARD:</b> 11 <b>SUBJECT:</b> <i>Promotion – PROFESSIONAL AND LEGAL REQUIREMENTS</i>	<b>NEW ( ) RESCINDS ( )</b>  <b>AMENDS ( x ) OTHER ( )</b>	<b>By Order Of:</b>    <i>Rene Landa,</i> <b>CHIEF OF POLICE</b>	

**CFA STANDARDS:** 11.01, 11.02, 11.03, 11.04  
**SECTIONS:**

- 16.1.1 Departmental Role
- 16.1.2 Authority and Responsibility
- 16.1.3 Sergeant Promotional Process Described
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- 16.1.6 Promotional Process Announcements
- 16.1.7 Development and Use of Eligibility List
- 16.1.8 Promotional Evaluation Period

**RESCINDS:** All existing orders in conflict.

**PURPOSE:** To establish Departmental policy and provide guidelines for the professional and legal administration of the internal and lateral promotional process.

**SCOPE:** All Departmental employees.

**POLICY:** The evaluation and selection of personnel for promotion begins with the identification of employees with the potential to assume greater responsibility and the skills, knowledge, and abilities necessary to perform at the promoted level. The South Miami Police Department will utilize job related, non-discriminating criteria and testing procedures in order to advance in rank or position the most qualified employees.

**PROCEDURES:**

**16.1.1 Departmental Role**

- A. The Department’s role and the responsibility for the promotional process for Sergeant rest with the Chief of Police. He/she has the responsibility for selecting

the criteria for evaluation which shall be supplemented with the materials from which the test questions are formulated. He also has the responsibility of identifying the dimensions in the oral examination process. The material selected in both the written portion of the promotional process for sergeant and the oral examination process can be from periodicals, books, Departmental policies and procedures or other material whose relevance to the operation of the Police Department are considered both current and essential in the development of personnel with supervisory capability. The material can be developed in conjunction with private vendors if it is in the best interest of the Department to use such professional agencies for that purpose. The primary focus of the promotional examination process will be upon identifying an individual who possesses the technical knowledge, skills, communications and leadership necessary in guiding this Department and its members during the term of their employment.

1. The promotional process for the rank of Sergeant shall consist of a written examination, scenario-based assessment, structured oral examination or other method to determine the most capable individual(s). These methodologies may be used individually or in any combination based upon the needs of the agency and the skills being sought.
- B. The Chief of Police or his designee is responsible for coordinating the testing of candidates in the promotional process in order to establish an approved eligibility list of candidates for promotion. For the rank of Sergeant, a list of scores on the written examination will be tabulated by the Office of the Chief of Police, assuring its accuracy prior to the oral board and administrative review phases. The written examination will consist of fifty [50] percent of the total score, the structured oral board will consist of twenty [20] percent, and the scenario based assessment will consist of twenty [20] percent, and the administrative review (average of last 3 evaluations) will consist of ten [10] percent.[CFA11.03(a),(b)]
- C. There will be an eligibility list for Police Sergeant; the eligibility list shall be valid for a period of two (2) years from the date of certification of the final scores by Office of the Chief of Police.[CFA11.03(c)] The Chief of Police shall recommend a candidate for any opening from the top three (3) persons on the list to the City Manager, who is the appointing authority pursuant to the City Charter. [CFA11.03(d)]

### **16.1.2 Authority and Responsibility**

The Chief of Police has the authority and responsibility for administering the Department's role in the promotion process. The Chief of Police may appoint other supervisory members of the Department, or command professionals from other law enforcement agencies to assist

as needed with various steps of the promotional process. The Chief of Police however, maintains the ultimate authority and control over the entire process.

