

THE BILL BLACKWOOD  
LAW ENFORCEMENT MANAGEMENT INSTITUTE OF TEXAS

Assessing the Relevance of Certain Factors Affecting  
the Promotions of Police Personnel.

A Proposed Policy Research Project  
Submitted in Partial Fulfillment  
of the Requirements for the Professional Designation  
Graduate, Management Institute

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# 349

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## **Abstract**

The promotion of police personnel to supervisor or staff positions is critical to securing the future of the organization. This is accomplished through a selection process predetermined by the organization. The purpose of this research is not to critique the various selection processes available but to assess the relevance of certain factors affecting the promotions of police personnel. The Missouri City Police Department has no policy on promotions and there has been controversy over certain criteria that makes a candidate eligible for promotion. The factors to be assessed are (1) seniority, (2) discipline, (3) lateral/external entry, (4) education, and (5) time in grade/previous experience.

This assessment will be accomplished through the use of research, and an employee survey within the Missouri City Police Department. There has been much written about some of these issues which will have to be condensed into synopsis form. The survey was conducted in written form with 100% participation of the officers.

Based on the results of research and the employee survey, the Missouri City Police Department is in need of a formal policy addressing the issue of police promotions. The research and overwhelming response of the employees indicates that some significant changes in the current promotional process should take place. The final end product of this research project will be a formal policy recommendation to the Chief of Police for review and hopefully implementation.

## **Introduction**

It has been said that the most important event in the life of any police department is the introduction of new life blood in the form of recruit police officers. The most important event to ensure a bright future for the administration of any department is the promotion of police qualified personnel into administrative positions. The purpose of this research paper is to look at certain criteria that determine a police officer's eligibility for promotion.

The issue of eligibility for promotion encompasses several broad subjects that will be addressed within the length constraints of this paper. However, testing instruments utilized i.e., assessment centers, cognitive examinations, oral boards, and psychological examinations will not be addressed here. The issues to be reviewed as a requirement for promotion are: education, lateral entry or transfer, seniority, discipline, and time in grade. The issue relevant to the Missouri City Police Department is that there is no policy that sets forth the eligibility requirements for promotion. As a result, officers planning their career path have no sense of direction. The lack of policy and procedures breeds the "good ole' boy" system, and fosters a sense of distrust between the administration of the department and the potential candidate's. The lack of policy and procedure undermines the credibility of the decision makers of this department regardless of their good intentions and honest efforts.

The intended audience for this research will be the administration of the Missouri City Police Department and any other law enforcement agency that may find this information of benefit. Various sources of information are used in this research project such as textbooks, magazine articles, abstracts, other department policies, contacts from the Internet, and surveys. The survey represent responses to predetermined questions relevant to the issues

previously addressed in the research. The survey respondents were the officers and administrative personnel of the Missouri City Police Department.

It is the intent of this project to establish the criteria for promotion and be the catalyst of a policy and procedure to be implemented at the Missouri City Police Department following the guidelines established by the Police Executive Research Forum for promotional policy (PERF 2). In addition, the implementation of a policy and procedure as a result of this research will assist in putting to rest the underlying fears of officers seeking promotion that they will not be treated fairly or fall victim to the "good ole' boy" system.

### **Historical, Legal or Theoretical Context**

Historically, the evolution of formalized policing was a result of the late 19th century and early 20th century political machines and police corruption (Swanson 2). Corruption was widespread throughout the various police forces. The reformation period of 1900 to 1926 called for a cornerstone to a new foundation. In 1887 Woodrow Wilson wrote an essay which called for the separation of politics from administration (Swanson 4). Politics during this period was the corrupt political machine which significantly influenced policing. A number of events took place during this period that produced a movement toward reducing corruption and abuse in government. This movement also spawned a desire to create a group of people who were professionally qualified in public service (Swanson 3). Civil Service came to being, and a new emphasis was placed on the recruitment, selection, promotion, and training of police employees. Through the years there has been much refinement to these processes utilizing different management theories. The ultimate goal has been to select the best person for the job whether it be a new recruit or a promotion.

