



PROMOTION

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I. PURPOSE

The purpose of this directive is to inform employees of the current policies, procedures and practices involved in the promotion process. In addition, this directive serves to define a mechanism by which the Anne Arundel County Office of Personnel and the Police Department (in which the vacancy is housed) can perform the following functions:

- A. Implement and maintain a merit promotional system which ensures the selection of the most qualified candidate(s), thereby maintaining the highest possible standards of leadership and supervision within the Police Department.
- B. Provide a standardized system of procedures, which facilitate the planning and implementation of each stage of the promotional process.

II. EQUAL EMPLOYMENT OPPORTUNITY

Anne Arundel County is an Equal Employment Opportunity employer. It is the policy of the County and the Police Department that all procedures used in promotions are job related and nondiscriminatory.

III. LEGAL AUTHORITY & RESPONSIBILITIES

The Anne Arundel County Charter is the basic legal document of Anne Arundel County. The Anne Arundel County Code is a body of laws enacted by the County Council to implement the requirements of the Charter. Both documents vest the Anne Arundel County Personnel Officer with specific duties, responsibilities and authority in the administration of the promotion process for classified employees, as explained in this section and in section IV of this directive.

A. Office of Personnel

The Anne Arundel County Office of Personnel, administered by the Personnel Officer, maintains primary responsibility for all processes and procedures required to develop, purchase, validate, and/or construct selection instruments. Selection instruments include examinations (written and/or performance), oral interviews (structured panel, assessment centers, evaluations of training and experience, etc.) and related procedures (reviews, appeals, etc.).

B. Police Department

1. The responsibilities of the Police Department in the development and administration of the promotion process primarily concern the technical accuracy of the selection procedures. Ranking and knowledgeable departmental personnel may be called upon by the Office of Personnel to serve as Subject Matter Experts (SMEs) in a variety of situations. Police Department personnel may be asked to complete aptitude or performance questionnaires and/or pilot examinations in conjunction with the job analysis and examination development efforts. The resulting data may be correlated with past test scores, promotions, performance appraisals, etc. with the purpose of providing valid, reliable promotional examinations. In addition, Police Department personnel may serve to review potential examination topics and areas to verify content and applicability, and provide other technical and content support to the examination development process.

2. The Chief of Police is vested with complete and sole authority for the promotion of all department personnel who are certified by the Office of Personnel as being eligible for promotion to vacant positions in the Police Department. The Chief may not promote any employee whose name is not certified by the Office of Personnel as being eligible for promotion to the intended position. The Chief may not promote any employee to a nonexistent or filled position, or to a position not previously authorized by law.

3. The manager of the Police Personnel Section is vested with the authority and responsibility for administering the department's role in the promotion process. Specific duties include but are not limited to:

- a. Distribution of position vacancy announcements to positions to be filled by promotion;
- b. Posting results of promotion examinations;
- c. Coordinating and preparing administrative documents relating to the promotion of individuals by the Chief;
- d. Coordinating the transmission of eligibility lists between the Office of Personnel and the Police Chief.

IV. ANNE ARUNDEL COUNTY CHARTER & CODE

The Anne Arundel County Charter, and Article 6 of the Anne Arundel County Code, describes the following procedures relating to promotions:

A. Written Certification of Eligible Employees

1. "The Personnel Officer shall prepare eligibility lists for vacancies in the classified service." (Charter, Section 805)

2. "For promotion in the Police and Fire Department, the Personnel Officer shall certify the names of the three persons standing highest on the eligibility list applicable to the position being filled. If there are two or more vacant positions to be filled from the same eligibility list, the Personnel Officer shall certify a number of names equal to the number of vacancies plus two." (Anne Arundel County Code, Article 6, Section 1-106(c)). (*Sergeants only*)

B. System of Ranking Eligible Employees on Eligibility Lists

"Eligibility lists shall be prepared by the Personnel Officer within four months after a written notification by the appointing authority that a vacancy exists in a class in the classified service; and subject to the provisions of the Charter and this Code, the Personnel Officer shall certify the appropriate names for appointment on an appropriate list. Eligibility lists shall be based on such written, performance, medical, oral or other examinations as determined by the Personnel Officer for the class of position to which the list applies. Except as provided in subsection (g) of this section, candidates must be ranked on the eligibility list according to the descending order of their relative merit as determined by appropriate methods of examination." (County Code, Article 6, Section 1-106(a)(1)).