### **16.1.3 Sergeant Promotional Process Described**

- A. In order for a candidate to be eligible for promotion to Police Sergeant, he/she must obtain a passing score on all phases of the promotional process. The minimum requirements necessary for a candidate to enter the promotional process is described in the Collective Bargaining Agreement.
- B. The promotional process for Police Sergeant involves several steps.
  - 1. Written Promotional Examination - The written examination will count for fifty [50] percent of the final numerical score achieved by each candidate. An independent, professional testing company will prepare and administer each written promotional examination. After the test, candidates will be given thirty (30) minutes to make written challenges on any questions in the test for validity.

In the event a question is successfully challenged, that question will be dropped and one of the extra questions on the test will be substituted for it. Successfully challenged questions and their replacement will apply to all candidates irrespective of whether it was answered correctly or not.

Each person who enters the promotional process shall be notified of the results of the entire examination and process. Each person that took the written test is entitled to inspect the rating and the examination papers in the written test and the assessors written comments in the structured oral examination within five (5) days of notification of the results. The inspection shall be visual only, and no test contents shall be removed. Such inspection shall be permitted only during regular business hours.

- 2. Oral Examination Board - Will involve specific questions, on topics such as decision making, planning and organization, and community policing. The board will consider attendance record, complaint and commendation record and additional education received beyond the minimum required for the position. The board will consist of sworn police supervisors from outside agencies with a minimum rank of Lieutenant. All candidates participating in an Oral Board process will be rated on that process and the results will be documented in written form. This phase is also worth twenty [20] percent of the total score.

3. Administrative Review - The review will consist of an evaluation of the candidate's, 3 prior performance evaluations. This phase is also worth ten [10] percent of the total score.
  4. Scenario-based Assessment – This portion of the testing process will consist of an evaluation of the candidate's written answers to situational questions. This phase is worth twenty [20] percent of the total score.
- C. Candidates must file in writing any protests or appeals of adverse decisions concerning eligibility for, or appointment to promotional vacancies during the five (5) day time period after notification of the test results. Appellants must specify what portion of the process they are appealing, provide documentation to support challenged test questions or reports, and be prepared to make an oral presentation of their position if requested to do so. [CFA11.04] Following the review period, the Chief of Police shall review any contested items. The decision of the Chief of Police concerning the contested questions shall be final.

Candidates who wish to further appeal any portion of the Department's part of the selection and promotional process may do so by filing an appeal memorandum through the Human Resources Department. The final decision on such appeals will be made by the City Manager and will be final. Grievances will be handled in the manner described in the Collective Bargaining Agreement.

- D. According to the Collective Bargaining Agreement, The Chief of Police shall recommend a candidate for any opening from the top three (3) persons on the list to the City Manager, in order to select the best candidate for each existing vacancy.

The Chief of Police or his designee shall examine the personnel files and the IA files of any or all candidates at will prior to making a promotional recommendation decision.

The candidates who are not selected for promotion will be placed on the eligibility list for a period of two (2) years from the date of score certification by the Human Resources Director. After the two (2) year period has expired, those on the list and other potential candidates may reapply for the position and retake all applicable examinations.

- E. All materials associated with the promotional testing process will be secured in the office of the Chief of Police to ensure the integrity of the testing process. Testing materials include, but are not limited to: announcements, study guides, bibliographies, questions, and reference materials.

- F. Procedures used for the civilian employee promotional process are governed by the City of South Miami Employee Policies and Procedures Manual. The promotional process for civilian employees is as follows:

If the employee meets the required eligibility criteria, an oral interview with the Chief of Police will be scheduled to further determine the qualifications of the candidate.

