

## Chapter 19

### PROMOTION

Promotion denotes vertical movement in the organizational hierarchy from one rank classification or position to another, usually accompanied by increases in salary. These standards are designed to improve the validity and fairness of the process.

#### **19.1 Professional and Legal Requirements**

##### **19.1.1 A written directive defines the department's role in the promotion process.**

*Comments: The police department may rely upon public external organizations to administer or provide one or more elements of the process in accordance with legal, professional, and administrative requirements. The department should have a role in the development of the measurement instruments that are used in determining the skills, knowledge, and abilities of employees for positions. (M M M)*

##### **19.1.2 A written directive vests in an identifiable position the authority and responsibility for administering the department's role in the promotion process.**

*Comments: The position identified as the administrator of the process should have the authority to manage effectively its operation and direction. If responsibility is shared with or vested in another department, the police department should perform appropriate liaison activities to carry out the process. Even when authority is shared, the police department should maintain the primary responsibility. (M M M)*

##### **19.1.3 A written directive governs the procedures used for promotion.**

*Comments: The directive should describe all elements used in the promotional process and may be incorporated within a comprehensive personnel management or general policy and procedures manual. (M M M)*

##### **19.1.4 If the department uses written tests in the promotion process, an updated bibliography of reading materials used as the sources of questions is provided to each candidate.**

*Comments: Bibliographies serve as a guide to studying and assist employees by helping to direct their attention to the best sources available. Questions should be restricted to material covered in the referenced sources. (M M M)*

**19.1.5 The department provides employees with a written announcement of the promotional process, which includes:**

- o a description of the positions or job classifications for which vacancies exist;**
- o a schedule of dates, times, and locations of all elements of the process;**
- o a description of eligibility requirements; and**
- o a description of the process to be used in selecting personnel for the vacancies.**

*Comments: Announcements should be posted prominently and in a timely fashion and a concise description of the vacancy should be provided. (M M M)*

**19.1.6 A written directive establishes criteria and procedures for the use of eligibility lists, if any, to include:**

- o the duration of the lists;**
- o the system for selecting names from the lists; and**
- o a written explanation of the reason or reasons for appointing eligible employees to vacancies.**

*Comments: Names may be chosen in strict order of their ranking on the list or from among the first several names appearing on the list; so-called "horizontal lists" permit names to be chosen in any order. A written explanation should accompany appointment decisions based upon the ranking on the list. (M M M)*

**19.2 Administrative Practices and Procedures**

**19.2.1 At least a six-month probationary period is required of all employees who are promoted.**

*Comments: The department should include a probationary period among the final steps in the process as a safeguard against the promotion of employees beyond their capability. As early as possible during the probationary period, unsatisfactory incumbents should be alerted about their need for improvement and told that lack of improvement would be cause for return to their former rank or status. (M M M)*

**19.2.2** A written directive establishes procedures for the review and appeal by employees of adverse decisions concerning their eligibility for or appointment to promotional vacancies and includes:

- o review of the written results of scored elements of the selection process;
- o contesting promotional-potential reports used in the selection decision.

*Comments: The right of employees to challenge any aspect of the promotion and advancement process is an integral part of the process itself. A formal process should allow employees an opportunity not only to register their dissatisfaction with the results of specific components of the process but also to have adverse selection decisions formally reviewed by the department. The collective agreement may address this standard. (M M M)*

**19.2.3** The promotional process is evaluated annually and revised, if necessary.

*Comments: The entire process should be evaluated in terms of its effectiveness relative to selecting the best qualified candidates in a fair and equitable manner. Elements of the process may become obsolete or have unintended effects over time due to changes in the applicant pool, reclassification of positions, new technology used on the job, or other developments occurring after the process was implemented. (M M M)*

### **19.3** Assessment Centres

**19.3.1** An assessment centre, when utilized for recruit selection, personnel development and/or promotion:

- o measures dimensions, attributes, characteristics, qualities, skills, abilities, or knowledge specified in a written job task analysis;
- o uses assessors who are thoroughly trained prior to participating in a centre;
- o uses techniques designed to provide information which is used in evaluating the dimensions, attributes, or qualities previously determined;
- o uses multiple assessment techniques;
- o uses simulation exercises that have been pretested prior to use to ensure that the techniques provide reliable, objective, and relevant information and that the exercises are job related;
- o bases judgments resulting in an outcome on pooled information from assessors and techniques;

- o **bases overall evaluation of behaviour made by assessors at a separate time from observation of behaviour during the exercises;**
- o **announces the dimensions to be evaluated in a written directive;**
- o **uses a form or forms to record and document the observations of assessors at each stage of the process; and**
- o **provides participants, upon request, with written rationale and information concerning the dimensions, ratings, and recommendations of the centre.**

*Comments: Evaluation of candidates should be based upon information gathered from a number of methods. (M M M)*