

MANCHESTER TOWNSHIP POLICE GENERAL ORDER				
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SUBJECT: PROMOTIONS				
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BY THE ORDER OF:				
CHIEF LISA D. PARKER				
SUPERSEDES ORDER #: 98-02				

PURPOSE Promotion denotes the vertical movement in the organizational hierarchy from one rank classification or position to another accompanied by increases in salary. These standards are designed to improve the validity of the process and make it more acceptable to employees, while at the same time making the system less susceptible to court challenge. This process will also continue to gradually improve the requirements for promotion and will result in better educated, higher qualified supervisors for the future.

POLICY It is the policy of this agency that a promotion process will be subject to documentation, which will satisfy professional, legal, and administrative requirements designed to assure that validity (job-relatedness), utility (usefulness) and minimum adverse impact (fairness) have been achieved in selecting officers for promotion.

PROCEDURE

I. ELIGIBILITY FOR PROMOTIONAL EXAMINATIONS

- A. A promotional eligibility list shall be composed and posted in the muster room of the Patrol Bureau.
- B. Eligibility will be calculated as of the date the list is posted. Specific eligibility criteria are contained in the Promotion Manual.

II. ADMINISTRATION

- A. The Chief of Police or his/her designee shall administer the promotional process.
- B. It shall be his/her responsibility to organize any testing procedure and accumulate any submitted materials or statistical information.

III. PROMOTIONAL MANUAL

- A. The Chief of Police or his/her designee shall develop and maintain a promotion manual (Appendix A). The manual shall outline all phases of the competitive testing promotional process, to include but not limited to the following:
 - 1. A written examination;
 - 2. An oral interview;
 - 3. A professionally administered assessment center;
 - 4. And/all other areas that can be tested and scored;
 - 5. Test results will be calculated and documented.

IV. PROMOTIONAL PROCESS DEFINED

- A. Portions of the promotion process include, but are not limited to the following:
 - 1. Resume: Once the eligibility list has been posted, those seeking to qualify for the posted position must submit a resume to the Chief of Police. Specifics of this requirement shall be contained in the Promotion Manual.
 - 2. Written Examination: (for position of Sergeant only). The Written Examination will be designed to examine the candidates understanding of contemporary law enforcement practices and concepts, laws and leadership abilities. Specifics of the examination shall be contained in the Promotion Manual.
 - 3. Oral Examination: (for the positions of Sergeant, Lieutenant, and Captain). The Oral Examination will include uniform questions to be asked of each candidate. Specifics of the examination shall be contained in the Promotion Manual.
 - 4. Assessment Center: (for the positions of Sergeant, Lieutenant, and Captain). A tool for making promotional decisions, an assessment center uses a series of simulated on-the-job challenges to gauge a candidate's

ability to perform the target job. Assessment centers may contain an agency-specific written portion as determined by the Chief of Police or his/her designee. Assessment centers will be administered by an independent entity qualified to do so. Specifics of the examination shall be contained in the Promotion Manual.

5. Performance Evaluations: Performance Evaluations for the purpose of this section will be based on an average of the total score of the last six evaluations prior to the promotional posting. Scoring specifics are contained in the Promotion Manual.
6. Education: An officer shall be given credit for pursuing higher education from an accredited college or university as specified in the *Accredited Institutions of Post Secondary Education* published by the American Council on Education. Scoring and eligibility specifics are contained in the Promotion Manual.
7. Supervisor Ranking: Eligible candidates will be ranked from highest (most qualified) to lowest (least qualified) based on their potential to successfully perform the duties and responsibilities required for the position. Scoring specifics are contained in the Promotion Manual.
8. Rank Differential: Rank differential only applies for the tested position of Chief. Scoring specifics are contained in the Promotion Manual.
9. Scoring: Specifics about scoring are contained in the Promotion Manual.
10. Additional Testing for the Position of Chief: Candidates for the position of Chief of Police may be required to complete additional testing as required by the Appropriate Authority. This additional testing may include an interview by the Appropriate Authority and a panel of Local Government Officials of the Appropriate Authorities selection. The Appropriate Authority may also waive portions of the promotional process.
11. Final Promotional Selection: Once all previous portions of the testing procedure have been completed, the Chief of Police will have the opportunity to select a minimum of one (1) candidate for promotion from the top three (3) eligible candidates for each available position except for the position of Chief. This promotion recommendation shall be forwarded to the Appropriate Authority for final approval as indicated in ordinance 2-29 & 2-33. In cases where testing is utilized for the position of Chief, the Appropriate Authority will have the opportunity to select one of the top three candidates for the position of Chief with the advice and consent of the Township Council. The current Chief will provide a written recommendation for his/her replacement which would be provided to the Appropriate Authority for consideration.

