

FREDERICK POLICE DEPARTMENT GENERAL ORDER

Section 18: Personnel Functions
Topic: PROMOTION PROCESS
Approved: 11/30/16
Review: Annually in October by Support Services Division Commander
Supersedes: G.O. 1810, dated 01/19/2012

Order Number: 1810
Issued by: Chief of Police

.01 PURPOSE:

To specify procedures for conducting promotion processes for sworn personnel.

.02 CROSS-REF:

G.O. [1030](#), "Rank and Responsibility"
G.O. [1710](#), "Roll Call"
G.O. [1830](#), "Performance Evaluations"
The City of Frederick's Record Retention Policy
FOP Settlement Agreement dated January 18, 1995
Addendum to Settlement Agreement of January 18, 1995 dated April 20, 1995
Addendum to Settlement Agreement of January 18, 1995 dated November 24, 1998
Addendum to Settlement Agreement of January 18, 1995 dated November 7th, 2014
Addendum to Settlement Agreement of January 18, 1995 dated February 5th, 2016
Current Labor Contract(s)
Current City Charter: Promotions
CALEA STANDARDS 34.1.7
Form [HR-011 Request to Compete in the Promotional Process](#)
Form [HR-013 Withdrawal from Promotional Process](#)

.03 DISCUSSION:

The promotion process, as presented in this General Order, applies to all sworn ranks below captain in the Frederick Police Department and will be administered by the Commander, Support Services Division.

.04 POLICY:

It is the policy of the Frederick Police Department to give all qualified personnel the opportunity to compete in a fair, objective, nondiscriminatory, job-related promotion process and to promote the most qualified individuals as identified by this process. Promotion processes used by the Department will be developed and administered by a qualified consultant, in coordination with the Department. The Commander, Support Services Division, will oversee the conduct of the process.

.05 DEFINITIONS:

CONSENSUS SCORE: A single score, agreed upon by multiple raters, reached through open discussion.

CONSULTANT: A firm or individual contracted by the Department to develop and administer a promotion process.

.10 ELIGIBILITY:

1. CORPORAL:

No officer will be eligible to participate in the promotion process for, to be promoted to, or be appointed to (in an acting capacity) the rank of corporal until that officer has completed **at least two (2) years of service with the Department at the rank of police officer**. The Chief of Police may increase this minimum service eligibility requirement up to a maximum of three (3) years of service with the Department provided this requirement is stated in the written order announcing the promotion process.

2. **OTHER RANKS**

No officer will be eligible to participate in the promotion process for, to be promoted to, or be appointed to (in an acting capacity) any rank above the rank of corporal until that officer has completed **at least one (1) year of service with the Department in the rank immediately preceding the rank for which the promotion process is being conducted.** The Chief of Police may increase this minimum service eligibility requirement up to a maximum of three (3) years of service with the Department at the rank immediately preceding the rank for which the promotion process is being conducted, provided this requirement is stated in the written order announcing the promotion process.

.15 ACTING RANKS:

No officer will be appointed to, or will remain in, an acting rank if a current Promotion Candidate Placement List for the rank exists, except to **temporarily** replace an officer of that rank who is on extended leave/absence from the Department. If an officer is appointed to an acting rank, except as a temporary replacement, and no Promotion Candidate Placement List for that rank currently exists, a promotion process for that rank will be conducted and an eligibility list developed **no later than twelve (12) months** after the appointed officer's designation to the acting position. Only officers who are eligible to compete in the actual promotion process for the rank in question may be appointed to that rank in an acting capacity.

.20 PROCESS:

The promotion process will include at least the steps outlined in either Option 1 or Option 2 described below. The steps of the promotion process will be given in the order listed. The Chief of Police will choose the option to be used.

1. **OPTION 1:**

- A. A written order announcing the commencement of a promotion process, giving the candidates a reasonable amount of time to obtain and review relevant study materials in preparation for any written test as described in Option 1 and providing other relevant administrative information pertaining to the promotion process to include the weight of each portion of the process. A reasonable amount of time will be at least six (6) weeks prior to the date of the written test;
- B. A written examination relevant to the rank being tested for, which will be purchased from and graded by a reputable source outside of the Department;
- C. An oral examination board consisting of police officers of at least one rank above that for which the process is being conducted and who are members of other police Departments.
- D. A promotion potential rating, consisting of at least a review of each candidate's personnel file and a written recommendation from each candidate's present immediate supervisor who is at least one permanent rank above the candidate.