There has been much controversy on which is the best testing instrument for the selection and promotion of personnel. In the past the "good - ole - boy" system was very prevalent. As political influence was weeded from the police agencies there came a cry for a fair and impartial system. Many thought that Civil Service was the answer. Many states passed laws in an attempt to ensure fairness in the selection process. The Federal Government passed laws and formed commissions such the Juvenile Justice and Delinquency Act of 1974, National Advisory Commission on Criminal Justice Standards and Goals of 1971, Civil Rights Act of 1964 and the Equal Employment Opportunity Act of 1972, The Americans with Disabilities Act of 1990, and the Civil Rights Act of 1991. Also notable is the Commission on Accreditation for Law Enforcement (CALEA) which was formed in 1979 by the International Association of Chief of Police, National Organization of Black Law Enforcement Executives, National Sheriff's Association, and Police Executive Research Forum. CALEA has attempted to standardize police agencies policies and procedures which include the hiring and promotion process. Although formed in 1979, being accredited has come in vogue within the past decade. (Swanson 2-52)

Many states adopted Civil Service laws and many municipalities adopted these standards. For many years the standard for entry level was a written test. For promotions, the standard was a written exam and oral board with incentive points for seniority. In an attempt to get away from those who were just "good test takers" assessment centers became popular (Coleman 9). Psychological profiles are also being used in the promotional process to help determine a candidate's leadership potential.

In theory the promotion of police personnel is supposed to be accomplished through a fair, unbiased process in which the best qualified candidate is selected. In reality this is not always the case. This is because of; (1) lack of understanding by candidate's, (2) fear of giving up

control by management, and (3) candidate's failure to perform at expected levels are all factors that can lead to less than desirable results (More 68).

### **Review of Literature or Practice**

A survey was conducted of all the officers in the Missouri City Police Department. This survey addressed the issues of, seniority, discipline, lateral entry, education, and time in grade. (See Appendix A & B)

There was very little independent research located on any of these issues except education. In the Texas Local Government Code, seniority, which is the amount of time a person spends at employee status in an organization, is addressed in Chapter 143, Civil Service (Texas). This writer could find no independent research that addressed discipline in the promotional process. The issue of lateral entry deals with the introduction of candidate's into the promotional process who are from outside the agency.

Traditional "up through the ranks career path" (Enter 335) is dependent upon qualified candidate's from within the agency. This provision for the internal career path has beneficial and detrimental effects on a police organization. (Penegor 18) "Resistance to hiring outsiders also stems from concerns that lower-ranking officers' perceptions of lost opportunities for advancement will contribute to dissatisfaction and low morale". (Penegor 19) According to Enter "Lateral entry is the practice of permitting an individual from another police agency to compete for and hold a supervisory position. Lateral entry, therefore, is a means by which to bypass the traditional one-agency bureaucratic career of the "insider" and enter the office of Chief of Police or other supervisory position, bringing to this new position experience gained in another law enforcement agency" (Enter 336). The attraction of innovative and professional

administrative personnel through a lateral entry program has significant benefits for the small to medium police departments (Nix 2).

“The President’s Commission recommended that police educational standards be raised, with the ultimate goal of requiring a baccalaureate degree as a minimum standard for employment (President’s Commission 1967a, 1967b)” (Carter 61) The underlying theme for expanding the educational requirements for officers is the belief that a college educated individual will be more qualified, more likely to be hired, be a more effective officer and more likely to be promoted to higher ranks requiring more responsibility. Studies conducted by “Sanderson (1977) and Cohen and Chaiken (1972) directly addressed the issue of promotion. Both studies found a positive relationship between education level and promotions obtained” (Fischer 331).

“Few studies have examined police attitudes toward education, Buckley (1991) found that university graduate officers believe that education enhances performance. Non-graduates endorsed “instincts”, common sense and experience over education and claimed that education provided no additional perspective for the job of policing” (Buckley 79). By the year 2025 it is estimated that formal education will be the standard for entry and advancement in 70% of the police departments in the United States. (Stephens 1996)

The review of promotional policies from other agencies is reflected in the following table.

Agency	Seniority	Discipline	Lateral Entry	Education	Time/Grade
Kansas City	yes	yes	no	yes	yes
Keller PD	yes	yes	no	yes	yes
College Sta.*	yes	yes	yes	yes	yes
Longview	yes	no	no	yes	yes
Sugar Land	yes	no	no	yes	yes

\*accredited



## **Discussion of Relevant Issues**

A written survey was conducted of the officers in the Missouri City Police Department resulting in a 100% participation response. The research targeted five areas. The first item surveyed was seniority. Seniority has been an issue in the promotional process in both public and private employment for a long time. The argument is that employees should be rewarded for their loyalty to the organization. The question is are you rewarding an employee for 20 years of experience and loyalty or 1 year of experience repeated 20 times. The danger is that assessing seniority points to a candidate's score can skew the results and put a less qualified candidate on top. There needs to be a system that is reasonable in the amount of seniority points per year a candidate can receive and a cap on the total amount that can be assessed.

