



HOWARD COUNTY SHERIFF'S OFFICE

GENERAL ORDER ADM-24 PROMOTION OF SWORN PERSONNEL

EFFECTIVE JUNE 8, 2011

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This General Order contains the following numbered sections:

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I. POLICY

The Howard County Sheriff's Office (HCSO) shall provide promotional testing for the ranks of Corporal, Sergeant, and Lieutenant.¹ The HCSO shall work to develop and administer a job-related, fair, non-discriminatory, and defensible promotional process for sworn ranks which meets professional standards. As such, the HCSO establishes high standards for promotional eligibility in order to ensure law enforcement and court security services are delivered in the most efficient and effective manner possible.

II. PROMOTIONAL AUTHORITY²

- A. The HCSO shall coordinate with the Howard County Office of Human resources to create lists of eligible candidates for promotion. The Sheriff shall be responsible for the certification of an eligibility list.
- B. Sheriff's (or designee) Responsibilities
 - 1. Direct the initiation of the promotional process.
 - 2. Authorize the announcement of position vacancies for lateral transfers.
 - 3. Make promotional selections from the Office's standing promotion list.
 - 4. Remove individuals from the standing promotion list for disciplinary or other appropriate reasons.
- C. Chief Deputy's (or designee) Responsibilities
 - 1. Make notifications to the Office of Human Resources to initiate the promotion process.
 - 2. Announce position vacancies eligible for lateral transfers.
 - 3. At the direction of the Sheriff, contact experienced personnel from local law enforcement agencies to serve as Review Board Members during the promotion process.

¹ CALEA 34.1.1

² CALEA 34.1.2

4. Remove individuals from the standing promotion list for disciplinary or other appropriate reasons.
- D. The Sheriff and Chief Deputy shall work together to ensure that the promotional process meets validation standards and that all parts of the process are job-related.
- E. Pursuant to his authority under the *Maryland Constitution, Article 4, Section 44* and the *Maryland Code, Courts and Judicial Proceedings, Section 2-309(o)*, the Sheriff reserves the right to bypass the requirements described in paragraphs B thru D above, and appoint or promote an eligible, certified law enforcement officer to the rank of Corporal, Sergeant, or Lieutenant when such action serves the good order and efficiency of the agency.
- F. The Sheriff shall be the final approving authority for all promotions.

III. APPOINTED POSITIONS

- A. The rank of Major (Chief Deputy) is appointed by the Sheriff and serves at his/her pleasure. This appointment is temporary in nature and a deputy sheriff in the position may be removed with or without cause by the Sheriff. A selection to fill this position is made from the sworn ranks of sergeants and lieutenants within the HCSO.
- B. The highest permanent rank within the Office is lieutenant. The person appointed to the rank of Major is entitled to retain his/her tenure in the last permanent rank held. He/she may return to the last permanent rank in the event of removal from the appointed rank, provided he/she is not the subject of a disciplinary action or was not terminated from the HCSO for cause.

IV. ELIGIBILITY REQUIREMENTS

The following are eligibility requirements for corporals, sergeants, and lieutenants in the employ of the Howard County Sheriff's Office. These requirements are in accordance with *Howard County Code, Classification Plan, Section 1.201(c)*.

- A. To be eligible for promotion to the rank of Corporal, a member must have:
 1. At least two (2) years of law enforcement experience or equivalent.³
 2. Held the rank of Deputy for at least three (3) years with the Howard County Sheriff's Office and/or has three (3) years of experience with a certified law enforcement agency (lateral) as of the testing date.⁴
 3. Satisfactory performance during the last evaluation period.
 4. A High School Diploma or GED.
- B. To be eligible for promotion to the rank of Sergeant, a member must have:
 1. At least three (3) years of law enforcement experience or equivalent.⁵
 2. Held the rank of Corporal for at least two (2) years with the Howard County Sheriff's Office and/or has three (3) years of experience with a certified law enforcement agency (lateral) as of the testing date.⁶
 3. Satisfactory performance during the last evaluation period.
 4. A High School Diploma or GED and at least fifteen (15) college credits.

