

**PROMOTION PROCEDURE GUIDELINES
POLICE SERGEANT, POLICE LIEUTENANT, AND POLICE CAPTAIN
CITY OF LITTLE ROCK, ARKANSAS
APPROVED - JUNE 18, 2020**

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.

In cases where internal Little Rock Police Department documents exist describing any promotional selection procedures, these Civil Service Promotion Procedure Guidelines will supersede those documents.

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,
Provide information and/or complaints concerning promotional processes to the Civil Service Commission, and 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 designate staff for electronic distribution of announcements, including reading list.

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 or after 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.
2. 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:
 - The date, location, and time of the written examination (Sergeant and Lieutenant),
 - Eligibility requirements to compete in the selection process,

- The promotion components, maximum points possible per each component, and any other relevant information regarding the components or the process,
 - Source materials used in construction of the test, The approximate percentage of questions per source,
 - Eligibility list length (if applicable),
 - And tentative assessment center and experience review dates, including score release dates and appeal dates,
 - Scheduled Civil Service Certification date, 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,
 - Eligibility to compete in the selection process,
 - The promotion components, maximum points possible per each component, and any other relevant information regarding the components or the process,
 - Tentative assessment center and experience review dates, including score release dates and appeal dates, tentative Civil Service scheduled Certification date, and
 - Other information as necessary.

C. General Provisions

Electronic notices to candidates may be distributed to give notice about critical dates, and/or requirements specific to each component, and other information. Failure to comply with the requirements 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 may be immediately disqualified unless a verifiable emergency situation occurs; the candidate's eligibility for continuation in the promotional process is determined by the Civil Service Commission. It is the responsibility of the candidate to provide all evidence and any accessible documentation to the Civil Service Commission a minimum of three days before the Civil Service meeting via the Director of Human Resources.

D. Application

Eligible current City employees must complete and submit an On-Line Application during the posting/period, which shall be a minimum of 30 calendar days.

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 and Police Sergeant shall be one (1) to two (2) years from the date of certification by the Civil Service Commission, and length of Sergeant and 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 Police Captain Eligibility lists will be one (1) year from date of certification. Candidates for Sergeant and Lieutenant must be eligible for promotion by the written test date (for one (1) year lists and candidates for Captain must be eligible by the application closing date. In cases where a State of Emergency is initiated by the Governor of the State of Arkansas or the Mayor of the City of Little Rock, the list may be extended, not to exceed two years beyond the date of certification.
- 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 requirements for promotion to that rank as indicated in Chart II. Disciplinary actions (substantiated and the appeal(s) has reached final administrative resolution) may be considered. If ties are present, the Police Chief will consider Residency as a tie-breaker.
- 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 for Little Rock Police Department 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. The years of service must be consecutive with the Little Rock Police Department.

- 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. For two (2) year lieutenant lists, candidates must have one (1) year of service as a sergeant by the written test date.

**CHART I
ELIGIBILITY TO COMPETE REQUIREMENTS**

For Promotion To (Subject Rank)	Eligible Classification	Minimum Service (must be consecutive with the LRPD).
Sergeant	Police Officer	4 years*
Lieutenant	Sergeant	1 years*
Captain	Lieutenant	2 years

**If the promotional list is to be effective for one (1) year, then Police Department employees must be eligible for promotion (refer to Chart II) at the time of the administration of the written exam.*

- 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 five (5) business days before the anticipated certification date. Candidates who do not meet the education requirements will be removed from the certification list.

**CHART II
ELIGIBILITY TO PROMOTE REQUIREMENTS**

For Promotion To (Subject Rank)	Eligible Classification	Minimum Service (must be consecutive with the LRPD).	Education Requirements
Sergeant	Police Officer	5 years	6 college credits
Lieutenant	Sergeant	2 years	15 college credits
Captain	Lieutenant	2 years	Bachelor's Degree

VI. PROMOTION COMPONENTS

The promotion process is comprised of different components, weighted separately 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	35 Points	45 Points	20 Points	N/A
Police Lieutenant	25 Points	45 Points	30 Points	N/A
Police Captain	N/A	N/A	30 Points	70 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 (location is one hundred miles or more from test location) 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 may 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 may 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.

