

PROMOTION PROCEDURE GUIDELINES
POLICE SERGEANT, POLICE LIEUTENANT, AND POLICE CAPTAIN
CITY OF LITTLE ROCK, ARKANSAS
October 26, 2017

I. PURPOSE

The purpose of the Promotion Procedure Guidelines (hereafter referred to as Guidelines) is to provide direction for the promotion of Uniformed Police Personnel for Police Sergeant, Police Lieutenant, and Police Captain. Promotion refers to the advancement of an employee from one classification to a position of another classification of a higher grade pursuant to a competitive selection process.

II. RESPONSIBILITY

The responsibility for the administration of this Uniformed Police Personnel promotion process rests with the Director of Human Resources (hereafter referred to as the Director). The Director shall:

- develop and implement administrative procedures and test components to ensure the efficient and professional administration of the guidelines,
- modify such administrative procedures and test components as necessary to ensure compliance with the Guidelines,
- review any promotion process concerns for evaluation and future administrations,
- ensure competency/exercise development includes police personnel and meets industry standards,
- act as a technical advisor to the Civil Service Commission with respect to promotion matters, and
- ensure the initiation of promotion related activities for all ranks within the Little Rock Police Department is timely.

The Director will forward all administrative appeals to the Commission for final resolution.

The Police Chief shall ensure the:

- availability of in-house subject matter experts and raters to assist in promotion components (i.e. experience review, structured interview development), and
- timely distribution of promotion process announcements.

III. PROCEDURES

A. Vacant Promotional Positions

A vacancy which has been created due to death, demotion, retirement or promotion and remains vacant or is anticipated to remain vacant for sixty (60) days or longer will be eliminated from the Department's budget. The Director will authorize the commencement of advertising the promotional process based upon an anticipated certification date, and the City Manager must approve the re-establishment of the position back into the City's budget in order to fill the vacancy. The Police Captain promotional process will be initiated when a vacancy or projected vacancy occurs.

B. Announcements

The Director shall make every reasonable effort to announce and implement testing procedures according to a timetable that will result in certification of a new eligibility list upon expiration of the previous list. However, the promotion process for the Police Captain classification shall be scheduled to fill a vacancy or a projected vacancy.

1. At least one hundred twenty (120) days before the written test date for those ranks requiring a written test, (i.e. Police Sergeant and Police Lieutenant), the Director shall announce a list of reading materials from which the test will be constructed. At least thirty (30) days before the day of the written test for those ranks requiring a written test, the Director shall announce the following:
 - Eligibility requirements to compete in the selection process, and
 - The promotion components, maximum points possible per each component, and any other relevant information regarding the components or the process, and
 - Source materials used in construction of the test, and
 - The approximate percentage of questions per source, and
 - Eligibility list length (if applicable), and
 - Other information as necessary.
2. For Police Captain the Director shall provide the following notice at least thirty (30) days before the first component:
 - The date, location, and time of the first component, and
 - Eligibility to compete in the selection process, and

- The promotion components, maximum points possible per each component, and any other relevant information regarding the components or the process, and
- Other information as necessary.

C. General Provisions

Letters or notices to candidates shall be issued as necessary by the Director to explain or give notice about critical dates, action required by the candidate, documents required from the candidate specific to each component, and other information. Failure to comply with the requirements described in these letters or notices may result in disqualification.

Candidates who arrive late for any selection component or fail to submit a Department of Human Resources Application or component documents by the announced deadline shall be immediately disqualified unless a verifiable emergency situation occurs; the candidate's eligibility for continuation in the promotional process is solely at the discretion of the Director.

D. Application

Eligible current City employees must complete and submit an On-Line Application form during the thirty (30) day posting/announcement and before the Closing Date/Time to the Human Resources Department for all announced positions.

IV. ELIGIBILITY LISTS

- A.** Upon completion of the promotion components (Chart II), including any appeals, the candidates shall be ranked in the order of their standing and their names placed on a list to be submitted for certification by the Civil Service Commission.
- B.** The effective period of the eligibility lists for Police Lieutenant shall be one (1) to two (2) years from the date of certification by the Civil Service Commission, and length of Lieutenant eligibility lists will be established before the thirty (30) day posting, with the approval of the Police Chief and the Director of Human Resources. The effective period of Police Sergeant and Police Captain eligibility lists will be one (1) year from date of certification. Candidates must be eligible for promotion by the written test or closing date if a written exam component is not utilized when the eligibility list is valid for one (1) year.
- C.** The Police Chief may select any of the three (3) standing highest on the certified list for promotion to the rank for which the candidate has competed providing that

the candidate meets the minimum service requirement for promotion to that rank as indicated in Chart I.

