


TEXARKANA POLICE DEPARTMENT

GENERAL ORDERS MANUAL

SUBJECT	Promotional Process		
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APPROVED BY		ALEAP Standards	4.06; 4.07

I. Purpose and Scope

- A. The purpose of this policy is to describe the Texarkana Police Department's promotional process for its sworn officers, consistent with the rules and regulations promulgated by the City of Texarkana, Arkansas Civil Service Commission and applicable Arkansas law. The elements of this policy shall apply to all sworn members of the Texarkana Police Department.

II. Policy

- A. It is the policy of the Texarkana Police Department to provide promotional opportunities whenever possible to qualified employees. Sworn members are encouraged to take advantage of these opportunities by qualifying themselves for advancement through further education and study, and by demonstrating a high level of job performance, service, interest and loyalty.
- B. The Civil Service Commission Rules and Regulations governing promotional policy are intended to establish an effective and fair testing system, provide continuity in the promotional process and, most importantly, to help identify those candidates most qualified for promotion.

III. Definitions

- A. **Testing Monitor (Agency Monitor)**—A Division Commander not eligible to test who serves in an oversight position during the test to ensure the testing procedure occurs in accordance with Departmental policy and remains available to address issues that might arise during the test's administration. The testing monitors will assist the Civil Service Commission and the Test Administrator during post-test challenges and offer insight into the specific topics which are brought into question during the challenge process.
- B. **Testing Administrator**—An individual who operates within a contractual agreement with the Civil Service Commission and remains responsible to analyze the material from which the test questions originate and formulate a series of test questions. After the formulated test questions have been approved, the Testing Administrator is responsible to prepare and administer all Department promotional tests. The Testing Administrator is under the supervision of the Civil Service Commission during the actual administration of the test.

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IV. Procedures

- A. The City of Texarkana, Arkansas maintains a Civil Service Commission which was created under A.C.A. 14-50-201. The Civil Service Commission operates as an autonomous entity responsible for the adoption and enforcement of rules and regulations that govern the Department’s hiring and subsequent promotion of personnel serving as police officers. The following is a list of the purposes surrounding the promotion policies and procedures which have been adopted by the Civil Service Commission:
 - 1. To promote the most qualified Civil Service personnel within the police department;
 - 2. To insure equal promotional opportunities for all Civil Service personnel; and
 - 3. To follow the established promotional procedures which remain consistent with equal opportunity employment practices.
- B. The Civil Service Commission contracts with the Testing Administrator to produce promotional examinations which are designed to measure skills, knowledge, abilities and traits needed to perform that particular job. All examinations and interviews referred to in the Civil Service Rules and Regulations and in this policy shall be open, competitive and designed to test the traits and characteristics of candidates seeking promotion.
- C. The promotional process shall be based upon open and competitive examinations—which have been approved and administered by the Civil Service Commission—in conjunction with an oral interview conducted by members of the Department’s command staff.

D. Pre-Test Procedures

- 1. The first phase of the promotional process occurs when the Chief of Police or his designee contacts the Civil Service Commission to set a promotional examination date for the ranks of Sergeant, Lieutenant and Captain on a yearly basis,
- 2. A memorandum from the Chairman of the Civil Service Commission outlining the following information will be posted no later than thirty (30) days prior to the test. Periodic verbal reminders at staff meetings, shift briefings and through the use of the Texarkana Police Department e-mail may be utilized to augment this announcement posting:
 - a. Date, time and location of the promotional examination;
 - b. Eligibility requirements to participate in the promotional examination process;
 - c. A list of the promotional material comprised of a reading list needed to study and prepare for the examination;
 - d. The method by which all final scores are calculated; and
 - e. Information directing officers to consult *General Order 1101.14---Promotional Process* for additional selection criteria used by the members of the command staff to develop their recommendation to the Chief of Police for selection from the top three (3) candidates in accordance with A.C.A. 14-50-304.
- 3. The Testing Administrator will forward the pool of potential promotional examination test questions—as well as information that identifies each question’s origin—to the Chief of Police or his designee no less than three (3) months prior to the scheduled test date.