C. Duration of Eligibility Lists

Eligibility lists shall be considered as expired and without effect two years after the list is signed by the Personnel Officer, unless terminated by the Personnel Officer. If an eligibility list is terminated earlier than two years after being signed, all persons on the eligibility list shall be notified by first class mail or e-mail of the termination. (FOP 70 Union Contract, Section 18.4(c))

D. System for Selecting Names from the Lists

"The head of each department or office shall be the appointing authority for all employees in his department or office. Appointments to positions in the classified service shall be from among the names certified as eligible by the Personnel Officer for the position(s) to be filled." (Charter, Sec. 804) According to the current personnel policies of the County government, the Chief of Police is permitted to promote any of the three candidates whose names appear on the certified eligibility list supplied by the Personnel Officer for each vacant position.

E. Eligibility Requirements

Article 6, Section 1-201 of the Anne Arundel County Code establishes the minimum qualifications, including time-in-grade and/or time-in-rank eligibility requirements for every position in the classified service of the County government, including those where lateral entry is permitted.

F. Probationary Period

1. "Each employee in the classified service is a probational employee until the employee satisfactorily completes a probationary period of six months. At the request of the appointing authority, the Personnel Officer may extend the probationary period for one additional six-month period. An employee dismissed during the probationary period is considered permanently dismissed without the privilege of appeal." (Charter, Sec. 806)

2. "Unless otherwise required by law, each individual in the classified service shall be a probational employee until the individual satisfactorily completes a probationary period of six months. The appointing authority must submit to the Personnel Officer notice of the appointing authority's decision to retain or dismiss the employee. An employee dismissed during the probationary period shall be considered permanently separated from the position without the privilege of appeal. At the request of the appointing authority, the probationary period may be extended one additional six-month period by the Personnel Officer." (County Code, Article 6, Section 1-107)

3. See Section VIII of this directive for probationary evaluation of newly promoted employees.

V. PROMOTION MANUAL

The Office of Personnel *is responsible for managing the promotional process*. This includes administering written tests, conducting oral interviews, and using these instruments in evaluating the promotion potential of candidates to the ranks of Police Captain, Police Lieutenant, and Police Sergeant. The *Anne Arundel County Employee Relations Manual* further develops the criteria and procedures for the development of eligibility lists, to include the numerical weight, if any, assigned to each eligibility requirement; the system of ranking eligible employees on the lists; and the duration of eligibility lists. The manual is designed for the internal administration of the promotion process, and no provision of the manual may contradict any provision of the County Charter or Code.

VI. TESTING PROCEDURES & WRITTEN ANNOUNCEMENTS

A. Testing Procedures

As of the date of publication of this directive, promotion tests (selection instruments) used by Anne Arundel County include a written test and an oral examination. The combined result of the testing process is a promotional potential rating for each candidate, which is used to rank candidates on the eligibility list. Any deviations from or additions to this general policy may be authorized only by the Personnel Officer, and will appear in the written announcement of the promotional opportunity.

B. Written Announcements

The County Office of Personnel provides employees with written announcements of the promotional opportunities and processes, which include, at a minimum:

- A. A description of the positions or job classifications for which vacancies exist;
- B. A schedule of dates, times, and locations of all elements of the process;
- C. A description of eligibility requirements, including time-in-grade and/or time-in-rank eligibility requirements, if any;
- D. The numerical weight, if any, assigned to each eligibility requirement.