- D. At the expiration of the effective period of the list, all right of priority under the list shall cease.

V. ELIGIBILITY REQUIREMENTS

- A. For Police Sergeant, Police Lieutenant, and Police Captain, a Little Rock Police Department employee serving in an eligible classification as listed in Chart I shall be eligible to compete in the applicable promotion process if the employee satisfies the applicable eligibility to compete requirements listed in Chart I.
- B. For the ranks of Sergeant and Lieutenant, the time of service in the eligible classification shall be computed to the date of the written test. For the rank of Police Captain the time in service in the eligible classification will be computed to the closing date (application deadline) indicated on the announcement. The Education Requirements will be verified by Human Resources before the written exam (if applicable) or the first component. The education requirements will be those in place during the thirty (30) day posting period.

**CHART I
ELIGIBILITY TO COMPETE REQUIREMENTS**

For Promotion To (Subject Rank)	Eligible Classification	Minimum Service	Education Requirements	Effective Date
Sergeant	Police Officer	5 years	6 college credits	9/24/2015
Lieutenant	Sergeant	2 years	15 college credits	9/24/2015
Captain	Lieutenant	2 years	15 college credits	9/24/2015
Captain	Lieutenant	2 years	Bachelor's Degree	1/1/2020

- C. To be eligible for promotion to the next rank, the candidate must be a uniformed Little Rock Police Department employee who satisfies the eligibility to compete requirements listed in Chart I, and the eligibility to be promoted in Chart II and stands among the top three (3) on the certified eligibility list. Education hours must be earned and transcripts submitted before the closing date.

**CHART II
ELIGIBILITY TO PROMOTE REQUIREMENTS**

For Promotion To (Subject Rank)	Eligible Classification	Minimum Service
Sergeant	Police Officer	5 years
Lieutenant	Sergeant	2 years
Captain	Lieutenant	2 years

VI. PROMOTION COMPONENTS

The promotion process is comprised of different components for each rank (see chart III).

**CHART III
POLICE PROMOTION COMPONENTS**

Promotion To (Subject Rank):	Written Exam	Assessment Center/ Behavioral Simulation	Accomplishments / Experience Review	Structured Interview
Police Sergeant	55 points	45 points		
Police Lieutenant	40 points	60 points		
Police Captain			50 points	50 points

A. Written Examination

For each rank, the relevant written test will be administered to all candidates at the same time and date. For the rank of Police Sergeant and Police Lieutenant, a minimum cut-off score of seventy (70) percent will be utilized. A candidate may be permitted to take the written examination at an alternate location pursuant to the following circumstances if:

- the candidate is scheduled for military duty on the day of the test and the candidate provides acceptable documentation that he made reasonable effort to reschedule the military duty, or
- the candidate is on Little Rock Police Department business out of state on the day of the test, or

- the candidate is out of state attending to an emergency situation such as the death or hospitalization of a member of the candidate's immediate family, and
- acceptable written evidence of the scheduling conflict is provided to the Director a minimum of two weeks before the announced test date and time, (unless the situation is considered an emergency) and
- an approved test monitor is available at the alternate location and the monitor agrees to perform the monitor duties as prescribed by the Human Resources Department, and
- the monitor guarantees that security of test materials as prescribed will be maintained prior to, during, and after the scheduled test time, and
- the test is administered at an approved alternate test location at the announced time and date.

A committee consisting of one representative of the Office of the Chief of Police and one representative from the Human Resources Department will determine if the requirements for an alternate test location are satisfied and sufficient timely notification was received. Approval or denial of request by the committee is final.

The written examination will cover the sources (or a portion thereof) specified in the reading list. The Director shall implement procedures to ensure the security of the test during the test development and test administration process. Candidates must pass the test to be eligible to participate in the remainder of the promotion process.

1. Review of Written Examination

Beginning the next Human Resources Department business day following the publication of written examination results, candidates may review their written test answer sheets and a test key during published review hours. The review period duration is five (5) Human Resources Department business days. If a holiday observed by the City, or extraordinary circumstance as determined by the Director occurs in this period, the review period shall be extended proportionately to provide candidates the entire five (5) Human Resources business days for the Review Period.

2. Appeal of Written Test Items

A candidate may appeal any test question or keyed answer. Candidates may review their written test answer sheets and a test key, and submit a written appeal relative to the accuracy of any test question or keyed answer during published review hours. The appeal shall be submitted in writing to the Director during the Review Period. The Director shall confer with a consultant,

if necessary, and other advisors to determine the final keyed answer. Appeals will be published without the name of the appealing candidate so that other interested candidates may support or challenge the appeal.

