

- 3.1.3. Experience; and
- 3.1.4. Performance.
- 3.2. The promotional process is designed to evaluate these attributes for each promotional candidate and provide a single eligibility list for each rank.
- 3.3. The promotional process for the ranks of corporal and sergeant encompasses three major components:
 - 3.3.1. Written Examination;
 - 3.3.2. Structured Resume; and
 - 3.3.3. Oral Interview.
- 3.4. Candidates for promotion to the ranks of corporal and sergeant must complete all three components of the process to appear on an eligibility list.
- 3.5. Candidates may identify specific assignments for which they would only accept a promotion or may make changes to previous requests, by submitting a Form 34.1.5-b, Request for Promotional Consideration, to their bureau commander indicating their assignment preference(s).
 - 3.5.1. Candidates desiring consideration for promotion without regard to a specific assignment will still need to submit a Form 34.1.5-b.
- 3.6. The Administrative Bureau will publish notification of dates, times, locations, and any special requirements with respect to each step of the process.
- 3.7. No aspect of the promotional process is a guarantee or entitlement for promotion.
- 3.8. Promotions to the rank of corporal or sergeant are made from the eligibility lists resulting from this process, based upon the needs of the Department and consistent with budget considerations.
 - 3.8.1. All promotions to these ranks will be made in the order that individuals appear on the eligibility list, except that a promotional candidate may be skipped if he/she is the subject of an open internal investigation and/or the “Rule of Three” is applied.
- 3.9. The duration of a corporal/sergeant promotional eligibility list is for a two year period, unless extended by the Chief of Police.
- 3.10. Scoring Percentages – The Chief of Police and the hired promotional testing consultant will establish the percentages for each of the three components of the corporal/sergeant promotional process. The scoring percentage for each component of the promotional process calculates the total score for the candidate. The scoring percentage for each component of the promotional process are:

3.10.1. Written Test - 30%

3.10.2. Resume - 35%

3.10.3. Oral Interview - 35%

4. EXECUTIVE APPOINTMENTS

- 4.1. The Chief of Police shall, within the limits of the budget, and without a promotion examination, appoint bureau commanders to the rank of Lieutenant and an Assistant Chief to the rank of Captain, as he deems necessary and in the best interest of the internal management of the Department.
- 4.2. Appointments to the Assistant Chief position and bureau commander positions shall be made by the Chief of Police. There is no probationary period for these positions, as they are at-will appointments that may be reassigned at any time. In the sole discretion of the Chief of Police, an appointed Captain or Lieutenant may be returned to the rank held before appointment or to the rank of Sergeant. The Captain and Lieutenants shall remain in their rank until promoted, demoted, or separated.
- 4.3. The appointment process for the ranks of Lieutenant and Captain will consist of a structured resume and an oral interview with the Chief of Police.
- 4.4. In the appointment process for the ranks of lieutenant and captain, the structured resume component shall be evaluated by the Chief of Police, in lieu of the assessment panel described for promotions to the ranks of corporal and sergeant.

5. PROCEDURES

5.1. Applicability and Eligibility

- 5.1.1. Employees holding the permanent ranks of police officer III or corporal, having a minimum of one year in grade at the promotional list effective date are eligible to participate in the upcoming promotional process.
- 5.1.2. The Chief of Police may designate a potential promotional candidate as ineligible to participate in the promotional process for two years if the officer was subject to a sustained disciplinary action under the State of Maryland Uniform Disciplinary Matrix involving aggravating circumstances.
 - 5.1.1.1. This designation by the Chief of Police shall be made at the time the disciplinary action is imposed, and lasts for two years from

that date or the duration of the eligibility list.

- 5.1.3. Employees holding the permanent rank of sergeant, for at least one year prior to the appointment date, are eligible to be considered for appointment to the rank of lieutenant.
- 5.2. Written Examination
- 5.2.1. Candidates will be advised of their respective scores on the written examination via sealed letter.
 - 5.2.2. Notice of examination location(s) will be transmitted via e-mail and memorandum.
 - 5.2.3. The written examination is not a component of the appointment process for the rank of lieutenant or captain.
- 5.3. Personnel Assessment
- 5.3.1. The personnel assessment consists of submission of a structured resume and participation in an oral interview.
 - 5.3.2. Candidates qualifying for the personnel assessment will have an equal opportunity to present their qualifications for consideration.
 - 5.3.3. The personnel assessment is not a component of the appointment process for the rank of lieutenant or captain.
- 5.4. Structured Resume
- 5.4.1. The hired testing consultant, via the Chief of Police, will provide an instructional guide to qualifying candidates and their respective commanders, detailing the procedures for submission of the structured resume, supervisory review, and commander's verification.
 - 5.4.2. Structured resumes submitted to the Chief of Police must be completed in the manner described in the guide.
 - 5.4.3. The Chief of Police will specify the due date for the structured resume in the guide for each rank.
 - 5.4.4. Candidates are responsible for ensuring the structured resume is completed and received by the Chief of Police by the specified due date. Deviations from the format and/or due date may result in candidate disqualification.
 - 5.4.5. Commanders and supervisors shall not knowingly commit or omit any

act which will hinder the candidate's ability to submit a timely structured resume. Access to personnel files should be facilitated upon request.

- 5.4.6. Three assessors will review and assign a numerical score to each category of the structured resume, based on the assessors experience, expertise, and guidelines provided by the hired testing consultant.
- 5.4.7. This panel will consist of representatives from allied police agencies holding an equivalent or higher rank than the one being sought by the promotional candidate.
- 5.4.8. The relative weights for each of the categories within the structured resume will be established by the hired testing consultant and Chief of Police, prior to the start of each promotional cycle.