The selection process to be used in selecting personnel for vacancies will be described in the written announcement if it differs from the selection process mandated by law for all classified positions, as described in section III.B of this directive. Otherwise, it is assumed that the selection process will be pursuant to the Charter and any applicable provisions of the County Code.

VII. WRITTEN PROMOTION NOTICE

A. Department Policy

It is the policy of the Police Department that the Chief of Police will promote from the eligibility list the candidate(s) who are, in the Chief's opinion, most qualified for the vacant position(s). In the absence of any written notification to the contrary, this policy shall be considered the written explanation of the reason or reasons for appointing eligible employees to vacancies.

B. Promotion Notice

The Chief of Police will notify in writing every employee whom he or she intends to promote, stating the employee's new rank, duty assignment (when known), and the effective date of the promotion. In addition, the Chief will instruct the manager of the Police Personnel Section to issue a personnel order to record the promotion and publicize it throughout the department. The manager of the Police Personnel Section will also notify the Personnel Officer of the name of each employee so promoted, in the form and manner specified by the Personnel Officer.

VIII. PROBATIONARY EVALUATIONS OF NEWLY PROMOTED EMPLOYEES

A. Policy & Procedures

It is the policy of the Police Department that all newly promoted employees will be closely monitored during their first year in the new position to ensure that they successfully make the transition to a position of higher rank and responsibility. In order to achieve this goal, the department provides an advisory evaluation to each newly promoted employee after six months have elapsed since the date of the employee's promotion. See Index Code 707 for details.

Employees whose performance in the new position is determined to be substandard or unacceptable during the one-year period leading up to the employee's annual formal performance evaluation will receive counseling and training, to the extent counseling and training are reasonably expected to correct or improve the employee's job performance. Primary responsibility for counseling rests with the employee's immediate supervisor, who may request technical assistance from the Training Academy or other identifiable sources, as appropriate to the specific problem.

Performance deficiencies of newly promoted employees that continue to exist at the time of the employee's first regularly scheduled annual performance evaluation following promotion will be fully documented in that evaluation, and remedial action will be initiated according to the terms of the PP&E process.

If, at the conclusion of the one-year performance evaluation and the ninety-day follow-up evaluation for employees whose job performance is rated as unacceptable, the newly-promoted employee still is not performing in a satisfactory manner, the employee may be reduced in rank or demoted to his or her previous position, at the discretion of the Chief of Police and subject to the requirements of the County Charter, County Code, and current personnel policies of the County government.

B. Exceptions to Probation Periods

Any authorized exceptions to probation periods appear in Article 8 of the County Code, and in applicable labor agreements. "At the request of the appointing authority, the probationary period may be extended one additional six-month period by the Personnel Officer." (County Code, Article 6, Section 1-107)

IX. REVIEW & APPEAL OF PROMOTION DECISIONS

A. Reviews

Candidates for any written examination are afforded the opportunity to review their answer sheet; to verify the calculation of their written examination score; and to formally appeal any item on the examination. Candidates shall be informed in their invitation to an oral interview (if any) of the scoring dimensions, with brief definitions. The results letters for oral interviews shall include the averaged subscores for each scoring dimension.

B. Appeals

1. Any employee may file a grievance on matters relating the employee's involvement in the promotion process, according to the procedures stipulated in his or her bargaining unit's current labor agreement with Anne Arundel County. Among the possible resolutions available, the Personnel Officer may authorize reapplication, retesting, and/or reevaluation of the employee's promotional potential rating. See Index Code 708 for grievance procedures.

2. Any employee who wishes to appeal any method of examination, certification, or promotion may make such an appeal to the Personnel Board. Among other options, the Personnel Board may direct the Personnel Officer to offer reapplication, retesting, and/or reevaluation of the employee's promotion potential rating. See Index Code 708 for jurisdiction of, and appeals to, the Personnel Board.

X. PROPONENT UNIT: Personnel Section.

XI. CANCELLATION: This directive cancels Index Code 700.2, dated 07-01-07.