V. BIBLIOGRAPHY OF EXAMINATION MATERIALS

- A. The Chief of Police shall provide to all officers eligible who partake in the written and/or oral examinations a list of study material from which the questions are derived.
- B. If specific job-related criteria will be assessed during an assessment center, a list the material to be tested on, to include but not limited to agency policies, procedures, general orders as well as local, county and state directives will be provided at the time of the orientation or earlier.

VI. PROMOTIONAL EXAMINATION ANNOUNCEMENT

- A. The Chief of Police shall post a written announcement at the beginning of the promotional process.

VII. LIST OF THOSE QUALIFIED FOR THE POSITION

- A. Once the promotion examination and scoring process is complete, a list shall be generated in order of ranking based on final score.
- B. The final promotional recommendation will rest with the Chief of Police.
- C. The Chief will have the opportunity to select one (1) candidate for promotion from the top three (3) eligible candidates for each available position.
- D. That recommendation shall be forwarded to the Mayor (Appropriate Authority) for final approval.
- E. The duration of all promotional lists will conform with the criteria outlined in the Promotional Manual.

VIII. EVALUATION PERIOD

- A. A one (1) year evaluation period will be included as the final phase of the promotion process.
- B. The purpose of the evaluation period is to safeguard against the promotion of officers beyond their capability, thereby identifying deficiencies and to address training needs. Officers will be closely observed and evaluated.

IX. APPEALS OF DECISION

- A. Officers may file an appeal with the Chief of Police for any decision which concerns their eligibility, continued participation in the promotional process or appointment to promotional vacancies.
- B. Any appeal must be in writing and must be filed within ten (10) days of the occurrence. The Chief will reply within thirty (30) days of receiving the appeal.

X. SECURITY OF PROMOTIONAL MATERIALS

- A. The Chief of Police shall be responsible for the security of promotional materials.
- B. All promotional materials will remain in a secured promotional file located in the Office of the Chief of Police.

MANCHESTER TOWNSHIP POLICE DEPARTMENT

PROMOTIONAL MANUAL

Revised: 6/19/2019

LISA D. PARKER
CHIEF OF POLICE

The promotion process of the Police Department examines a variety of resources in order to select the most qualified Police Officer for a vacant or new position. The intent of this process is a simple one; select the most qualified and compatible person for the job. It is the intent of this manual to adequately describe each aspect of the promotional process. This manual is prepared consistent with the Code of the Township of Manchester, specifically 2-33, paragraph C and the requirements of Police General Order 2:18 Promotion, revised 6/20/2019, section III.

The entire promotional process is based upon the possibility of 100 promotional equivalent points. The scoring process is carried out two decimal places 100.00. Each section will discuss scoring, if applicable, promotional equivalent value or the calculation of that value and final tally of the score. Each section shall be discussed below in order of occurrence.

I. Eligibility for Testing

A. Eligibility - Time in Grade Requirements

1. At the start of the promotion process, a listing of the Officers eligible to partake in the process for the upcoming examination will be posted in the police muster room. This posting will indicate the position being tested for and the officers eligible for the promotion process as outlined below. Officers shall indicate on the list their intention to either participate or forgo participation in the promotion process. Eligibility for testing will be calculated as of the date the list is posted. Years of service is defined as completed continuous service with this agency from date of hire or last promotion, to the date of posting.
2. Any suspension from this agency would be deducted from the total amount of completed service.
 - a. Example: If a Patrolman has a total of nine years and two months of completed service with this agency at the time of the promotional examination posting but during those years has an unpaid leave/suspension of seven months on his or her record, that officer would not be eligible for this examination.