If an appeal is found to be valid, the Director will determine the appropriate remedial action and rescore all test answer sheets. Candidates will be notified of the appeal decision(s), the basis of decision(s) and their revised test score.

B. Assessment Center/Behavioral Simulation

This component will consist of exercises designed to assess behavioral constructs applicable to the classification/target rank. The candidate's responses will be video recorded, or recorded in written form in the case of an in-basket or other written exercise, and presented later to a panel of trained assessors for evaluation. The City may administer and/or score the Assessment Center/Behavior Simulation, or contract with a firm to administer and/or score the component, utilizing current or former law enforcement personnel or other trained assessment professionals. Qualified assessors must reside outside the state of Arkansas. Assessors rating non-law enforcement behavioral constructs who are not law enforcement personnel can be utilized. Current or former LRPD personnel will not be utilized as assessors for Assessment Center exercises where the identity of the candidates is readily apparent (i.e. recorded counseling sessions, etc.). For exercises in which the candidate will remain anonymous, such as a Situational Judgment Test (SJT) which requires the candidate to respond only in a written format, current or former Little Rock Police Department personnel may be utilized as assessors. Candidates' written responses will be typed to ensure candidate identity remains anonymous and is not released.

1. Review of Recorded Exercises

Beginning the next Human Resources Department business day following the release of the scores for this component, candidates may review the video recording and/or rating criteria of their performance in the exercise(s). The Review Period duration is five (5) Human Resources Department business days. If a holiday observed by the City, or extraordinary circumstance as determined by the Director, occurs in this period, the Review Period shall be extended proportionately to provide candidates the entire five (5) Human Resources business days for the Review Period.

2. Appeal

A candidate may appeal their outcome in this examination by following the appeal procedures. After notification of their rating on this component,

candidates may initiate an appeal by reviewing their recorded performance and/or scoring criteria during the Review Period. After reviewing the information, the candidate will be required to provide a written explanation of their appeal.

Utilizing the recorded information and/or scoring criteria and the appeal information submitted by the candidate, a panel of assessors (the “Review Panel”) will review the appeal and decide whether the candidate’s rating is: a) reasonable (remains the same), b) should be raised, or c) should be lowered.

The Review Panel will be trained to conduct the review and may be drawn in part or whole from the group of assessors who originally rated the candidate.

The Review Panel may consist of current or former law enforcement personnel or other trained assessment professionals.

C. Experience Review

1. An Experience Review involves a systematic approach to evaluating a candidate’s professional experience and accomplishments. Candidates must complete a competency based questionnaire and for each designated competency they must report specific and verifiable examples that demonstrate their expertise. The Experience Review will not include an interview. The submitted experience review packets are subject to verification by a LRPD review panel. The review panel will be comprised of designated individuals, at the rank of Lieutenant and above, with a minimum of two (2) years’ experience at the Lieutenant level. The review panel will have no influence in the rating process of the experience review packets; their designated role will be to verify the submitted information. Human Resources will have the right to include civilian reviewers if necessary.

For promotion to the rank of Police Captain, the rater panel will be comprised of current law enforcement personnel, at the test rank or higher. The raters must reside outside the state of Arkansas, and may not be current or former Little Rock Police Department personnel

2. Appeal

Candidates may appeal their rating(s) related to the experience review. After notification of their rating(s), candidates must follow the promotion appeal procedures in order to appeal. Utilizing all available information and any appeal information submitted by the candidate, a panel of raters (“Experience Review Appeal Panel”) will review the appeal and decide whether the

candidate's rating is: a) reasonable (remains the same), b) should be raised, or c) should be lowered.

The Review Panel will be trained to conduct the review and may be drawn in part or whole from the group of raters who originally rated the candidate.

D. Structured Interview

A Structured Interview will be conducted for the rank of Police Captain. A portion of the Structured Interview may consist of one or more Situational Judgment Tests (SJTs). A portion, or all, of the Structured Interview may be conducted with a live panel of raters (the "Interview Panel") depending upon the number of candidates.

An Interview Panel will be comprised of three current or retired Law Enforcement Executive of the rank of Police Captain/Division Commander or higher, residing outside the State of Arkansas. Reasonable efforts will be made to ensure gender and race diversity of personnel on the Interview Panels. The interviews will be recorded.

