



# **UW-Madison Police Department**

## **Policy: 34.1**

**SUBJECT: PROMOTION–PROFESSIONAL & LEGAL REQUIREMENTS**

**EFFECTIVE DATE: 06/01/10 REVISED DATE: 10/01/17; 11/26/18; 11/19/19**

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### **POLICY:**

The UW-Madison Police Department shall ensure that all promotion-related activities are conducted in accordance with applicable federal laws, state statutes, and University regulations.

### **DEFINITIONS:**

“Assessment center” refers to a standardized evaluation of behavior based upon multiple sources of input and using trained assessors and multiple techniques. Judgments about behavior are made from specifically developed assessment exercises designed to measure the participant’s performance in specific job-related tasks and situations.

“Command level interview” refers to a portion of the interview process in which a member or members of the Department’s command staff are present interviewing the promotional applicant.

“Eligibility list” refers to an inventory of prequalified candidates (in rank order) who have been assessed in a staffing action and are qualified to fill future vacancies.

### **PROCEDURE:**

#### **34.1.1 DEPARTMENT ROLE IN PROMOTION PROCESS**

- A. The Department encourages its employees to seek advancement in position and rank, consistent with qualification and experience. The Department shall document the basis for each promotion decision.
- B. The authority and responsibility for employee promotions shall be shared by the Department and University of Wisconsin–Madison Office of Human Resources (OHR.) Activities associated with promotion shall be conducted in accordance with applicable federal laws, state statutes, and University policies.
- C. The Executive Director of Recruitment, Diversity, and Inclusion coordinates and administers the promotional process. The Support Services Captain or a Department Assistant Chief coordinate and administer the promotional process for higher level positions as needed. The Chief of Police retains the right to assist in all phases of the promotional process as well as development of the measurement instruments that are used in determining the skills, knowledge, and abilities of employees for the position. The Chief of Police or designee has primary responsibility of selecting assessors, when used, to oversee oral interviews and has final approval for candidates recommended.

#### **34.1.2 DEPARTMENT AUTHORITY AND RESPONSIBILITY**

- A. The Executive Director of Recruitment, Diversity, and Inclusion is responsible for coordinating personnel processes, including the promotional process. Duties associated with this responsibility include but are not limited to identifying specific department needs, overseeing promotional activities, and serving as a liaison with outside agency personnel, communicating with applicants, and maintaining secure records.
- B. The Chief of Police or designee is responsible for coordinating the selection process for Management level positions.

- C. The Chief of Police is ultimately responsible for promotional process-approval and promotion decisions. At the conclusion of a promotional process, the Chief and the Assistant Chief may select an individual for promotion based upon their leadership ability, performance record, knowledge, and skills. However, nothing in this section shall be so interpreted as to indicate that a position must be filled at the conclusion of the promotional process.

### **34.1.3 PROMOTION PROCEDURES**

- A. The promotional process for personnel may include but is not limited to the following:
1. The method of application;
  2. Application material screening based on pre-determined criteria.
  3. A written examination administered by Department personnel. The content of this examination shall be designed to measure knowledge regarding constitutional law, assigned readings, and other job-pertinent measures;
  4. An assessment center used to identify the candidate's knowledge of applicable laws, rules, policies, procedures, etc.;
  5. An oral interview to be conducted by a diverse panel that may be comprised of Department employees and/or representatives from the community or an outside agency;
  6. A command-level interview, which shall be conducted prior to an appointment to probationary status;
  7. A presentation on a job related topic; and/or
  8. A review of employment history by the Chief of Police and Assistant Chief or designee(s). This review may include an analysis of performance evaluations, letters of commendation, memos, letters of counseling and reprimand, education training records, and other pertinent information. The review will consider the area of supervisory ability, job performance, productivity, work history, attendance, disciplinary action, and other relevant information.
- B. The evaluation and selection of personnel for promotion includes the identification of employees who possess the strongest knowledge, skills, and abilities relevant to the position. During the promotional process, supervisors and management team members may perform a written evaluation of each candidate based upon his or her promotional potential. Evaluations are based upon an assessment of the individual's skills, knowledge, and ability in relation to the position for which he or she is applying. The evaluations shall be compiled and forwarded to the Chief of Police for inclusion in the process.
- C. The Chief of Police shall make promotional results available upon request to applicants by personal appointment, advising each candidate as to their standing, and counseling each as to appropriate career development needs and means to improve potential for promotion.
- D. The Department shall encourage and provide support to unsuccessful candidates in developing their leadership knowledge, skills, and abilities through mentoring, broadening career experience opportunities, and training when reasonable staffing and funding exists.
- E. Candidates may review and appeal their respective results for each promotional element. Such requests shall be made in a timely manner. Candidates may informally review their respective results for any promotional element with the Chief of Police and/or the Assistant Chief(s) of Police. Candidates may also formally appeal their respective results for any promotional element through established University procedures. At a minimum, the following may be part of an appeal process:
1. A review of the written examination relevance;
  2. A review of the written results of score elements of the selection process; and
  3. A review of promotion-potential reports used in the selection decision.
- F. Unsuccessful candidates may reapply, be retested and/or be reevaluated for any subsequent promotional opportunities. Candidates interested in reapplication shall follow the established procedures for the promotional process.
- G. The Chief of Police shall determine eligibility for vacancies for which lateral entry is permitted. To be considered eligible, such candidates shall possess at least the minimum experience and education requirements outlined in the applicable job description.
- H. Promotional testing materials are stored in a secure area when not being used. Only those persons authorized by the Chief of Police shall have access to the materials.