For Promotion to (Rank)	Eligible Classification	Years of Service/Seniority at Eligible Classification
Sergeant	Patrolman	9 Years of Completed Service
Lieutenant	Sergeant	3 Years of Completed Service
Captain	Lieutenant	2 Years of Completed Service
Chief	Lieutenant or Captain	1 Year of Completed Service as Captain; 3 Years of Completed Service as Lieutenant

3. The Chief of Police or appropriate authority may expand the eligibility for any position, should the eligibility list contain one (1) or fewer eligible candidates. This may be done in six (6) month increments, or more, until the eligibility list requirements are satisfied.

B. Eligibility - Education Requirement

1. Continuing education is a significant portion of the testing process. The importance of education is outlined in both our **Mission Statement** and our **Code of Ethics**. *“The acquisition of knowledge is a never ending process of personal and professional development that should be pursued constantly”. Officers should take “every opportunity to enhance and improve knowledge and competence”.* Supporting those beliefs, educational prerequisites for promotion will remain in effect as listed below. Educational requirements must be met at the time of the promotional testing announcement.

For Promotion to: (Subject Rank)	Education Requirement
Sergeant	Associate’s Degree or 64 College Credits
Lieutenant	Associate’s Degree or 64 College Credits
Captain	Bachelor’s Degree
Chief	Bachelor’s Degree

Promotional Eligibility Effective July 1, 2020:

For Promotion to: (Subject Rank)	Education Requirement
Sergeant	Associate’s Degree or 64 College Credits
Lieutenant	Bachelor’s Degree
Captain	Master’s Degree
Chief	Master’s Degree

II. Resume

- A. After the eligibility list has been posted and an officer has indicated his/her desire to participate in the promotional process, a resume shall be submitted to the Chief of Police prior to the written examination and/or oral evaluation. Resumes shall be submitted to the Office of the Chief of Police by the date and time established and specified in the testing announcement. The resume shall be electronically (computer) generated and be no longer than six (6) pages in length to include a cover letter. The resume should give a brief but detailed overview of the officer and his/her accomplishments and highlight those specialized trainings received, those career development processes undertaken and those awards or commendations attained while serving as a Manchester Township Police Officer. This is the officer’s

opportunity to provide an example of their work product and capabilities directly to the Chief of Police. The resume may be used in the final promotional selection. Failing to submit by the announced due date will result in a candidate's elimination from the promotional process.

III. Examination Waiver

- A. If there are three (3) or less eligible candidates for any promotional exam, a portion or all of the promotional process may be waived at the discretion of the Chief of Police.
- B. Extended Absences/Other Absences: The Chief of Police will under these circumstances make reasonable accommodations, whenever possible to account for the testing of officers that may be on some type of extended leave such as military deployment, bereavement, etc. Promotional testing as it applies to all leaves of absences will be done in accordance with applicable state and federal law governing such.

IV. Written Examination for Sergeant

- A. A written examination will be prepared by a professional law enforcement testing agency. A list of study material will be provided to the candidates a minimum of six (6) weeks prior to the written examination. Officers shall be accommodated to partake in the examination by shift adjustment or other means to allow all officers eligible to participate.
- B. Each phase of the testing process is self-defeating; meaning officers must pass the written examination in order to proceed to the next portion of the testing process. The written examination only pertains to those officers testing for the rank of Sergeant.
- C. The written examination shall consist of 100 questions and the minimum passing score is 75%.
- D. The officer's numeric score on the written examination will represent 35% of his/her overall final test score. As such, the officer's numeric exam score will be converted to a factor of 35%.
 - 1. Example: If a Patrolman takes the examination for Sergeant and scores an 82, this score is representative of 35% of his/her final overall score. Therefore, the score of 82 is multiplied by the value 35% and the result of 28.70 is their "Promotional Equivalent" for this section.