1. Review of Exercise

Beginning the next Human Resources Department business day following the release of the scores for this component, a candidate may review their performance in the exercise. The "Review Period" duration is five Human Resources Department business days. If a holiday observed by the City, or extraordinary circumstance as determined by the Director, occurs in this period, the review period shall be extended to provide candidates the entire five (5) day review period.

2. Appeal

Candidates may appeal their rating(s) related to the Situational Judgment Test question(s). After notification of their rating(s), candidates must follow the promotion appeal procedures in order to appeal. Utilizing all available information and any appeal information submitted by the candidate, a panel of raters ("Review Panel") will review the appeal and decide whether the candidate's rating is: a) reasonable (remains the same), b) should be raised, or c) should be lowered.

The Review Panel will be trained to conduct the review and may be drawn in part or whole from the group of raters who originally rated the candidate. Non-situational/scenario questions are not subject to appeal.

E. Composite Score

Candidates will be ranked by composite score. The composite score is the sum of the points obtained by an individual in each component. Maximum composite score is one hundred (100) points. Composite scores will be rounded to the nearest two (2) decimal places. Using general rounding rules, five (5) and above round up, and four (4) and below round down (i.e., 80.559 will round up to 80.60; 65.243 rounds to 65.24). Education and Seniority Credits will be added to the final composite score before a ranked list is created. Please refer to paragraph E. for the explanation of the Education Credit administration and paragraph F. for the explanation of the Seniority Credit.

Beginning the first Human Resources business day after the Civil Service Commission has certified an eligibility list for the specified rank, all candidates for promotion may personally review composite score information that they received on all promotion factors.

F. Education Credit

For purposes of giving candidates credit for education, Education Credit is added to the final composite score.

**CHART IV
EDUCATION POINTS**

Rank	Education Points
Police Sergeant	<ul style="list-style-type: none">• 2 points for Associate Degree• 2 points for 60 hours towards a Bachelor’s Degree• 4 points for a Bachelor’s Degree• 6 points for a Post Graduate Degree
Police Lieutenant	
Police Captain	

Sixty (60) or more college hours will be considered the equivalent of an Associate Degree. No additional points will be awarded until a Bachelor’s Degree or higher has been obtained.

Only degrees/hours completed at an institution accredited by one (1) of the six (6) regional accrediting associations recognized by the U.S. Secretary of Education will be accepted. The institution’s accreditation must have been in effect during

the time period in which the degree/hours were earned. Official transcripts must be submitted to Human Resources five (5) Human Resource business days before anticipated certification in order to be granted education points.

G. Seniority Credit

For purposes of giving candidates credit for seniority, Seniority Credit is also added to the final composite score. Seniority Credit will be calculated from the date of promotion to the candidate’s current rank (years of service in rank) to the date of the written exam. If there is no written exam, then time in service will be calculated to the closing date of the application period. Uniformed service time must be active, consecutive service time in the Little Rock Police Department in the current rank. Days served as suspensions will be deducted from the time in service. Credit will be awarded as follows in chart V:

CHART V- SENIORITY CREDIT

Rank	Years of service in Rank	Seniority Credit/ Points
Police Sergeant	6 years (beginning 73 rd month) to 8 years	1 point
	9 years (beginning 109 th month) to 11 years	2 points
	12 years (beginning 145 th month) to 14 years	3 points
	15 years or more (beginning 181 st month)	4 points
Police Lieutenant	2 years (beginning the 25 th month) to 4 years	1 point
	5 years (beginning 61 st month) to 7 years	2 points
Police Captain	8 years (beginning 97 th month) to 9 years	3 points
	10 years or more (beginning the 121 st month)	4 points

VII. MISCELLANEOUS

The Human Resources Department will provide orientation for candidates following successful completion of the written examination regarding additional promotion components. Orientation will be provided to candidates for Police Captain following

the closing date for applications. The orientation may be conducted via live presentation, through distribution of handouts or web-based, and may be mandatory.

The Human Resources Department will provide a copy of the certified list to the Chief of Police as soon as reasonably possible following Civil Service Commission certification. The Police Chief is then responsible for the distribution of the certified list to all work locations as soon as reasonably possible.

These guidelines shall be effective immediately following approval by the Civil Service Commission.

Previous Promotion Procedure Guidelines for Uniformed Police Classifications were revised and adopted by the Commission: July 27, 2000; January 23, 2003, May 29, 2003, January 8, 2004, June 24, 2004, October 28, 2004, December 15, 2005, September 25, 2008, April 12, 2012, December 13, 2012, November 13, 2014, and September 24, 2015.