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4. The Chief of Police or his designee will review the pool of potential promotional examination test questions and ensure the questions and their origins are accurate. All approved promotional examination test questions will be returned to the Testing Administrator for the formulation of the promotional examination and its key.
5. The formulation of each promotional examination shall be guided by the following percentage of management questions:
 - a. Promotional examinations for the rank of Captain shall contain 90% management questions;
 - b. Promotional examinations for the rank of Lieutenant shall contain 75% management questions; and
 - c. Promotional examinations for the rank of Sergeant shall contain 50% management questions.
6. The Services Division Commander will contact the following personnel by telephone no more than one (1) week prior to the scheduled testing date to ensure there are no issues that need attention:
 - a. The Testing Administrator;
 - b. The Civil Service Commission representative; and
 - c. Agency monitors (Division Commanders).
7. The Services Division Commander will ensure the list containing the study material as adopted and approved by the Civil Service Commission—as well as the date, time and location of the promotional examination as approved by Civil Service Commission—has been properly posted in all of the Department’s Divisions, substations and remote offices. The Services Division Commander will also ensure this information has been documented through interoffice email notification to each officer’s Agency email address and covered during roll call after the notification has been posted.
8. The Services Division Commander will contact each Division to determine the approximate number of individuals who are planning to take the promotional examination. This information is required so the Civil Service Commission can correctly order the number of promotional tests needed.
 - a. To ensure the security of the promotional materials, the Civil Service Commission only orders a specific number of examination packets equal to the number of applicants. The Testing Administrator will maintain possession of the examination material throughout the entire promotional process. At no time will the test packets be placed within custody or control of the Texarkana Police Department.
9. **Requests for Alternate Testing Dates**
 - a. All eligible applicants who are not present at the designated testing site at the designated time wishing to take the promotional examination must forward to the Civil Service Commission through their appropriate chain-of-command a written memorandum requesting the opportunity to take the test on an alternate date. Officers who request an alternative testing date must have experienced a genuine emergency—or other circumstances or situations beyond their control—before such a request will be considered.
 - b. The request must follow established Rules, Regulations, Policies and Procedures of the Civil Service Commission and the Texarkana Police Department.

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- c. All applicants who have not provided advanced written notice to the Civil Service Commission through their chain-of-command must have experienced a genuine emergency—or other circumstances or situations beyond their control—before such request will be considered.
- d. Each request shall be considered by the Civil Service Commission upon its own individual merits.

E. Promotional Testing Eligibility Requirements

- 1. To be eligible to participate in the promotional selection process, candidates must meet the criteria and requirements set forth by the Civil Service Commission as follows. All eligible candidates must have served a total of three (3) years with the Texarkana Police Department. **Paragraphs a-d are governed by Civil Service Resolution 2004-01:**
 - a. All candidates for the position of Sergeant must possess no less than three (3) consecutive years of sworn service with the Texarkana Police Department initiating from the officer’s most current date of hire. Such three year period shall consist of one (1) year in a probationary status and a minimum of two (2) years in a non-probationary status.
 - b. No Sergeant shall be eligible, nor can they take the promotional examination, for advancement to the rank of Lieutenant until he/she has served a minimum of one (1) year within the rank of Sergeant.
 - c. No Lieutenant shall be eligible, nor can they take the promotional examination, for advancement to the rank of Captain until he/she has served a minimum of one (1) year within the rank of Lieutenant.
 - d. The Civil Service Commission’s Rules and Regulations have no provisions for lateral entry into a supervisory position or allowance for prior experience.
- 2. All candidates who indicate their intent to take the promotional examination will be evaluated by the Services Division to ensure the candidate meets the eligibility requirements in accordance with the above established guidelines.

F. Testing Procedures

- 1. All candidates taking the promotional examination will be seated in the designated areas prior to the posted testing time. The Civil Service Commission administers the promotional examination in the Texarkana Police Department Training Room promptly on the date and at the time posted unless otherwise notified.
- 2. All candidates taking the promotional examination will be briefed by the Test Administrator concerning the testing procedures and practices. Time limits, if applicable, will be provided to all candidates by the Test Administrator.
- 3. The Test Administrator, or his designee, will pass out the testing material at the direction of the Civil Service Commission. All candidates will begin testing when directed by the Test Administrator. Any candidate requiring clarification on a question or test taking procedure during the examination shall raise their hand, and the Test Administrator will assist them. All candidates and the Test Administrator will make every effort to avoid disrupting the testing process.
- 4. At least one member of the Civil Service Commission shall be present during the administration of all written promotional examinations given by the Commission.

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5. Upon conclusion of the test, each candidate will submit his/her test booklet and answer sheet to the Test Administrator for scoring. The Test Administrator shall solely bear the responsibility for grading all written promotional examinations.