The results of the survey indicate, overwhelmingly, that seniority should be considered in the promotional process; and seniority points should be added to a candidate's score. The average number of points that should be added for each year of service was 1.34 with a cap of 11.26 total points that can be assessed. Chapter 143 , Civil Service, of the Texas Local Government Code states "Each police officer is entitled to receive one point for each year of seniority as a classified police officer in that department, with a maximum of 10 points."

The second item on the survey was the issue of discipline. It stands to reason that in the promotional process there should be an underlying ethical standard. This writer doubts that the leader of any organization, public or private, would want to knowingly promote to a supervisory or staff position an employee who is unethical or corrupt. When an employee has been disciplined there is usually a record of the incident. Each incident of discipline must be reviewed on its merits. One problem that exists for management is those employees we suspect are unethical, corrupt, or engage in misconduct but have not been caught. What prompted this

question on the survey was an incident where the Missouri City Police Department had a candidate who at the time of testing was on probation and had prior problems. This officer being eligible caused considerable grumbling with the rest of the officers.

The results of the survey indicated that the officers want some accountability for their actions even if it means being ineligible for promotion as a result of probation or significant discipline. Over eighty percent of the officers indicated that if a candidate is on probation, then the candidate should not be eligible to test. Over seventy eight percent indicate that if a candidate is on probation at the time the position becomes available then the candidate should not be eligible to fill the position. Over seventy three percent indicate that if an officer has experienced some significant discipline within six months of the test or position becoming available then the candidate should not be eligible. This question is a little vague because there was no definition of "significant discipline". The consensus is that a serious infraction of policy should render an officer ineligible for promotion for a specified time. The ultimate goal of the discipline issue is to set a policy standard by which the officers can measure accountability. All officers will then know what is expected from them and the consequences for failure to perform in an acceptable manner.

The third item on the survey is the issue of lateral/external entry. This is always a touchy issue with officers, especially those who have been with the organization a long time. Bypassing employees who think they are viable candidate's for a position and bringing someone in from the outside can have an adverse effect on morale. Seventy percent of our officers indicated that they thought this would lead to a morale problem. Over sixty percent felt that even if the outside candidate was the most qualified there would still be a morale problem. Over seventy eight percent felt that if they were allowed to test for the position with the outside candidate and the

outside candidate did receive the position that the process was fair and the best candidate was picked. Over seventy five percent indicated that lateral entry should be an accepted practice in the law enforcement profession. This issue ties into the issue of seniority. Officers who have been with an organization feel that they have paid their dues and should get preference over officers from the outside. The other side of the argument is whether any of the internal candidate's have the qualifications necessary for the position. Management has a certain amount of loyalty to those officers who have been with the organization for a while. Unfortunately, loyalty sometimes clouds our judgment and less qualified persons are promoted. The downside to this decision is that an enormous amount of pressure is now placed on the employee to perform who does not have the skills and secondly, the job isn't getting done as well as it should. In all probability the employee will experience rapid burnout and leave the position or end up being demoted as a result of poor evaluations.

The fourth item surveyed was education. Unlike the previous items, there has been much written about the issue of education in law enforcement. The word "professional" seems to be synonymous with education. The first ideas of professionalism are associated with the initiatives of the former Chief of Police at Berkley CA. August Vollmer who was Chief from 1902 to 1932. His tenure parallels closely the reformation period of 1900 to 1926. "Vollmer was a tireless crusader for the reform of policing through technology and higher personal standards. Under his direction the Berkeley Police Department became a model of professional policing - efficient, honest, scientific" (Swanson 4).

The role of the police has changed considerably over the years. With that change there must come the continued evolution of policing to keep up with the complexities of a modern society. It is not uncommon for an officer to spend the vast majority of his/her time performing

social duties rather than crime prevention. The new trend of Community Oriented Policing emphasizes the involvement of officers with the community performing many non-criminal services, this will test the versatility of officers at a higher level. "Most people concede the need for some amount of college education for officers. But the controversy normally focuses on two areas; (1) at what levels in the hierarchy should college hours be prerequisites; and (2) the potential benefits of a college degree" (Patterson 68).