V. Oral Examination or Assessment Center - Sergeant

A. Oral Examination Option:

1. The oral examination will be administered by a panel consisting of members of the Manchester Police Command Staff and may include member(s) of the community. The panel will consist of a minimum of three members and all members shall remain the same throughout the examination process.
2. A list of study material will be provided to the candidates prior to the oral examination. The candidates will be asked the same questions and will be graded on the responses given.
3. The oral examinations will be conducted approximately two (2) weeks after the completion of the written examination. Once again, accommodations shall be made for all those officers who have qualified. Officers must pass the oral examination in order to proceed to the next portion of the testing process.
4. The minimum passing score on the oral examination for sergeant is 75%.
5. The officer's numeric score on the oral examination will represent 35% of his/her overall final test score. As such, the officer's numeric exam score will be converted to a factor of 35%.
 - a. Example: If a Patrolman takes the examination for Sergeant and scores an 82, this score is representative of 35% of his/her final overall score. Therefore, the score of 82 is multiplied by the value 35% and the result of 28.70 is their "Promotional Equivalent" for this section.

B. Assessment Center Option:

1. In an assessment center, candidates participate in a series of individual and interactive exercises that simulate critical aspects of the job. All candidates are tasked with the exact same exercises, given the same time limits, and are scored using the same rubric. Trained assessors observe each candidate's performance and evaluate candidates' behavior on predefined dimensions that relate to success on the job.
 - a. Assessors will be law enforcement personnel at the target rank or higher (i.e., for those testing for the rank of Sergeant, assessors will need to be current Sergeants or a higher rank). Additionally, assessors must be from outside the Manchester Township Police Department.

- b. An orientation will be held for all candidates. The orientation will inform candidates on the types of exercises to be used, scoring methods, preparation tactics, and other general administrative expectations.
 - c. All assessors must participate in an orientation prior to the administration of the assessment center.
 - d. The content of the assessment center must focus on the responsibilities, tasks, and knowledge necessary to be a successful Sergeant.
- 2. If specific job-related criteria will be assessed, a list the material to be tested on, to include but not limited to agency policies, procedures, general orders as well as local, county and state directives will be provided at the time of the orientation or earlier.
 - 3. The assessment center will be conducted in a reasonable time after the announcement of the promotional testing process. Once again, accommodations shall be made for all those officers who have qualified. Officers must pass the assessment center in order to proceed to the next portion of the testing process.
 - 4. The minimum passing score on the assessment center for Sergeant is 55%.
 - 5. The officer's numeric score on the assessment center will represent 70% of his/her overall final test score. As such, the officer's numeric exam score will be converted to a factor of 70%.

Example: If a supervisor participates in the assessment center for Sergeant and scores an 87, this score is representative of 70% of his/her final overall score. Therefore, the score of 87 is multiplied by the value 70% and the result of 60.90 is their "Promotional Equivalent" for this section.

VI. Oral Examination or Assessment Center – Lieutenant & Captain

A. Oral Examination Option:

- 1. The oral examination will be administered by a panel consisting of members selected by the Chief of Police and may include member(s) of the community. The panel will consist of a minimum of three members and all members shall remain the same throughout the examination process.
- 2. A list of study material will be provided to the candidates prior to the oral examination. The candidates will be asked the same questions and will be graded on the responses given.

3. The oral examinations will be conducted in a reasonable time after the announcement of the promotional testing process. Once again, accommodations shall be made for all those officers who have qualified. Officers must pass the oral examination in order to proceed to the next portion of the testing process.
4. The minimum passing score on the oral examination for lieutenant and captain is 75%.
5. The officer's numeric score on the oral examination will represent 70% of his/her overall final test score. As such, the officer's numeric exam score will be converted to a factor of 70%.
 - a. Example: If a supervisor takes the examination for lieutenant or captain and scores an 87, this score is representative of 70% of his/her final overall score. Therefore, the score of 87 is multiplied by the value 70% and the result of 60.90 is their "Promotional Equivalent" for this section.