Each of the three required steps of the promotion process (Steps B, C & D, listed above) will have a weight of at least 25% of the candidate's final promotion score. The remaining 25% may consist of an additional step or steps relevant to the rank being tested for (selected by the Chief of Police) or the 25% may consist of an increase in the weight of any or all of the required three steps, or the 25% may consist of a combination of an additional step or steps and an increase in the weight of any or all of the required three steps.

2. **OPTION 2:**

- A. A written order announcing the commencement of a promotion process, giving the candidates a reasonable amount of time to obtain and review relevant material to prepare for participation in the assessment center and providing other relevant

administrative information pertaining to the promotion process to include the weight of each portion of the process. A reasonable amount of time will be at least six (6) weeks prior to the date of the assessment center;

- B. An assessment center relevant to the rank being tested for, consisting of assessors who are police officers of at least one rank above that for which the process is being conducted, who are members of other police departments; and,
- C. A promotion potential rating, consisting of at least a review of each candidate's personnel file and a written recommendation from each candidate's present immediate supervisor who is at least one permanent rank above the candidate.

Each of the two required steps (Steps B and C) in Option 2 will have a weight of at least 33.3% of the candidate's final promotion score. The remaining 33.3% may consist of an additional step or steps relevant to the rank being tested for (selected by the Chief of Police) or the 33.3% may consist of an increase in the weight of one or both of the required two steps, or the 33.3% may consist of a combination of an additional step or steps and an increase in the weight of one or both of the required two steps.

- 3. The Promotion Candidate Placement List which is developed by the promotion process will include a minimum of 33% of the officers who compete in the process, or six (6) candidates, whichever is greater. ***The Chief of Police will determine the number of candidates to be named on the Promotion Candidate Placement List prior to the commencement of the process.*** The Promotion Candidate Placement List will be in effect for at least one year and the duration of the list will be included in the Special Order announcing the promotion process.

.25 ANNOUNCEMENT OF TESTING:

- 1. At the direction of the Chief of Police, the Commander, Support Services Division, will publish and distribute a formal Announcement of Testing to all Department personnel. This announcement will be published as a Special Order and will contain, at a minimum, the following information:
 - A. the eligibility requirement for the position being tested;
 - B. the application process;
 - C. the study material;
 - D. the steps of the promotion process;
 - E. the tentative date, time, and location of the events;
 - F. the duration of the resulting promotion eligibility list; and,
 - G. other pertinent administrative information regarding the promotion process.
- 2. The announcement will be published and distributed with the intent to provide all candidates competing in the promotion process with a **reasonable amount of time** of at least six (6) weeks to obtain and review the study material prior to the written examination.

.30 APPLICATION:

- 1. In order to compete in the written examination, each eligible candidate must submit a completed "Request to Compete in the Promotion Process" (Form HR-011) directly to the Commander, Support Services Division, by the date and time specified in the

announcement. The candidate must also submit copies of this form to all personnel in his chain of command.

2. Upon receipt of each completed Form HR-011, the Commander, Support Services Division, will review the form and determine if the candidate meets the basic eligibility requirements as set forth in the announcement. The Commander, Support Services Division, will then compile a list of eligible candidates (Candidate Eligibility List) who have submitted a Form HR-011 and publish this list of candidates as soon as possible after the expiration of the application deadline. The Commander, Support Services Division will ensure a copy of the Candidate Eligibility List is distributed to each eligible candidate, Division Commanders and Sworn Supervisors. In the event that there is a discrepancy in this list, the Commander, Support Services Division, is to be notified **immediately** and will take the appropriate action to resolve the issue.
3. Qualified officers who do not submit a Form HR-011 by the date and time specified in the announcement will not appear on the Candidate Eligibility List and thereby waive their right to compete in the promotion process until such time as another promotion process is announced and administered for that position.

.33 JOB RELATEDNESS:

Promotion materials are developed to be nondiscriminatory and job related by the use of several components, which may include but are not limited to:

1. Job Task Analysis
2. Interviews of Department members by the Consultant
3. Intra-Department interviews/discussion of exercise content
4. Post-Process Validity Study by the Consultant

.35 PROMOTION POTENTIAL RATING:

With the refinement of the Department's promotion potential rating process, the Department has attempted to limit the affect of any single rater in the promotion process. The completion of the Promotion Potential Assessment Form by the candidate competing for promotion, the written recommendation of the candidate's supervisor, and the subsequent in-depth review of this form by the candidate's Commander, the Deputy Chief of Police and the Promotion Potential Rating Board, minimizes the chance that an individual rater will have an adverse impact on a promotion candidate's overall rating.