- I. Assistant Chief(s) will be appointed and will serve at the discretion of the Chief of Police.

#### **34.1.4 JOB-RELATED AND NON-DISCRIMINATORY PRACTICES**

- A. The promotional process provides an equal opportunity for personnel to be considered for promotion based upon testing components and procedures tailored to meet the needs of the Department. The testing components shall be job-related and nondiscriminatory.
- B. Written tests used in sworn promotional examinations are constructed based on police texts, which are deemed job-related for the position.
- C. Oral interviews are conducted to elicit information and responses that are specifically job-related. Assessment centers are conducted based on job-related tasks for the promotional position. The OHR may conduct a validation of the testing elements during a process review.

#### **34.1.5 PROMOTIONAL PROCESS ANNOUNCEMENT**

- A. The Department shall provide employees with a written electronic announcement of the promotional process. Announcements shall be posted prominently and in a timely fashion.
- B. Written electronic announcements should include a description of the position or job classification for which the job vacancy exists, including the salary range and duties, responsibilities, skills, knowledge, and abilities required. In addition, written announcements should also include a description of the promotional process, which should include the expected duration of the entire process; the format, length, and duration of the written examination, if any; a summary of the role of the oral interview; and a description of the assessment center, if any. Eligible top-rated candidates shall be moved on in the promotional process.

#### **34.1.6 ELIGIBILITY LISTS**

- A. At the discretion of the Chief of Police, the Department can request approval from OHR to utilize an established applicant pool for an eligibility list. The use of the eligibility list shall be dictated by the number of candidates available, the time elapsed since the process was completed and the number of vacancies.
- B. Once all eligible personnel have successfully completed all phases of testing, the Chief of Police or designee may establish a list of eligible candidates. The standard eligibility list is six (6) months and the department has the discretion and ability to request to extend this list to up to a year, per OHR approval. Criteria and procedures for the development and use of eligibility lists include the following:
  - 1. Qualified applicants compete in the selection process and are rated during each phase based upon performance score.
  - 2. An eligibility list for the position is prepared by the Executive Director of Recruitment, Diversity, and Inclusion after the process has been concluded. Candidates on the eligibility list are ranked in order of performance;
  - 3. The Chief of Police or designee may select the candidate to be promoted from the eligibility list for the duration of the list; and
  - 4. Promotions are announced by the Chief of Police or designee. The selected candidate shall receive a letter stating an effective date for the promotion and starting wage.

#### **34.1.7 INITIAL REVIEW PERIOD REQUIRED**

The following shall govern procedures associated with probationary periods for newly promoted personnel:

- A. Probationary periods for employees in supervisory or management positions at the UW-Madison Police Department are for up to a duration of 1 year as approved by the OHR. Assistant Chief and Captain positions have a probationary period of up to 18 months as approved by OHR.

- B. Probationary periods may be extended due to inability to fully evaluate performance, due to absence, disability, or modified duty, or as approved by OHR and provided in writing to the employee with the extension and justification.
- C. During the probationary period, the supervisor has a responsibility to provide the newly promoted employee with performance expectations, feedback, resources, and support in order to assist the employee in meeting the goals and expectations of the position. Progress towards these goals should be reviewed during discussions between the supervisor and employee. Managers/supervisors should, at a minimum, conduct a mid-point feedback and coaching conversation approximately midway through a new employee's probationary period.
- D. The probationary period for a newly promoted employee may be ended early, based on performance, at the discretion of the Chief of Police or Designee. However, newly promoted employees must serve a minimum of a 6 month probationary period as required by OHR.