B. Assessment Center Option:

1. In an assessment center, candidates participate in a series of individual and interactive exercises that simulate critical aspects of the job. All candidates are tasked with the exact same exercises, given the same time limits, and are scored using the same rubric. Trained assessors observe each candidate's performance and evaluate candidates' behavior on predefined dimensions that relate to success on the job.
 - a. Assessors will be law enforcement personnel at the target rank or higher (i.e., for those testing for the rank of Lieutenant, assessors will need to be current Lieutenants or a higher rank). Additionally, assessors must be from outside the Manchester Township Police Department.
 - b. An orientation will be held for all candidates. The orientation will inform candidates on the types of exercises to be used, scoring methods, preparation tactics, and other general administrative expectations.
 - c. All assessors must participate in an orientation prior to the administration of the assessment center.
 - d. The content of the assessment center must focus on the responsibilities, tasks, and knowledge necessary to be a successful Lieutenant/Captain.

2. If specific job-related criteria will be assessed, a list the material to be tested on, to include but not limited to agency policies, procedures, general orders as well as local, county and state directives will be provided at the time of the orientation or earlier.
3. The assessment center will be conducted in a reasonable time after the announcement of the promotional testing process. Once again, accommodations shall be made for all those officers who have qualified. Officers must pass the assessment center in order to proceed to the next portion of the testing process.
4. The minimum passing score on the assessment center for lieutenant and captain is 55%.
5. The officer's numeric score on the assessment center will represent 70% of his/her overall final test score. As such, the officer's numeric exam score will be converted to a factor of 70%.

Example: If a supervisor participates in the assessment center for lieutenant or captain and scores an 87, this score is representative of 70% of his/her final overall score. Therefore, the score of 87 is multiplied by the value 70% and the result of 60.90 is their "Promotional Equivalent" for this section.

VII. Performance Evaluations

- A. For the purpose of this process, the candidate's score will be based on an aggregation of the last six (6) completed evaluation periods, prior to the promotional posting. For the purposes of this manual, completed evaluation periods is defined as those periods that have been completed prior to the posting date of the promotional announcement.
- B. In cases where a candidate was not evaluated during one of the previous six (6) evaluation periods for a reason outlined in section IV, E-F of MPD G.O. 5:3 titled "*Performance Evaluations*", then the Chief of Police or his/her designee shall utilize the next completed evaluation prior to the previous six (6). In no case will a candidate's final evaluation score be tabulated with less than six (6) evaluations.
- C. Points will be awarded by adding the numerical scores from the last six (6) completed performance evaluations and dividing that number by six (6) to determine an average. The average will then be adjusted so that it represents 20% of the candidate's overall score. Evaluations that are below average will not receive any points but will still be averaged into the total number of evaluations.
 1. Example: If an officer received an 81, 78, 79, 80, 82, 81 on his/her last six eligible evaluations, those numbers would be added together (total of 481). That number would then be divided by six which would result in an average

of 80.17 for the period. The average number would then be multiplied by 20% to yield the total adjusted score of 16.04 for this portion of the examination process. The officer would be entitled to promotional equivalent points under this section.

VIII. Education

- A. Collegiate credits & degrees from an accredited college or university as specified in “Accredited Institutions of Post-Secondary Education” published by the American Council on Education shall be awarded points based upon the below listed schedule. All documentation for educational points shall be submitted in the form of an official transcript and/or copy of the degree with the candidate’s resume. Only college credits & degrees that are obtained by the date of the test announcement will be considered for the calculation.
- B. College credits & degrees will represent 5% of the candidate’s total score.
- C. Below is a breakdown of the points awarded for educational achievement:
 - 1. Associates Degree or 64 Credits 1 Point
 - 2. 96 Credits 2 Points
 - 3. Bachelor’s Degree or 128 Credits 3 Points
 - 4. 15 Graduate Credits above a Bachelor’s Degree 4 Points
 - 5. Master’s Degree 5 Points