³ CALEA 34.1.6 c

⁴ CALEA 34.1.6 c

⁵ CALEA 34.1.6 c

⁶ CALEA 34.1.6 c

- C. To be eligible for promotion to the rank of Lieutenant, a member must have:
 - 1. At least six (6) years of law enforcement experience or equivalent.⁷
 - 2. Held the rank of Sergeant for at least three (3) years with the Howard County Sheriff's Office and/or has three (3) years of experience with a certified law enforcement agency (lateral) as of the testing date.⁸
 - 3. Satisfactory performance during the last evaluation period.
 - 4. An Associate's Degree and at least thirty (30) college credits.
- D. Security Officers are unable to advance through the sworn ranks in the same manner as Deputy Sheriffs. However, Security Officers may apply for a Recruit Deputy position, when vacancies are available, if they meet the established qualifications.
- E. Lateral transfers shall receive no preferential treatment in regards to promotion. All criteria regarding permanent status and promotion apply to lateral transfers in the same manner as to a new Deputy Sheriff with no previous law enforcement experience.⁹

V. PROMOTIONAL PROCESS

- A. Application Process
 - 1. The HCSO shall be responsible for a written announcement of the promotional opportunities within the ranks of Corporal, Sergeant, and Lieutenant.¹⁰
 - 2. Eligible members interested in participating in the promotional process shall submit a *Form 16 Memorandum* to the Office of the Sheriff.
 - 3. All procedures used in the promotional process shall be job-related and non-discriminatory and shall follow guidelines established by the Howard County Sheriff's Office.¹¹
- B. The procedures to be used during the promotional process shall be made known to the participants prior to the beginning of the process in a written announcement and shall include:
 - 1. A description of the position and job classification for which vacancies exist.
 - 2. A notice of the scheduled dates, times, and locations prior to each component of the process.
 - 3. A description of eligibility requirements.
 - 4. A description of the numerical weight assigned to each testing component.¹²
- C. If a written test is used, each member will be provided with an updated bibliography of reading materials used as the source for questions. The written test will be administered by the Chief Deputy with the assistance of the County Office of Human Resources.¹³
- D. The HCSO shall utilize a Promotional Review Board process consisting of three members selected from Sheriff's Offices around Maryland. The members shall be Lieutenants, Sergeants, and Corporals and shall document their observations at each stage of the process.

⁷ CALEA 34.1.6 c

⁸ CALEA 34.1.6 c

⁹ CALEA 34.1.3 g

¹⁰ CALEA 34.1.5

¹¹ CALEA 34.1.4

¹² CALEA 34.1.6 a

¹³ CALEA 34.1.3 b

- E. The promotional assessment process must meet the following criteria:¹⁴
 - 1. Measures dimensions, attributes, characteristics, qualities, skills, abilities, or knowledge specified in a written job analysis.
 - 2. Uses techniques designed to provide information which is used in evaluating the dimensions, attributes, or qualities previously identified.
 - 3. Uses job-related subject matter.
- F. A qualifying list shall be established from those candidates who have attained the minimum qualifying composite rating.¹⁵
 - 1. The rating shall be determined by the total scores received on each part of the process, based on the value assigned to each part.¹⁶
 - 2. The candidates shall be listed in descending order from the highest rating to the lowest.
 - 3. When identical ratings are received, equal numerical ranks shall be given to those candidates.
- G. A qualifying list for the ranks of Corporal, Sergeant, and Lieutenant shall remain in effect for one (1) year from the issuance date.¹⁷**
- H. When the Sheriff wishes to fill a position by promotion, he shall notify the Howard County Office of Human Resources.
 - 1. The Sheriff shall interview each of the candidates on the eligibility list prior to making the promotion.¹⁸
 - 2. The Sheriff is free to choose any Deputy for promotion from the eligible list.
- I. Each newly promoted member shall be subject to a six (6) month probationary period.¹⁹ If necessary, the Sheriff may extend this probationary period an additional six (6) months.