The survey attempted to answer these two questions and look at the responsibility of leaders to help further the careers of their officers. Officers were asked if a candidate should have some college hours to be considered in the promotional process. Officers responded with a 73% yes and 27% no. The officers also indicated that to promote to a certain rank the candidate should have a certain amount of college hours. The officers indicated the following: (1) corporal 29hrs, (2) detective 35hrs, (3) sergeant 46hrs, (4) lieutenant 70hrs, (5) captain 85hrs (6) assistant chief 99hrs, and (7) chief 108hrs. When asked if the candidate's should have points added to their scores for college hours the officers responded with seventy three percent yes and twenty seven percent no. The officers responded with the following: (1) 0 - 30 hours a candidate should receive 1.73 points, (2) 30 - 60 hours a candidate should receive 3.21 points, (3) 60 - 90 hours a candidate should receive 4.73 points, (4) 90 - 120 hours a candidate should receive 5.89 points, and (5) above 120 hours a candidate should receive 7.23 points.

There has been much debate regarding the benefits of college educated police officers. Trojanowicz and Nicholson conducted a study 1976 and found that college educated officers have a more holistic attitude towards police work and as a consequence, have different policing styles. Worden conducted a study in 1990 and found that police officers with higher education

have a broader perspective of the police role, have more positive attitudes toward legal restrictions on police, have a better understanding of discretion and are less rigid (Buckley 79).

Over the past few years this writer reviewed many employment ads seeking candidate's for command level or chief of police positions. In almost all, the minimum education requirement is a bachelor's degree. It is not uncommon to see ads that prefer a master's degree and graduation from the FBI National Academy or LEMIT. If we don't help prepare our officers for these minimum requirements we will be doing both the officers and the profession a disservice. The technological boom has had a significant impact on police officers. With the implementation of MDT's (mobile data terminals), laptop computers, video and recording devices, officers must be able to keep up the hi-tech demands that will come in the future. By placing educational requirements into the promotional process we will be encouraging officers who want to advance to do what is advantageous for them and the profession as a whole. This is a good example of win - win; it is good for us, good for them, and good for policing in the 21st Century.

The fifth and final issue surveyed was time in grade. Time in grade is the amount of time a candidate has in the position just below the one being tested for. This has a direct correlation to credibility in the eyes of subordinates. One must ask, how can a person be a good supervisor or administrator if never having had previous experience in a similar position. In a recent promotion the Missouri City Police Department had a detective promote to patrol lieutenant having never been a patrol sergeant. The new patrol lieutenant now has an enormous amount to learn plus establish his credibility. Some people would not be able to handle the stress of having to learn so much, quickly, and being so closely scrutinized by subordinates. Fortunately for us the new lieutenant seems to be handling things well.

The results of the survey more than adequately illustrate officer's displeasure in skipping ranks in the promotional process unless the candidate has proven leadership skills and education. Officers were asked if the candidate should have a certain amount of experience in the rank below the one the candidate is testing for. The officers responded with an overwhelming ninety five percent yes and five percent no. The officers also indicated that the number of years of previous experience that should be required for promotion to the following ranks should be: (1) corporal 2.59 years, (2) detective 3.05 years, (3) sergeant 3.81 years, (4) lieutenant 5.27 years, (5) captain 5.64 years, (6) assistant chief 6.84 years, and (7) chief of police 7.43 years. When asked if a candidate should be allowed to skip ranks, the results were fairly evenly split with fifty four percent yes and forty six percent no. In their comments they indicated that if the candidate had proven leadership skills, education, and that this was not an attempt to perpetuate the good - ole - boy system, and that the candidate was the best qualified for the position then skipping one rank would be acceptable. The officers were also asked if the candidate's should receive points for proven leadership/management skills. This was a rather vague question and forty one percent did not answer the question.

The City of Missouri City currently offers all its employees an educational reimbursement incentive. With the implementation of this policy more police employees will take advantage of this benefit. There will be additional cost to the city in the form of reimbursement as police employees will now have to pursue further education if they have any aspiration of promotion. Although this policy will incur more cost to the city, it is a win - win nonetheless.