IX. Supervisor Ranking/Resume for the rank of Sergeant

- A. This portion of the examination process involves those officers partaking in the promotion process for the rank of Sergeant. In this phase, all officers holding the rank of Chief, Captain, Lieutenant, and Sergeant will rank each eligible candidate with a numerical score. Each candidate’s score will be based upon his/her potential to successfully perform the duties and responsibilities required for the position.
- B. Those supervisors conducting the ranking will rank the eligible candidate’s from highest (most qualified) to lowest (least) qualified. All eligible candidates will be ranked by every supervisor.
- C. To increase transparency, ranking of candidates will be done individually and will be done in private under the direct supervision of the Chief of Police or his/her designee.
- D. In the event that there are less than ten (10) supervisors ranking the candidates, the most senior non-ranking officers in this agency would be utilized until the minimum number of ten (10) has been reached.

- E. The assigned ranking number is fluid and is based on the total number of eligible candidates. For example, if there are 18 eligible candidates then the most suitable individual for promotion would get an 18, and the next most suitable individual would get a 17 and so on. Regardless of this, the number of eligible candidates has no impact on the overall adjusted score.
- F. Once all of the candidates have been ranked and their total ranking scores aggregated (ranking score from each supervisor added up), that number will be converted to a factor of 5%.
1. Example: If there are 18 eligible participating candidates for the rank of Sergeant, the current supervisors will rank each candidate from eighteen (18) (highest) down to one (1) (lowest). Once this is completed, the assigned scores for each candidate will be tabulated to determine a total raw score. That number will be multiplied by 5 and then divided by the total possible points. The formula used to determine the adjusted 5% score is as follows:

$$\frac{\text{Total Raw Score}}{\text{Total Possible Score}} \times \frac{X}{5} = \text{Total Adjusted Score}$$

Example Explained with 18 Supervisors Ranking 18 Eligible Candidates:

Eligible Candidate Ranking	Total Raw Score	Total Possible Score	Adjusted Score As A Factor of 5%
Candidate 1 (Candidate with most points)	312	324	4.82
Candidate 2	300	324	4.63
Candidate 3	286	324	4.42
Candidate 4	277	324	4.28
Candidate 5	253	324	3.91
This would continue all the way down to the last eligible candidate.			

X. Supervisor Ranking/Resume for the rank of Lieutenant and Captain

- A. This portion involves those officers partaking in the promotion process for the rank of Lieutenant and/or Captain. In this phase, all officers holding the rank of Chief, Captain, and Lieutenant as well as those Sergeants who are not participating in the promotion process, will rank each eligible candidate with a numerical score. Each candidate's score will be based upon his/her potential to successfully perform the duties and responsibilities required for the position.
- B. Those supervisors conducting the ranking will rank the eligible candidate's from highest (most qualified) to lowest (least qualified). All eligible candidates will be ranked by every eligible supervisor.

- C. To increase transparency, ranking of candidates will be done individually and will be done in private under the direct supervision of the Chief of Police or his/her designee.
- D. In the event that there are less than eight (8) supervisors (Captain, Lieutenants and non-testing Sergeants) ranking the candidates, the most senior non-ranking officers in this agency would be utilized until the minimum number of eight (8) has been reached.
- E. The assigned ranking number is fluid and is based on the total number of eligible candidates. For example, if there are 6 eligible candidates then the most suitable individual for promotion would get a 6, and the next most suitable individual would get a 5 and so on. Regardless of this, the number of eligible candidates has no impact on the overall adjusted score.
- F. Once all of the candidates have been ranked and their total ranking scores aggregated (ranking score from each supervisor added up), that number will be converted to a factor of 5%.
1. Example: If there are 6 eligible participating candidates for the rank of Lieutenant, the current supervisors will rank each candidate from six (6) (highest) down to one (1) (lowest). Once this is completed, the assigned scores for each candidate will be tabulated to determine a total raw score. That number will be multiplied by 5 and then divided by the total possible points. The formula used to determine the adjusted 5% score is as follows:

$$\frac{\text{Total Raw Score}}{\text{Total Possible Score}} \times \frac{X}{5} = \text{Total Adjusted Score}$$