Appeals that do not follow the instructions provided to candidates during the appeal process will not be considered valid and will be automatically denied.

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/Structured Interviews

These components 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 will be reviewed, evaluated and scored by a panel of trained assessors for evaluation. The exercise administration process may be live or recorded.

The City may administer and/or score the Assessment Center/Behavior Simulation/ structured Interview, 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 and must not be current or former LRPD personnel. Assessors rating non-law enforcement behavioral constructs who are not law enforcement personnel can be utilized.

In emergency situations, with the approval of the Police Chief and Director of Human Resources, a blind exercise format may be utilized. 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.

The composite assessment score will be the total of all the competencies. In cases where the competency is evaluated in more than one exercise or scenario, than the average of the competency will be calculated prior to compiling the sum of all competencies. Example for Verbal Communication:

Situation #1 Verbal Communication Score = 3.5
Situation #2 Verbal Communication Score = 3.0
Situation #3 Verbal Communication Score = 4.0
Total of 3 scores = 10.5
Average = 3.5 (total divided by number of scores)

A weighted assessment center score will be utilized to calculate the overall composite score, which is calculated prior to establishing the ranked list

Candidates may request feedback concerning their Assessment Center performance after the final certification.

1. Review of 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 may 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, accomplishments and other experiences that could be beneficial to the target rank. Candidates must complete a competency based questionnaire and for each designated competency they must report specific and verifiable examples that demonstrate their expertise. The list of core designated competencies will remain consistent among ranks in order to provide candidates opportunities to acquire related experience. The Experience Review will include an interview and raters will be permitted to ask follow-up questions. The submitted experience review packets are subject to verification by a LRPD review panel prior to the interview. 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.

The rater panel will be comprised of current or retired 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.

Subject Matter experts at the rank of Police Captain and above will be available for additional information and to answer questions during the rating process; however, the Subject Matter Experts will not have any influence in the rating process and will not be present for the duration of the scoring. A member of the Human Resources Department will be present to function as an administrator.

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.

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 or 60 hours college credits
Police Lieutenant	<ul style="list-style-type: none"> • 4 points for a Bachelor's Degree
Police Captain	<ul style="list-style-type: none"> • 6 points for a Post Graduate Degree

Only degrees/hours completed at an institution accredited by an accrediting association 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 the scheduled certification date 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. Whole months will be utilized – there will be no rounding.

Credit will be awarded as follows in chart V:

CHART V- SENIORITY CREDIT

Rank	Years of service in Rank	Time of Months Completed	Seniority Credit/ Points
Police Sergeant	6 years (beginning 73rd month) to 8 years	73 – 108 months	1 point
	9 years (beginning 109 th month) to 11 years	109 – 144 months	2 points
	12 years (beginning 145 th month) to 14 years	145 -180 months	3 points
	15 years or more (beginning 181 st month)	180 months or more	4 points
Police Lieutenant	2 years (beginning the 25 th month) to 4 years	25 – 60 months	1 point
	5 years (beginning 61 st month) to 7 years	61 – 96 months	2 points
Police Captain	8 years (beginning 97 th month) to 9 years	97 – 120 months	3 points
	10 years or more (beginning the 121 st month)	121 months or more	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.

Any internal raters, assessors, review panelists and other individuals utilized during a testing process will be required to sign a statement stating that they will comply with all of the administrator's instructions including, but not limited to, basing their rating only on the observed performance of the candidate. The statement will also include a declaration that the rater is not in a familial or consensual relationship with

the candidate, as defined in the City of Little Rock Administrative Policies and Procedures Manual.

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, September 24, 2015, and October 26, 2017.