.40 THE PROMOTION POTENTIAL EVALUATION FORM:

The Promotion Potential Assessment Form (HR-015 revised 01/04/2012) will be used to evaluate promotion candidates within the agency. The characteristics to be evaluated include:

1. Professional Knowledge;
2. Problem Solving;
3. Interpersonal Skills;
4. Administrative Competence;
5. Operational Performance;
6. Commitment;
7. Ethical Leadership, and

8. Community Outreach Efforts.

.45 PREPARATION OF THE FORM:

1. The Promotion Potential Assessment Form will be completed by the candidate competing for promotion.
 - A. The candidate's written responses must be their own original work.
 - B. Supervisors and commanders are prohibited from assisting the candidate with the completion of this form.
 - C. Candidates will be provided with a copy of their Skills Manager Profile (service record) to assist them with completing their form.
 - D. Candidates will also be permitted access to their shift file and personnel file in accordance with existing policy.
2. Candidates will submit their completed Assessment form, along with relevant supporting documentation to include their Skills Manager Profile, to their current supervisor.
3. The supervisor will review the form and complete his own written recommendation in the space provided on the form.
4. The supervisor will then review the entire completed form with the candidate.
5. Once the candidate and supervisor have reviewed the final document, the candidate and supervisor will sign the form. No changes to the form will be allowed once it is signed.
6. The candidate will receive a copy of the signed form for his personal records.
7. The supervisor will then forward the completed and signed form to the candidate's Commander for review.
8. The commander may attach his own written comments, in standard memorandum format, and any relevant supporting documentation. In the event the commander does complete a memo, he will review this memo and supporting documentation with the candidate. The candidate and commander will sign the memo. No changes to the memo will be allowed once it is signed. The candidate will receive a copy of this signed memo.
9. Once the commander has completed his review of the form and attached his memo, if applicable, the commander will forward the packet to the Deputy Chief of Police for review.
10. Once the Deputy Chief of Police has completed his review of the packet and attached his memo, if applicable, he will forward the packet to the Commander, Support Services Division.
11. A Special Order will be issued further outlining these instructions and to set timetables for the completion of these steps.
12. All evaluating supervisors must be at least one permanent rank above the candidate who is being rated.

.50 EVALUATION BY THE PROMOTION POTENTIAL REVIEW AND RATING BOARD:

1. As soon as is practical after the completion of the Promotion Potential Assessment Forms, the Commander, Support Services Division, will convene the Promotion Potential Review Rating Board. The review boards will consist of three members. One member of the board will be internal and two members will be from outside agencies..

All members of this Board will be at least one permanent rank above the rank being tested. The Chief of Police will designate a Board Chairman. The Board will be responsible for reviewing the Promotion Potential Assessment Forms, the written supervisor recommendation, and commander comments if applicable, discussing the contents of these evaluations with the candidate, interviewing supervisors and commander as needed, considering other relevant, available background information including any first-hand knowledge which they may have about a candidate's background, reviewing each candidate's personnel file and assigning a point total to each candidate's evaluation.

2. Prior to actually initiating the process, the Board will receive a briefing from the Commander, Support Services Division, on the workings of the Board and the rating process. Included in this briefing will be a review and discussion of the standardized questions that have been prepared by/for the Board. The Board may add to, change, or delete these questions prior to commencing the ratings, but once established, the questions will remain consistent for the duration of the process. This does not preclude the members from asking individualized questions, but ensures that certain information is covered for all candidates.
3. During the initial phase of the rating process, Board members will **independently** rate each candidate. Based on their assessment of the candidate's qualifications from the sources described above, each Board member, using the Promotion Potential Board Review Rating Form (HR-014), will **independently score** each characteristic. After independently rating the candidate, the Board will discuss their ratings with each other and must reach a **consensus score for each characteristic for each candidate**.