5.5. Rebuttal of Supervisory Review of Resume

- 5.5.1. The rebuttal is not a part of the scoring process for promotional candidates. Completion of the rebuttal indicates that the candidate disagrees with the supervisory review.
- 5.5.2. If the candidate disagrees with the supervisory review, the commander will schedule a meeting with the supervisor and the candidate to mediate the disagreement. In most cases, disagreements can be resolved by reviewing supporting documentation or confirming the lack of documentation. If the disagreement is resolved at this level, appropriate adjustments shall be made to the supervisory review and the process will continue as per the instructions in the commander's review guide.
- 5.5.3. The commander must ensure that all information in the supervisory review is supported by documentation. When the sole basis for a rebuttal can be resolved by the presence or lack of documentation, the disagreement will be resolved at the commander's level and a rebuttal will not be completed.
- 5.5.4. A rebuttal will be in a written format as described in the instructional guide for preparation of the structured resume that is distributed to promotional candidates and their commanders.
- 5.5.5. Procedures for the rebuttal process are:
 - 5.5.5.1. As soon as possible, the commander will notify the Chief of Police that a rebuttal will be included in the structured resume;
 - 5.5.5.2. The complete structured resume will be received by the

Chief of Police by the established due date;

- 5.5.5.3. Three member appeal boards shall be established to review and decide rebuttals;
- 5.5.5.4. The Chief of Police will be the chairperson for all appeal boards;
- 5.5.5.5. The other members of the appeal board will be selected by the chairperson;
- 5.5.5.6. The appeal board will review the structured resume and all relevant documentation and statements provided by the candidate, the supervisor, and the commander relating to the rebuttal;
- 5.5.5.7. The appeal board will settle the disagreement and determine how the supervisory review will be amended, if necessary;
- 5.5.5.8. The decision of a three member appeal board is by majority vote;
- 5.5.5.9. The decision of the appeal board is final.

5.6. Oral Interview

- 5.6.1. The oral interview will consist of a series of situational questions to which the candidate will have a predetermined amount of time to respond.
- 5.6.2. The candidate's responses will be evaluated and scored based upon the dimensions identified as critical by the current job task analysis.
- 5.6.3. A copy of the dimensions and guidelines will be provided to each candidate.
- 5.6.4. Three assessors will assign a numerical score to each interview based on their expertise, experience, and guidelines provided by the testing consultant.
- 5.6.5. The representatives on the oral interview panel will be independent of those reviewing the structured resumes.
- 5.6.6. In the appointment process for the ranks of lieutenant and captain, the oral interview component shall be conducted by the Chief of Police, in lieu of the assessment panel described for promotions to the ranks of corporal and sergeant.

6. **RESULTS**

6.1 Eligibility Lists

- 6.1.1. The testing consultant will calculate an overall score for each candidate participating in a corporal or sergeant promotional process, based on the weights of the written examination, structured resume, and the oral interview.
- 6.1.2. One eligibility list will be published for the Chief of Police for each rank and this list will be valid for a two-year period, unless extended by the Chief of Police.
- 6.1.3. Candidates with tied overall scores will be positioned by seniority of time in grade.
- 6.1.4. Individually sealed scores will be provided to each candidate.
- 6.1.5. Eligibility lists will not be established for appointment to the rank of lieutenant (bureau commander) or captain (Assistant Chief). Prior to making appointments to these positions, the Chief of Police shall require all eligible personnel to complete and submit a Form 34.1.5-a Request for Consideration of Appointment to the Rank of Lieutenant or Captain.
- 6.1.6. Ineligibility for promotion due to disciplinary action while on a promotion eligibility list:
 - 6.1.6.1. The Chief of Police may designate a potential promotional candidate on the promotion eligibility list as ineligible for promotion for a period of two years if the officer was subject to a sustained disciplinary action under the State of Maryland Uniform Disciplinary Matrix involving aggravating circumstances.
 - 6.1.6.1.1. This designation by the Chief of Police shall be made at the time the disciplinary action is imposed, and lasts for two years from that date.
 - 6.1.6.2. A promotional candidate may be temporarily designated by the Chief of Police as ineligible for promotion while he/she is the subject of an open internal investigation for a serious policy violation.

6.2. Rule of Three

6.2.1. The Chief of Police will select individuals for promotion to the ranks of corporal and sergeant.

6.2.1.1. In selecting persons for promotion, the Chief of Police may apply the “Rule of Three” to the promotional eligibility list.

6.2.1.2. The Chief of Police may promote any candidate to the rank of corporal or sergeant who scores in the top three (3) slots of the respective promotional eligibility list.

6.2.1.3. Once the selection is made, the next rank-ordered name on the promotional eligibility list will advance into the top three.

6.2.1.4. The top three (3) candidates will be considered each time a promotion is made, for the duration of the promotion eligibility list.

6.2.1.5. Candidates on the list who may have been passed over by the application of the “Rule of Three” will retain their relative positions on the list until promoted or upon the expiration of the promotional eligibility list.

6.3. Personnel Rules and Regulations, Section 1700 (Grievance Procedures)

6.3.1. The grievance procedure may not be utilized to challenge:

6.3.1.1. The content of GPD policy;

6.3.1.2. Promotional examinations; or

6.3.1.3. Provisions of the promotional system.

6.4. Security of Material

6.4.1. All notes, papers, documents, or communications of any kind relating to the promotional process will remain with the Chief of Police unless specifically directed otherwise.