## **Conclusion/Recommendations**

The purpose of this research project has been to assess the relevance of certain factors affecting the promotions of police personnel. Those factors are seniority, discipline, lateral entry, education, and time in grade. All of these issues have come under scrutiny by both the officers and administration, sometimes resulting in significant controversy. A promotional policy is particularly applicable to the Missouri City Police Department as there are no promotional procedures for the officers and administration to follow. The lack of policy and procedures has resulted in officers being unprepared for whatever promotional process that might be used. Some officers feel that a lack of a formal process allows the good - ole - boy system to exist. Most importantly, the lack of a process has resulted in officers questioning the integrity of the administration.

To assess the feelings of the officers on these issues a written survey was given to all the officers of the Missouri City Police Department. The results of the survey indicate an overwhelming response from the officers for certain procedures. The officers feel strongly that seniority should be considered and points assessed for time with the agency. They also indicate that if an officer is being disciplined then that officer should not be eligible to participate in the promotional process. The officers indicated their dislike for lateral entry programs but did indicate that if an outside candidate was to test with eligible candidate's from within the agency that the process would be fair. The officers illustrated their desire to have educational requirements in place and incentive points assessed to their scores. On the last issue, time in grade, there was an overwhelming response by the officers that to be eligible for a promotion the candidate should have held the position immediately below the one sought for a certain period of time.

Based upon the results of this research an administrator will be hard pressed to defend an argument not to implement a policy that addresses these issues. Therefore, to be submitted for review to the Chief of Police will be a policy statement and recommendations regarding these issues. (See Appendix C)



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## **Appendix A: Survey Instrument**

# Survey Questionnaire

I am a participant in the Law Enforcement Management Institute of Texas (LEMIT). A requirement for completion of the program is a policy research project. I have chosen as my policy research project a promotional policy for the Missouri City Police Department and specifically certain criteria for eligibility to promote. The criteria to be surveyed are: seniority, time in grade, lateral/external entry, discipline, and education.

## Seniority:

- |   |     |    |
|---|-----|----|
| 1. Should seniority be considered in the promotional process?                                     | yes | no |
| 2. Should a candidate have points added to their score for seniority?                             | yes | no |
| 3. How many points do you think you should receive for each year of service with your department. |     |    |
| 4. Should there be a maximum amount of points?<br>If yes, how many.                               | yes | no |

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

## Discipline:

- |   |     |    |
|---|-----|----|
| 1. If a candidate is on probation at time of testing should the candidate still be eligible to take the promotional test?   | yes | no |
| 2. If the candidate is on probation at the time the position becomes available should the candidate still be eligible for the promotion?  | yes | no |
| 3. If a candidate received a major disciplinary action that resulted in a suspension within the last 6 months prior to testing or position becoming available, should that candidate be eligible to test. | yes | no |

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

## Lateral/External Entry

- |  |     |    |
|--|-----|----|
| 1. Do you think that bringing someone in from outside would have an adverse effect on the morale of the department?  | yes | no |
| 2. If the outside candidate was the most qualified would you still feel that there would be an adverse impact on department morale.  | yes | no |
| 3. If the outside candidate tested for the position along with the internal candidates and received the position would you feel that the process was fair and the best candidate was picked. | yes | no |
| 4. Do you think that lateral entry should be an accepted practice in the law enforcement profession?   |     |    |

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

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# Survey Questionnaire

## Education

1. Should the amount of college hours completed by a candidate be a consideration in the promotional process. yes    no

2. If a candidate is required to have a certain number of college hours to be eligible for promotion, how many college hours for each rank listed below assuming that the ranks are correct recognizing that in some agencies a Detective is not a promotion.

Corporal	_____ hrs
Detective	_____ hrs
Sergeant	_____ hrs
Lieutenant	_____ hrs
Captain	_____ hrs
Assistant Chief	_____ hrs
Chief	_____ hrs

3. Should a candidate have points added to their score for college hours? yes    no

4. If yes to the above, how many?

0 - 30 hrs	_____
30 - 60 hrs	_____
90 - 90 hrs	_____
90 - 120 hrs	_____
above 120 hrs	_____

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

## Time in grade/previous experience

1. Do you think that to be eligible for promotion, the candidate should have a certain amount of experience in the rank below the one the candidate is testing for? yes    no

2. If yes to above, how many years of previous experience do you think should be required for each rank assuming that the below ranking is correct considering that in some agencies a Detective is not a promotion.

