

DALTON POLICE DEPARTMENT

Subject Promotion	Effective Date May 1, 1998	Number GO94-3.4
Reference CALEA Standards – 34.1.1, 34.1.2, 34.1.3, 34.1.4, 34.1.5, 34.1.6	Revised November 26, 2019 December 28, 2021	
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I. Policy

It is the policy of the Dalton Police Department to develop and maintain an efficient, effective, and fair selection process that results in the promotion of individuals who best possess the skills, knowledge, and abilities necessary for an effective, respected law enforcement agency.

II. Definitions

- A. *Adverse impact* – A substantially different rate of selection (generally less than 80 percent) that works to the disadvantage of members of a race, ~~sex~~ gender, or ethnic group; an unfavorable effect.
- B. *Candidates* – Persons seeking promotion who have met or will meet minimum qualifications, as set forth in directive GO92-3.2, Career Development Program, within ~~12 months of the issue date of the memorandum requesting applications for a promotion process the duration of the eligibility list~~, as verified by their Division Commander. Regardless of being permitted to participate in the assessment, no candidate shall be promoted until he or she meets the minimum qualifications, as outlined in directive GO92-3.2, Career Development Program.
- C. *Fairness* – Resulting in a minimum adverse impact.
- D. *Job description* – A description of what an employee does, for what purpose, on instructions from whom, when, and where, and with what materials and equipment.
- E. *Job-related* – A procedure, test, or requirement, either predictive of job performance or indicative of the work behavior expected or necessary in the position.
- F. *Lateral entry* – A personnel practice that permits employs from within or outside the ~~Agency~~ Department to be promoted to a position and be exempted from all or part of the ~~Agency's~~ Department's promotion process for that position.
- G. *Minimum adverse impact* – The use of selection components or procedures among all those available that reduce any unfavorable effect, to the greatest extent

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possible, consistent with validity.

- H. *Probationary period* – A latter phase of the promotion process represented by some form of conditional promotion.
- I. *Skills, knowledge, and abilities (SKA)* – Skills are the proficiency with which an individual performs. Knowledge is a body of information or understanding gained through learning, education, experience, or associations. Abilities are processes required to perform the various job responsibilities.

III. Authority

- A. The authority and responsibility for administering the promotion process for the Dalton Police Department is vested in the Chief of Police. Promotions shall be made in accordance with City of Dalton personnel policies and procedures.
- B. The Chief of Police shall manage all aspects of the promotion process.
- C. The Chief of Police shall act as the Department's liaison with the City of Dalton Human Resources Director and coordinate those matters relating to the promotion process.
- D. The Department shall retain authority and responsibility in the promotion process for the following:
 - 1. Coordinating assessment center exercises. This may include:
 - a. Written examinations
 - b. Oral presentations
 - c. Writing labs
 - 2. The evaluation of all testing and testing procedures.
 - 3. Recommendation of selected **sworn** candidates to the Public Safety Commission for promotion confirmation.
 - 4. Records maintenance of all procedures. All records pertaining to promotional exams shall be maintained by the Chief of Police.

IV. Legal Requirements

- A. All components of the promotion process shall be developed and maintained by the Chief of Police.
- B. The promotion process is an integral part of an agency's total selection process. The selection of candidates for promotion must meet the legal, professional, and administrative requirements for entry-level employees, as outlined in written directive GO91-3.01, Selection.

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V. **Administrative Procedures**

- A. The Chief of Police shall notify all employees in writing when promotional opportunities become available. Supervisors shall be periodically reminded of promotional opportunities at staff meetings and conferences, and Supervisors shall verbally remind employees at roll call sessions. The written notification shall include:
 1. Availability of the job description for the position(s) available
 2. Reference to candidacy requirements
 3. A deadline for candidates to reply
- B. Each candidate, as defined in Section II. B. of this directive, interested in entering the promotion process, shall submit a memorandum, before the deadline, to the Chief of Police indicating his / her qualifications for the position. Each candidate shall request a letter of recommendation from a Division Commander as to the candidate's performance and potential for promotion.
- C. A one-year probationary period is required for all employees selected in the promotion process. Employees who have been promoted shall be closely observed and frequently rated on their performance. Unsatisfactory performance shall immediately be reported to the probationary employee.
- D. Employees are entitled to file, in writing, a request for review of any part of the promotion process. This request shall be filed through the chain of command to the Chief of Police. The Chief of Police shall review the process or part of the process being contested. Any decision made by the Chief of Police concerning the review may be appealed, in writing, to the Public Safety Commission through the chain of command.
- E. If an employee is not selected during the promotion process and the eligibility list has expired, the employee may reapply for the next posted promotion assessment if he or she meets the qualifications set forth in policy GO92-3.2, Career Development Program.

VI. **Assessment Center**

- A. The Department shall utilize assessment center exercises in the promotion process for all **sworn** positions below the rank of Captain.
- B. The assessment center tests are intended to measure dimensions, attributes, characteristics, qualities, skills, abilities, and knowledge, as specified in the written job description for the position being tested.
- C. Assessment center exercises may utilize a variety of techniques to evaluate the dimensions and attributes. These techniques may include role-playing, simulation exercises, group activities, and other techniques. These pre-tested exercises shall have been found to be reliable, objective, job-related, and able to provide relevant

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information.

VII. Selection of Sworn Candidates

- A. After completion of the assessment center, a representative from the company completing the assessment shall provide the Chief of Police with an eligibility list of candidates. Each candidate shall be ranked in one of the following categories based on his / her performance in the assessment:
 - 1. Highly Qualified
 - 2. Qualified
 - 3. Not recommended
- B. The eligibility list shall remain valid for two (2) years from the date posted on the eligibility list.
- C. When selecting a **sworn** candidate for promotion, the Chief of Police shall select a candidate from the Highly Qualified or Qualified category based on his / her discretion of Departmental needs at the time of the promotion.

VIII. Non-sworn Promotional Testing and Selection

- A. The Department shall utilize an in-house testing procedure in the promotion process for all non-sworn Supervisor positions.
- B. Non-sworn promotion testing activities may include interview panels, writing activities, simulation exercises, and / or knowledge-based examinations.
- C. The non-sworn promotion testing procedure is intended to measure dimensions, attributes, characteristics, qualities, skills, abilities, and knowledge, as specified in the written job description for the position being tested.
- D. The Chief of Police shall be provided the results of the testing activities prior to the selection for a non-sworn Supervisor position.
- E. The Chief of Police shall have the authority to recruit and hire a qualified individual from outside the Department for a lateral entry into a non-sworn Supervisor position if there are no qualified internal candidates.

This policy supersedes any previous policies issued.

BY ORDER OF

CHIEF OF POLICE

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