Example Explained with 8 Supervisors Ranking 6 Eligible Candidates:

Eligible Candidate Ranking	Total Raw Score	Total Possible Score	Adjusted Score As A Factor of 5%
Candidate 1 (Candidate with most points)	44	48	4.59
Candidate 2	42	48	4.38
Candidate 3	39	48	4.07
Candidate 4	37	48	3.86
Candidate 5	34	48	3.55
Candidate 6	32	48	3.34

XI. Rank Differential

- A. This section has no bearing on the Sergeant, Lieutenant, or Captain's examinations. This section comes to bear in the case of a promotion examination

for the position of Chief. In this case, where officers of different ranks are competing for the same position, a Captain would be awarded two (2) additional raw points.

XII. Scoring for Sergeant

- A. The following example shows the scoring for the Sergeant's promotional exam. For this example, a candidate scored an 87 on the written examination, an 89 on the oral examination or assessment center, had an average of 80.17 points on his/her performance evaluations, got 5 points for having a Master's Degree, and received an aggregate score of 286 out of 324 on his/her supervisory ranking.

EXAM TYPE	VALUE	RAW SCORE	EQUIVALENT SCORE
Written Examination	35 %	87.00	30.45
Oral Examination / Assessment Center	35 %	89.00	31.15
Performance Evaluations	20 %	80.17	16.04
Education (Master's Degree)	5 %	5.00	5.00
Supervisor Ranking/Resume	5 %	286.00	4.42
TOTAL	100 %		87.06

XIII. Scoring for Lieutenant and Captain

- A. The following example shows the scoring for the Lieutenant's promotional exam. For this example, a candidate scored a 91 on the oral examination or assessment center, had an average of 86.50 points on his/her performance evaluations, got 5 points for having a Master's Degree, and received an aggregate score of 42 out of 48 on his/her supervisory ranking.

EXAM TYPE	VALUE	RAW SCORE	EQUIVALENT SCORE
Oral Exam / Assessment Center	70 %	91.00	63.70
Performance Evaluations	20 %	86.50	17.30
Education (Master's Degree)	5 %	5.00	5.00
Supervisor Ranking/Resume	5 %	42.00	4.38
TOTAL	100 %		90.38

XIV. Promotion List

- A. Once the promotion selection process is complete, a list shall be generated in order of ranking based on final score.
- B. The list shall contain the creation date and shall remain in effect for two (2) years or until no names remain on the list, whichever occurs first.

- C. Any vacancies which may arise at the same rank for which the list was created, during the two (2) year period, will be filled from the list, except if the position is bypassed under the provisions of Municipal Ordinance 2-29 or pursuant to section XVI of this manual.
- D. The promotion list may be extended for a period of one (1) year at the discretion of the Chief of Police.

XV. Testing for Chief

- A. Candidates for the position of Chief of Police may be required to complete testing or an assessment if deemed necessary by the Appropriate Authority. The determination to do so should be made after consultation with the outgoing Chief. The Appropriate Authority may also waive a portion(s) of the promotional process.

XVI. Final Promotional Selection

- A. Once all previous portions of the testing procedure have been completed, the Chief of Police will have the opportunity to select a minimum of one (1) candidate for promotion from the top three (3) eligible candidates for each available position except for the position of Chief. This promotion recommendation shall be forwarded to the Appropriate Authority for final approval as indicated in ordinance 2-29 & 2-33.
- B. In cases where testing is utilized for the position of Chief, the Appropriate Authority will have the opportunity to select one of the top three candidates for the position of Chief with the advice and consent of the Township Council. The current Chief will provide a written recommendation for his/her replacement which would be provided to the Appropriate Authority for consideration.

XVII. Appeal of Decision

- A. Officers may file an appeal with the Chief of Police for any decision which concerns their eligibility, continued participation in the promotional process or appointment to promotional vacancies.
- B. Any appeal must be in writing and must be filed within ten (10) days of the occurrence. The Chief will reply within thirty (30) days of receiving the appeal.