G. Post- Promotional Test Challenges

1. Following the administration of the promotional examination, an applicant may review his or her own test results. The applicant must provide a list of the specific question or questions they wish to challenge to the test administrator and the Civil Service Commission Representative immediately upon the conclusion of the test. This must be completed prior to the applicant leaving the testing facility.
2. Only those questions submitted in writing will be reviewed. The Testing Administrator and the Civil Service Commission Representative—upon the advice of the testing monitor(s)—will act on the issue and amend the applicant’s score, if applicable and warranted.
3. The test administrator shall have all documentation related to origin of all test questions contained on any version of the test being administered immediately available. The test administrator, the Civil Service Commission Representative and the testing monitors shall—at the conclusion of the testing procedure—review each contested test question to further determine the validity of the issue.
4. A written record will be made of all sustained complaints, and each test answer sheet will be reviewed with the applicable amendments being made at the direction of the Civil Service Commission Representative.
5. All other tests being administered will be examined to determine if the question appears on any other version of the test. If applicable, and at the direction of the Civil Service Representative, answer sheets from all other applicants will be reviewed and amended accordingly.
6. Following the review of all contested test questions, the applicants will be brought back into the testing facility for the ruling of the Civil Service Commission Representative surrounding all of the related issues. The scores derived from all of the test answer sheets shall be revealed to the respective applicant.

H. Post- Promotional Test Review

1. All applicants wishing to review their respective tests for inquiries surrounding incorrect answers shall remain at the testing facility until all of the applicants have completed the testing procedure. All issues surrounding test challenges will be addressed in accordance with the procedures set forth in the above section.
2. All applicants wishing to conduct this review will meet with a member of the Agency’s test monitors, and at that time, the applicants will be provided a test booklet for review. The Agency test monitor will disclose to the applicant the particular question that was answered incorrectly and the incorrect answer that was chosen. At no time will the Agency’s test monitor divulge the correct answer to the missed question.
3. Arkansas Statutory law—specifically *A.C.A. 14-51-301(9)(A)(ii)*—mandates that all promotional examinations are to be protected from disclosure and copying. During the review process, the officer requesting the review may not copy any test questions in any manner whatsoever.
4. With the exception of those test booklets needed to conduct testing on alternate dates, at the conclusion of the testing procedure, all test booklets shall be retained by the Testing Administrator. Those test booklets withheld for the purpose of alternate testing—in addition to the applicable blank

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answer sheets and test keys—shall be provided to, retained and safeguarded by the Civil Service Commission Representative.

I. Promotional Testing Appeal Process

1. In accordance with Civil Service Rules and Regulations and Texarkana Police Department policies and procedures, all candidates have the right to appeal contested test questions and/or other testing issues. This must be done within three (3) days of the promotional examination.
2. All appeals arising from the promotional examination process are handled through the affected officer's chain-of-command to the Chief of Police, or his designee, who will forward all documentation surrounding such appeals to the Civil Service Commission.

J. Promotional Test Scoring

1. Each candidate's score on the test shall count 100% towards their total aggregate score.
2. Candidates shall be eligible for additional points to be added to their final written test score as outlined in the following criteria:
 - a. **Seniority Points (Civil Service Resolution 2004-01)**
 - (1) One (1) point for each year of time-in-grade as accumulated and assessed by their seniority within their current rank up to a total of ten (10) years.
 - b. **Education Points (Civil Service Resolution 2004-02)**
 - (1) Two (2) points for an Associate Degree, or sixty (60) college hours, accumulated while maintaining an overall grade point average (GPA) of 2.0 on a 4.0 graded scale.
 - (2) Four (4) points for a Bachelor Degree, or one hundred twenty (120) college hours, accumulated while maintaining an overall grade point average (GPA) of 2.0 on a 4.0 graded scale.
 - (3) Five (5) points for a Master Degree, or one hundred sixty (160) college hours, accumulated while maintaining an overall grade point average (GPA) of 2.0 on a 4.0 graded scale.
 - c. **Military Points (Civil service Resolution 2008-01)**
 - (1) Two (2) points for prior active duty service within the Army, Air Force, Navy, Marine Corps, Coast Guard and related Reserve or National Guard assignments in conjunction with a separation from such service under honorable conditions.
3. The candidate's aggregate score shall be the total sum of the written examination score, awarded points associated the candidate's seniority and awarded points associated with the candidate's education or prior military service.
 - a. Personnel are not eligible to receive a cumulative amount of education and prior military service points. Instead, personnel can either receive education points or they can receive points for their prior military service. The selection will be made with respect to the higher point value when comparing the two options.

K. Promotional Eligibility List

1. As soon as practical after the examination, the Civil Service Commission shall complete its review of the examination process and prepare the promotional eligibility list. The eligibility list shall be

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prepared utilizing the tests scores after adding all applicable education, military and seniority points which were submitted to the Civil Service Commission.