Corporal	_____
Detective	_____
Sergeant	_____
Lieutenant	_____
Captain	_____
Assistant Chief	_____
Chief	_____

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# Survey Questionnaire

3. Should a candidate be allowed to skip a rank? yes    no

4. If yes, should candidates holding rank directly below position tested for be awarded extra points based on proven management/leadership skills.

Comments: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

### Demographics:

1. What is your current rank: \_\_\_\_\_

2. What is your current education level: \_\_\_\_\_

3. What division are you assigned to: \_\_\_\_\_

4. How many years of service in Law Enforcement: \_\_\_\_\_

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## **Appendix B: Survey Results**

# Survey Results

YES      NO      N/A

## Seniority:

- Sen1a. Should seniority be considered in the promotional process?      95.12%   4.87%
- Sen1b. Should a candidate have points added to their score for seniority      85.80%   12.19%
- Sen1c. How many points do you think you should receive for each year of service with your department.      1.34 points
- Sen1d. Should there be a maximum amount of points?      63.41%   31.70%
- If yes, how many.      11.26 points

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

## Discipline:

- Dis2a. If a candidate is on probation at time of testing should the candidate still be eligible to take the promotional test?      19.51%   80.48%
- Dis2b. If the candidate is on probation at the time the position becomes available should the candidate still be eligible for the promotion?      21.95%   78.04%
- Dis2c. If a candidate received a major disciplinary action that resulted in a suspension within the last 6 months prior to testing or position becoming available, should that candidate be eligible to test.      26.82%   73.17%

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

## Lateral/External Entry

- Lat3a. Do you think that bringing someone in from outside would have an adverse effect on the morale of the department?      70.73%   26.82%   2.43%
- Lat3b. If the outside candidate was the most qualified would you still feel that there would be an adverse impact on department morale.      60.97%   36.58%   2.43%

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# Survey Results

Lat3c. If the outside candidate tested for the position along with the internal candidates and received the position would you feel that the process was fair and the best candidate was picked. 78.04% 19.51% 4.87%

Lat3b. Do you think that lateral entry should be an accepted practice in the law enforcement profession? 75.60% 19.51% 4.87%

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

## Education

Edu4a. Should the amount of college hours completed by a candidate be a consideration in the promotional process. 73.17% 26.82%

If a candidate is required to have a certain number of college hours to be eligible for promotion, how many college hours for each rank listed below assuming that the ranks are correct recognizing that in some agencies a Detective is not a promotion.

Edu4b. Corporal	<u>29.11</u> hrs
Edu4c. Detective	<u>35.10</u> hrs
Edu4d. Sergeant	<u>46.23</u> hrs
Edu4e. Lieutenant	<u>70.69</u> hrs
Edu4f. Captain	<u>84.53</u> hrs
Edu4g. Assistant Chief	<u>98.57</u> hrs
Edu4h. Chief	<u>107.53</u> hrs

Edu4i. Should a candidate have points added to their score for college hours? 73.17% 26.82%

If yes to the above, how many?

Edu4j. 0 - 30 hrs	<u>1.73</u>
Edu4k. 30 - 60 hrs	<u>3.21</u>
Edu4l. 60 - 90 hrs	<u>4.73</u>
Edu4m. 90 - 120 hrs	<u>5.89</u>
Edu4n. above 120 hrs	<u>7.23</u>

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

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# Survey Results

## Time in grade/previous experience

Tim5a. Do you think that to be eligible for promotion, the candidate should have a certain amount of experience in the rank below the one the candidate is testing for? 95.12% 4.87%

If yes to above, how many years of previous experience do you think should be required for each rank assuming that the below ranking is correct considering that in some agencies a Detective is not a promotion.

