	ANDOVER POLICE DEPARTMENT GENERAL ORDER	Number: M1207 Page: 1 of 3 Distribution: All
Title: PROMOTIONS		Section: Administration
Issued: 06/14/2011	Effective: 06/22/2011	Revised: 08/29/2014
Rescinds: All Previous	Amends:	
CALEA References: Chapter 34		
Review: Annual	Authority: Chief Michael A. Keller	

I. Purpose

The purpose of this General Order is to establish procedures for conducting promotions.

II. Policy

The vitality of the Andover Police Department is maintained by selecting and promoting the most qualified personnel to positions of increased responsibility. As a guideline, it will be the department's policy that vacancies will be filled by promotions within the department when appropriately qualified personnel are available. The department must accurately evaluate employees and candidates for promotion and advance the most qualified by merit alone, and will select employees for promotion who possess the highest qualities of leadership combined with a strong work ethic. The positions the promotion process will apply to are , Detective, Sergeant, Lieutenant, and Captain (34.1.1).

III. Definitions

(This section left intentionally blank.)

IV. Regulations

A. Any form of cheating during any portion of the promotion process will be grounds for dismissal from the department (F).

V. Procedures

A. Responsibility (34.1.2)

1. The Chief of Police will direct the promotion process and will retain the responsibility for making the final selection subject to approval by the City Council.
2. The Chief of Police may delegate the responsibilities for administering the promotion process.

B. Promotion Process

1. All elements used to evaluate employees during the promotion process must be directly related to the job and be nondiscriminatory. The department

promotional process may include any of the following elements as determined by the Chief of Police (34.1.4):

a. Evaluation of Candidate Potential: Evaluation criterion will include the candidate's demonstrated abilities in a number of leadership areas, including oral communication, written communication, interpersonal insight, problem analysis, judgment, decision making, ability to plan and organize and the ability to delegate tasks and control activities (34.1.3a).

b. Written Examinations: If used, questions will be selected from the designated available materials and other sources available to all employees competing for promotion. An updated bibliography of reading materials to be used as sources of questions will be provided to each candidate. The examination may also contain questions related to decision making and sound law enforcement practices. Notes or references will not be allowed while taking the test, unless provided by the administrator (34.1.3b).

c. Oral Interviews: Oral interview questions will be predetermined and worded to be pertinent to the particular vacancy to be filled. Each candidate will be asked the same questions during the oral interview. Members of the oral interview board will be approved by the Chief of Police and, if possible, at least one person from outside the department should be on the board (34.1.3d).

d. Assessment Centers: The Chief of Police may use an assessment center conducted by the department or other reputable organization (34.1.3c).

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e. Administrator's Assessment: A recommendation derived from the candidates' past evaluations, work performance, attitude, performance in the promotion process and personnel file will be made by the individual delegated by the Chief of Police to administer the particular vacancy to be filled.

2. The Chief of Police will notify department members of upcoming promotion opportunities. Promotion announcements will be sent to all department members via the department's email system at least ten (10) working days prior to the testing date (34.1.5). The promotion announcement will include:
   a. A description of the position for which the vacancy exists.
   b. A schedule of dates, times and locations of all elements of the process.
   c. A description of eligibility requirements.
   d. A description of the process to be used in selecting personnel for the vacancy.
3. As a guideline, vacancies will be filled by promotions within the department whenever possible. However, the Chief of Police will specify positions open to a lateral entry (34.1.3g).
4. Members who are in a reckoning period on the date of the promotion announcement because of a violation of a regulation with a disciplinary code of "C" or greater are not eligible for promotion.

5. Candidates who are not promoted are eligible to participate in the next available promotional process if they meet all of the eligibility requirements (34.1.3f).
6. Employees competing for promotion may, after completing the promotion process, review their individual test results and rating forms, and the oral interview questions. Employees who wish to appeal their results or any portion of the promotion process should file a grievance in accordance with General Order M1210 Grievance Procedures (34.1.3e).
7. The Chief of Police or the Commander responsible for administering the promotional process is responsible for the security of promotion related materials (i.e. oral interview questions, written tests, etc.) (34.1.3h).

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C. Training Periods

1. A sixth month training period is required of all newly promoted employees. The employee's rank status will be temporary during the training period (34.1.7).
2. All newly promoted employees will be evaluated by their immediate supervisor after three months and again immediately before the end of the training period. Poor performance or lack of improvement on the part of the employee may be cause for the employee's return to their previous rank, or an extension of the training period.