2. The Civil Service Commission has the duty to certify the results of the promotional examination process and ranks each candidate eligible for promotion in the order of their aggregate score. After the candidates' scores have been tabulated, the names of the candidates for promotion—along with their respective scores—shall be ranked in descending order on the Agency's promotional eligibility list with the highest total aggregate score placed at the top of the list. Once completed, the promotional eligibility list shall be certified by the Civil Service Commission.
 - a. In the event of a tie score, all officers having the same score shall occupy the same place on the eligibility list.
3. The promotional eligibility list—as certified by the Civil Service Commission—shall be submitted to the Chief of Police, or his designee. The certified promotional eligibility list shall be utilized during the remainder of the promotional process. The eligibility list for each rank will be in effect for a period of one year from the date of the test. Once the certified promotional eligibility list expires, all future promotional opportunities will require the initiation of a new promotional testing cycle.

L. Promotional Review Board Process

1. Pursuant to Arkansas Statutory Law (A.C.A. 14-50-304), the Chief of Police has been afforded the reserved right to choose from among any of the top three (3) candidates contained on the eligibility list. As such, only the top three (3) candidates contained on the certified eligibility promotional list are eligible for consideration by the Promotional Review Board. Those officers—who by virtue of a tie—fall within the top three (3) positions are also eligible for consideration.
2. All candidates who are eligible to appear before the Promotional Review Board will be notified by the Personnel and Training Section of the date and time the board will convene. Candidates for promotion will send appropriate notification to the Personnel and Training Section of their intent to participate or withdraw from further promotional consideration.
3. As part of the Department's promotional process, the Chief of Police, or his designee, will schedule a Promotional Review Board for determining each candidate's suitability for promotion to the next rank. The Promotional Review Board process will be conducted in a formal setting. The ranking officer of the Promotional Review Board shall serve as chairman of the board.
4. The prescribed dress code for those serving and appearing before the Promotional Review Board shall be the Department member's uniform of the day.
5. The Promotional Review Board shall be comprised of the following officers:
 - a. Uniform Patrol Division Commander;
 - b. Services Division Commander;
 - c. Criminal Investigation Division Commander; and
 - d. Central Records and Communications Commander. (Optional)
6. The Personnel and Training Section is responsible for the preparation of a comprehensive synopsis compiled from the Personnel and Training files on each respective candidate.
7. The Promotional Review Board will evaluate each candidate's suitability for promotion to the next rank. The Board will review and assess the following items:

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- a. Candidate's tenure within the law enforcement career field;
- b. Candidate's previously held assignments and duties within the other Divisions of the Texarkana Police Department that serves to define the candidate's depth of experience;
- c. Candidate's level of education;
- d. Candidate's history of training to include the certificate level held from the Commission on Law Enforcement Standards;
- e. Candidate's ability to lead;
- f. Candidate's ability to supervise;
- g. Candidate's verbal and written skills;
- h. Candidate's ability to work with other supervisors and officers; and
- i. Candidate's ability to effectively manage.

M. Promotional Decision

1. Upon the conclusion of the Promotional Review Board, all information will be evaluated and a decision regarding the promotion will be made. In accordance with A.C.A. 14-50-304, the Chief of Police reserves the right to choose from among any of the top three (3) candidates. The following shall govern the final selection process:
 - a. Promotion to Sergeant
 - (1) The Chief of Police will normally make his selection based upon the recommendations received from the members of the Promotional Review Board; however, the Chief of Police reserves the right to interview each candidate in an effort to further evaluate each candidate's suitability for promotion.
 - b. Promotion to Lieutenant
 - (1) The Chief of Police will normally make his selection based upon the recommendations received from members of the Promotional Review Board; however, the Chief of Police reserves the right to interview each candidate in an effort to further evaluate each candidate's suitability for promotion.
 - c. Promotion to Captain
 - (1) The Chief of Police accepts the recommendations received from members of the Promotional Review Board, and he utilizes this comprehensive information in conjunction with an interview with each candidate in an effort to further evaluate each candidate's suitability for promotion.
2. Once the Chief of Police has made his selection, the Civil Service Commission will be notified of the Chief's decision. After the candidate has been promoted, all of the remaining candidates for promotion on the eligibility list shall remain positioned on the list until the list expires.
3. After promotion, the newly appointed Sergeant, Lieutenant or Captain enters into a six (6) month probationary period as prescribed under Arkansas Statutory law [A.C.A 15-51-301 (7) (A)]. Those

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individuals who fail to complete the probationary period for performance reasons may be returned to their previously held rank or position held prior to the promotion.

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