VI. CANDIDATE SELECTION

- A. Unless otherwise stated, promotional selections shall be made from the eligible list as follows:
 - 1. Consideration of the promotional examination results.
 - 2. Other information relating to the candidate's suitability and potential for successful performance in the higher rank.
- B. The Sheriff may also consider the five (5) most recent years' maximum work performance evaluations, commendations, seniority, reprimands, and disciplinary actions. Information may be obtained via the following:
 - 1. A review of personnel files, examination results, and personal interviews; AND/OR
 - 2. Recommendations from the supervisors of those in the highest rating category of the eligibility list.

¹⁴ CALEA 34.1.3 c
¹⁵ CALEA 34.1.6 e
¹⁶ CALEA 34.1.6 b
¹⁷ CALEA 34.1.6 d
¹⁸ CALEA 34.1.3 d
¹⁹ CALEA 34.1.7

- C. The procedures for evaluating the promotional potential of sworn deputies shall include, but not be limited to:²⁰
 - 1. Observations of the deputy's command presence, oral communication skills, interpersonal sensitivity, organizational courage, problem-solving abilities, team leadership, follow-through, and work perspective, as assessed by the Sheriff with input from his Command Staff.
 - 2. Written test scores.
 - 3. Oral interview performance.
- D. Individuals may be removed from the standing promotion list by the Sheriff or Chief Deputy for the following reasons:
 - 1. Loss of appeal of a disciplinary demotion or a disciplinary action resulting in sixteen (16) hours or more suspension;
 - 2. For unfavorable information developed during the updated background investigation (if applicable);
 - 3. The employee is demoted for disciplinary reasons while on the current standing promotion list; OR
 - 4. An accumulation of sixteen (16) hours or more disciplinary suspension time within the twelve (12) month period preceding the date an employee reaches his/her date of promotion appointment.

VII. SECURITY OF RECORDS

- A. The Sheriff shall be responsible for the security and confidentiality of all promotional material, including, but not limited to: exam questions, correct answers, assessor notes, rating sheets, and test scores.²¹
- B. All promotional material shall be maintained in strict confidence and secured in a locked cabinet in the Sheriff's secured office.²²

VIII. PROMOTIONAL PROCESS APPEALS

- A. Candidates for promotion who fail to meet eligibility requirements or fail to be promoted may reapply, retest, and be re-evaluated during the next promotional process.²³
- B. All candidates may review the final written results of scored elements of the promotional process, which pertain to them.²⁴
 - 1. The specific procedures for reviewing all scored elements of the promotional process shall be provided in writing to each participant in the process by the Chief Deputy.
 - 2. Generally, the Chief Deputy shall announce a date and time to allow candidates to review the testing materials and correct answers.
 - a. Candidates may take notes but will not be provided copies of testing materials.
 - b. Candidates will be provided written feedback on assessment performance.

²⁰ CALEA 34.1.3 a

²¹ CALEA 34.1.3 h

²² CALEA 34.1.3 h

²³ CALEA 34.1.3 f

²⁴ CALEA 34.1.3 e

- C. Candidates may challenge questions through a written appeal process, which shall be reviewed by an Appeals Committee comprised of the Chief Deputy, a representative of the County Office of Human Resources, and the consultant administering the process.²⁵
- D. All candidates may contest any potential report used in the promotional process which pertains to them.²⁶

IX. PROMOTIONAL PROCESS EVALUATION

- A. The promotional process shall be evaluated continuously by the Sheriff and Chief Deputy through a review of laws, publications, and current industry standards. Revisions shall be made when appropriate.
- B. Candidates shall be provided with an opportunity to anonymously complete an evaluation form upon completing the promotional process. Candidates are also encouraged to offer comments and suggestions to the Sheriff on improving the process.

X. CANCELLATION

This General Order cancels and replaces *General Order ADM-24, Promotion of Sworn Personnel*, dated October 8, 2007.

Authority:

James F. Fitzgerald
Sheriff

²⁵ CALEA 34.1.3 e

²⁶ CALEA 34.1.3 e