.55 CANDIDATE REVIEW OF THE FORMS:

Upon request to the Commander, Support Services Division, candidates will be permitted to review the rating forms completed by the Promotion Potential Rating Board concerning the candidate. This review will occur after the Board has concluded its mission and the Promotion Candidate Placement List has been published. The review will take place under the supervision of the Commander, Support Services Division and/or one of the members of the Board. During the review, the candidate will be permitted to make copies of the rating forms and consensus rating sheet, if desired.

.60 WRITTEN EXAMINATION MATERIALS:

1. The Department recognizes the importance of the written examination in the promotion process. While there are widely divergent views on the "best" type of written examination to be given to candidates vying for supervisory positions, the Department has determined that a series of multiple-choice questions provides a fair and objective mechanism for testing the candidates' knowledge. In selecting the written examination to be given to supervisory candidates, the Department will carefully consider the job relatedness of the instrument. For that reason, as tests are selected for the appropriate ranks, the emphasis on the material to be covered in the test will change to ensure that individuals focus their study effort on recognized and accepted supervisory, management, and administrative principles consistent with the rank being pursued.
2. In order to provide all promotion candidates with a reasonable opportunity to study for the written promotion examination, the Department will ensure that the sources on which the examination is based will be specifically cited in the announcement.

.65 CONDUCT OF WRITTEN EXAMINATION:

1. The written promotion examination will be conducted on the date and time and at a location determined by the Commander, Support Services Division. All eligible candidates who are scheduled to work during the time frame in which the examination is to be given will be allowed to use the appropriate leave to participate in the examination. Supervisory personnel will ensure that such leave is granted to all candidates who request such leave and are eligible to compete in the process. Division Commanders will ensure that sufficient personnel are scheduled to replace those on-duty personnel who are participating in the written examination so that manpower levels on patrol duty during the written examination

are sufficient to ensure response to calls for service.

2. The testing Consultant, with the assistance of the Commander, Support Services Divisions, or his designee(s), will administer the written test. The written test will be conducted in accordance with accepted testing practices ensuring that all participants are given an atmosphere conducive to the completion of the test. Special instructions regarding the conduct of the written examination will be included in the announcement. Failure to adhere to any of the instructions will result in the disqualification of the candidate.
3. In order to ensure the integrity of the testing process, candidates who do not appear at the test site on time will not be permitted to participate in the written examination. The Commander, Support Services Division, with concurrence by the Chief of Police, may grant an exception under exigent circumstances.

.70 SCORING OF WRITTEN EXAMINATION:

The Department will utilize a promotion test that is purchased from a third party. The instructions regarding the administration of the test and the scoring procedure provided by the testing Consultant will be **STRICTLY** adhered to by the Commander, Support Services Division. Individual test results will be provided to each candidate.

.75 EXAMINATION REVIEW:

Candidates who participate in the written examination may review the test **after** it has been given, in accordance with the instructions set forth in the announcement, and as provided for by the Testing Consultant. Candidates are **NOT** permitted to make copies of the test. The Commander, Support Services Division, will coordinate this review process.

.80 WRITTEN EXAMINATION APPEAL PROCESS:

Candidates who desire to appeal an answer must do so in accordance with the procedure set forth by the testing company, and by the deadline set by the Commander, Support Services Division. All appeal procedures will be conducted in accordance with the policy and instructions of the testing company. The decisions resulting from the appeal process will be final.

.90 ORAL INTERVIEW/EXERCISE:

1. At the direction of the Chief of Police, the Commander, Support Services Division, will contact several allied law enforcement agencies in order to identify experienced supervisory and/or command officials to participate in the oral interview/exercise process. The Commander, Support Services Division, will contact these agencies as soon as is practical after the announcement has been made that the promotion process has begun. At the time of this request, he will notify the allied agency of the rank for which the candidates are competing and any specific needs the Department may require from Board members. Under normal circumstances, the Oral Interview/Exercise Board will be comprised of at least two (2) experienced supervisory and/or command officials from outside the Department.
2. As part of their participation in the process, Board members will receive training from the Testing Consultant prior to the commencement of the exercises. The Consultant will determine the type, extent and duration of the training.

.100 SCHEDULING OF CANDIDATE APPEARANCES BEFORE THE BOARD:

1. The Commander, Support Services Division, will schedule the promotion candidates for the interview/exercise by **randomly** selecting the names of the candidates eligible to appear before the Board and listing their names on the interview/exercise schedule in the order in which the names are drawn.
2. In the event that a candidate receives a summons to appear in court on the date(s) on which the oral interview/exercises are scheduled, he will immediately attempt to reschedule that court appearance. If he is unable to do so, the candidate will immediately notify the Commander, Support Services Division, **IN WRITING**, of this scheduling conflict. The

Commander, Support Services Division, will then select a time that resolves this conflict.