#### **16.1.4 Promotional Process for Rank of Lieutenant and Above Described**

- A. The position of Lieutenant or above in the Department is by decision of the Chief of Police. Those chosen serve at his will. While the Chief of Police can require additional steps in the selection process, but at a minimum it will require:
1. An announcement in writing within the Department that a vacancy exists
  2. Submission of memos of interest in the vacancy with a resume of the candidates experience for the position being sought and the reasons the candidate wishes to be considered for the vacancy.
  3. A review of the candidates personnel file for assignments worked, schools requested, special unit memberships, and anything else relevant to the position being sought
  4. A review of the candidate's performance evaluations while in law enforcement
  5. A review of any discipline or commendations/awards while in law enforcement
  6. A review of the training and level of education achieved by the candidate
  7. A review of any Internal Affairs complaints received while in law enforcement
- B. The Chief of Police may appoint a staff member to report to him with a synopsis of the above items or perform the review himself. Upon review of the items, the Chief will recommend the appointment of whomever he has selected to the City Manager. The same material that was made available to the Chief of Police in his decision-making will be made available to the City Manager if so desired. The selection should be of the individual whom the Chief believes has the proven abilities to best meet the challenges of assisting in directing and managing the men and women of the Department. The City Manager will have final authority in the selection process.

#### **16.1.5 Job Relatedness**

All procedures used in the promotional process will be job related and nondiscriminatory. All portions of the promotional process will be designed to measure traits that are

necessary to perform the job or function, as described in G.O. 8.2.3. [CFA11.01] The promotional process is described in Section 16.1.3 of this General Order.

#### **16.1.6 Promotional Announcement for Sergeant Test**

When a vacancy exists in a supervisory position within the Department, and a decision to fill the position is made, a written announcement will be posted throughout the Department. [CFA11.02] Written announcements for the promotional testing process will be posted in a timely fashion and in prominent locations prior to the testing procedure.

- A. The announcement will be posted at least ninety (90) days prior to the test date and will include:
  - 1. A description of the position and job classification for the position; [CFA11.02(a)]
  - 2. Dates, times, and locations of all elements of the testing process; [CFA11.02(b)]
  - 3. A description of eligibility requirements for the position; [CFA11.02(c)]
  - 4. A description of the testing process to be used in the selection, i.e. written examination, oral board, administrative review and interview, or combination thereof; [CFA11.02(d)]
  - 5. A bibliography of reading/study materials from which test questions will be derived.
  
- B. The bibliography of study references will be provided in writing to each candidate in a timely fashion prior to the testing process. Written test questions will be limited to material contained within the bibliography.
  
- C. When a vacancy exists in a civilian position within the Department, and a decision to fill the position is made, a written announcement will be posted throughout the Department. The written announcement will include:
  - 1. A description of the position(s) for which the vacancy exists;
  - 2. A description of the eligibility requirements; and
  - 3. A description of the process to be used in selecting members for the vacancies.

### **16.1.7 Eligibility Lists**

- A. In order for a candidate to be placed on the eligibility list for Police Sergeant, the candidate must obtain a passing score on the written examination, the oral board examination, and the administrative review and the scenario-based assessment.
  - 1. Veteran Preference: Qualified veterans will receive preference as set forth in the applicable State of Florida Statutes (points are applied after a passing score is achieved).
  - 2. Examination Grade: Scoring for written examinations will be based on a scale of 0 – 100, unless otherwise noted on the job announcement (the passing score on the test questions will be a minimum of 70%).

### **16.1.8 Promotional Evaluation Period**

- A. The evaluation period of twelve (12) months is an important part of the overall promotional process. During this period, the Chief of Police or immediate supervisor will closely observe the employee's work in order to assist the employee in effectively adjusting to the new position. The evaluation period is used to evaluate the performance of the employee so that an informed decision to retain or demote the employee can be made.
- B. Any employee who receives a promotion or transfer will be required to undergo a twelve (12) month evaluation in the new position and an evaluation once a year thereafter on the new anniversary date. Evaluations may be administered more often as deemed appropriate by the Chief of Police. Any employee receiving a rating of conditional or less shall undergo a follow-up performance evaluation after three (3) months.
- C. Upon promotion, the employee's pay will reflect the appropriate pay level set by the City of South Miami for the new position. If there arises an issue because of the employee's seniority proving that the new pay rate is inappropriate, the Chief of Police may recommend to the City Manager up to a ten percent increase.