Tim5b. Corporal	<u>2.59</u>
Tim5c. Detective	<u>3.05</u>
Tim5d. Sergeant	<u>3.81</u>
Tim5e. Lieutenant	<u>5.27</u>
Tim5f. Captain	<u>5.64</u>
Tim5g. Assistant Chief	<u>6.84</u>
Tim5h. Chief	<u>7.43</u>

Tim5i. Should a candidate be allowed to skip a rank? 53.65% 46.34%

Tim5j. If yes, should candidates holding rank directly below position tested for be awarded extra points based on proven management/leadership skills. 43.90% 14.63% 41.46%

Comments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

## Demographics:

Dem6a. What is your current rank: N/A

Dem6b. What is your current education level: 58.60 hrs

Dem6c. What division are you assigned to: N/A

Dem6d. How many years of service in Law Enforcement: 12.41 yrs

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## **Appendix C: Policy Statement and Recommendations**

## **Policy Recommendations**

### **Policy Statement:**

It is the policy of the Missouri City Police Department to select for promotion only those officers who are the most qualified candidates for available positions. Of central importance are the abilities of the candidates to demonstrate the potential to be successful in the rank to which the candidate aspires. Candidates for management positions must also demonstrate sufficient administrative and managerial skills in order to accomplish the agency's objectives and use available resources in an efficient manner.

A promotion process which results in the advancement of the most highly qualified candidates is an obvious advantage to the Missouri City Police Department, and is an important factor in insuring quality police services, an efficient use of the Missouri City Police Departments human and fiscal resources, and the achievement of the Missouri City Police Departments objectives. On a personal level, the promotion process is the means by which individual officers assume added responsibilities and advance their careers to positions of leadership. The agency's chief executive is accountable for the integrity of this process and shall exercise sufficient control to insure compliance with this policy.

### **Seniority**

Historically, the Missouri City Police Department has rewarded officers for their dedication and loyalty by assessing seniority points to their scores on promotional exams. It is recommended that this practice continue by giving an officer one (1) point for each year of service with a maximum of ten (10) points. The ten (10) point maximum will not disproportionately distort the results providing the current practice of converting scores to percentages is discontinued. Converting scores to percentages can have the effect of adding

weight to dimensions and thereby distort the actual results of the promotional process.

### **Discipline**

It is recommended that an officer be ineligible to participate in the testing process if on probation at the time the testing instrument is administered. An officer is ineligible for promotion if on probation at the time the position becomes available. If an officer has received significant discipline prior to testing or prior to position becoming available, the officers eligibility status will be determined by the Chief of Police.

### **Lateral Entry**

Candidates from outside the agency can receive appointment to a position within the Missouri City Police Department only when: (1) there are no qualified candidates within the personnel pool of the Missouri City Police Department, or (2) when invited to compete in a promotional process with candidates from within the Missouri City Police Department.

### **Education**

It is recommended that to be eligible to promote, a candidate must have a certain amount of college hours completed by the time the testing instrument is administered. It is the responsibility of the administration of the Missouri City Police Department to establish criteria that ensures a career path for it's officers and helps pave the way for policing in the 21st Century. This is accomplished by establishing a prerequisite number of college hours be required for promotion to another rank. The number of hours college hours required for each position are as follows:

Corporal	30 hrs
Detective	30 hrs
Sergeant	60 hrs
Lieutenant	60 hrs
Captain	90 hrs
Assistant Chief	90 hrs
Chief of Police	120 hrs, degree required

Incentive points for education are assessed to a candidates score according to the following schedule:

03 - 30 college hours	1 point
30 - 60 college hours	2 points
60 - 90 college hours	3 points
90 - 120 college hours	4 points
Bachelor Degree	4 points
Masters Degree	5 points

It is also recommended that a minimum of thirty (30) college hours be required to apply for employment with the Missouri City Police Department. Although this was not discussed in the survey, this recommendation is a direct result of the outcome of the survey. An officer can promote to corporal after having completed two years of service and with a minimum of 30 college hours completed. A new employee without any college hours will find it very difficult to complete 30 hours of college in two years as a part-time student and be eligible to promote. To satisfy the minimum of 30 hours for corporal, a recommendation of 30 hours at application is appropriate.

### **Time in Grade**

It is recommended that a certain amount of time be required in the position directly below the one the candidate is testing for. The following is recommended:

Corporal	2 years
Detective	3 years
Sergeant	4 years
Lieutenant	5 years

Captain	6 years
Assistant Chief	Appointed by Chief
Chief of Police	Appointed by City Manager

There are three exceptions that should be noted. (1) An officer does not need to have been a corporal for three years to be eligible to promote to detective. The officer does need to have the three years of service. (2) When the next lowest position is not an established position in the agency such as captain is not a filled position at this time. (3) An officer can skip one rank to test for the next available position.

The above recommendations are based on the results of the survey that was completed by 100% of the officers in the Missouri City Police Department. The results indicate the strong position the officers have taken in regard to these issues.