3. Candidates who experience a **SERIOUS** unexpected personal emergency, which precludes a scheduled appearance before the Board, must **immediately** notify the Commander, Support Services Division, of the situation. The Commander, Support Services Division, will determine how the conflict will be resolved. This decision is final and the candidate will be guided by the instructions given at that time.

.105 APPEARANCE BEFORE THE BOARD:

1. All promotion candidates will appear before the Oral Interview/Exercise Board attired in accordance with the Special Order announcing the Promotion Process.
2. In the event that a candidate cannot appear in the attire described in the Special Order due to an obvious injury, i.e., broken arm, leg, etc., or other exigent circumstances, he must notify the Commander, Support Services Division, who will resolve the issue.

.110 CONDUCT OF THE ORAL INTERVIEW/EXERCISE BOARD:

1. Each promotion candidate will be given equal time for preparation of their presentation (if a preparation period is built into the exercise) as well as actual presentation time before the Board. The Oral Interview/Exercise will be developed by an outside Testing Consultant, who will oversee its administration.
2. Oral Board members will evaluate each candidate using the forms provided by the Consultant conducting the process and which will be completed according to the established training for that exercise.

.115 ASSESSMENT CENTERS:

1. Assessment Centers will be convened for the purpose of evaluating candidates in simulation exercises to determine suitability to assume the responsibilities of higher ranks.
2. Composition of the Assessment Board, Scheduling of Candidates and Appearance Before the Board, and Conduct of the Assessment Center will generally follow the same guidelines pertaining to the Written Examination and/or Oral Board, as applicable. Specific information concerning the Assessment Center phase, including the components of the exercises and the dimensions to be evaluated will be provided in the Special Order(s) announcing the promotion process or during the orientation sessions for the process.

.117 ADDITIONAL STEPS:

In the event that the Chief of Police chooses to incorporate additional steps into any promotional process, the steps will be included in the Special Order announcing the process and will be administered in accordance with standard, accepted practices as determined by the Testing Consultant and the Commander, Support Services Division.

.120 COMPILATION OF SCORES:

1. Candidates who progress through each step of the promotion process will receive a mathematical score which will be determined by using a mathematical formula which insures that each portion of the process is given its appropriate weight. The scoring method to be used will be specified in the Special Order announcing the Promotion Process, following the requirements outlined in the Addendum to Settlement Agreement of January 18, 1995 dated November 24, 1998 between the City and FOP Lodge #91.
2. Prior to the publication of the Promotion Candidate Placement List, scores will not be released to anyone but the Commander, Support Services Division, the Deputy Chief of Police and the Chief of Police, except as necessary to conduct the process (e.g. for the purpose of filing appeals of written test questions.)

.125 TIEBREAKERS:

Recognizing that after the entire promotion process is completed, the final scores of two or more candidates may be the same, the Department has selected the most objective manner available to place candidates on the Promotion Candidate Placement List. The procedures to be used to break the ties of final scores are outlined below. The Chief of Police will have the final authority in the selection of the tiebreaker method to be used.

1. Option 1 Tiebreaker: In the event that two or more candidates have a tied score at the conclusion of the promotion process in which Option 1 (described in .20) was selected, the first tie-breaker to be considered will be each candidate's score on the written test. The higher written test score will determine the position for each candidate with a tied score. In the event that the scores remain tied, the results of the oral interview/exercise will be used as the second tiebreaker. Should the scores remain tied, seniority in the Department will then determine a candidate's placement on the List.
2. Option 2 Tiebreaker: If Option 2 (described in .20) is the selected method, the results of the assessment exercise will act as the first tiebreaker. If the scores remain tied after considering this score, then seniority in the Department will determine a candidate's placement on the List.

.130 WITHDRAWAL FROM THE PROMOTION PROCESS:

Candidates may **VOLUNTARILY** withdraw from the promotion process at any time. Candidates who voluntarily withdraw from the promotion process will do so, **IN WRITING**, to the Commander, Support Services Division, using the "Withdrawal from Promotion Process" (Form HR-013). A candidate may elect to withdraw at any time, up to and including the commencement of the final component of the process. In response to a candidate's voluntary withdrawal from the promotion process the Commander, Support Services Division, will eliminate the candidate from the process, and that withdrawn candidate's scores will not be considered in the final scoring of the process.

.135 PROMOTION CANDIDATE PLACEMENT LIST:

Following the completion of all phases of the promotion process, the Commander, Support Services Division, will prepare the Promotion Candidate Placement List. The Chief of Police will certify the results of the promotion process by signing the Placement List. The Commander, Support Services Division, will cause the list to be distributed as follows:

1. Commanders;
2. Supervisors; and,
3. Each candidate on the Placement List.

.140 RECOMMENDATION OF CANDIDATES TO MAYOR AND BOARD OF ALDERMEN:

1. Frederick City Charter; Article IX: Subsection 5, Promotions: Upon receipt of a satisfactory promotional examination, the Chief of Police may promote police officers up to and including the rank of Lieutenant.
2. Right of Just Cause: Because the Chief of Police is ultimately held responsible for the overall performance of the agency, he must be allowed to use some discretion in promoting personnel from qualified candidates.
3. It is understood that the Chief's failure to recommend a candidate has serious consequences for the candidate who is bypassed in the promotion process even if that action is only temporary. Because of the impact that this action will have on the candidate, the Chief of Police will meet with the candidate who is being bypassed in the promotion process and explain the reason for his action. The Chief of Police will also provide the candidate with a written explanation of why he is not being recommended for promotion. The Chief of Police will only invoke the "Right of Just Cause" as needed. "Just Cause" refers to any reason(s) which, in the judgment of the Chief of Police, precludes an individual from effectively carrying

out the duties and responsibilities of the supervisory position to which a candidate is to be promoted.

4. In the event that a candidate challenges the authority of the Chief of Police to invoke the "Right of Just Cause" the Chief of Police may, at his discretion, discuss his reasons for invoking the "Right of Just Cause" with the Mayor and Board of Aldermen. Otherwise, the reason for invoking the "Right of Just Cause" will remain confidential between the candidate, the Chief of Police and other command staff member(s) who, by virtue of their assignment, are aware of the circumstances of the issue.
5. Invocation of the "Right of Just Cause" by the Chief of Police will remain in effect until the matter under investigation is concluded or until, in the judgment of the Chief of Police, the personnel issue is satisfactorily resolved. In the event that the "Right of Just Cause" is invoked, the candidate will remain "locked into" his position on the Promotion Candidate Placement List. After the matter is satisfactorily resolved, the candidate will then be considered for promotion along with other candidates until the Promotion Candidate Placement List expires.

.145 PROBATIONARY STATUS:

1. In keeping with accepted personnel practices, individuals who are promoted to a higher rank will be in a "probationary" status for that position for a minimum period of six (6) months. At the middle and at the conclusion of the six-month probation, the promotee will be evaluated by his immediate supervisor using a Performance Evaluation Report. If, after the six-month probation period the promotee's performance is determined by the Chief of Police to be satisfactory, the promotee will be notified, **in writing**, by the Chief, that he has satisfactorily passed the probation period.
2. In the event that, after review of the promotee's performance and discussion of his performance with the intermediate supervisors in the promotee's chain of command, the Chief of Police believes an extension of the probationary period is warranted, he may extend it. **The promotee will be personally informed of this decision and the reasons upon which the Chief of Police bases it.** The promotee will be provided remedial training or assistance as required and will continue to be evaluated quarterly during his probation extension. At the conclusion of the probation extension, the Chief of Police will determine whether the promotee will retain his position as a supervisor or will be returned to his former position in the Department.
3. In the event that the Chief of Police determines that the promotee will return to his former position in the Department, he will meet with the individual to inform him of his decision and will provide a written explanation for this action to the individual.

.150 SECURITY AND RETENTION OF TESTING MATERIALS:

1. Before, during and after a promotion process, all material and documentation relating to the process will be maintained in a secure manner by the Commander, Support Services Division. It will not be released to anyone except as necessary to administer the process, and in no case in a manner which will provide an unfair advantage for any candidate.
2. All material relating to any promotion process will be retained by the Commander, Support Services Division, for the time period specified in the City of Frederick's Record Retention Policy.
3. Any discussion/disclosure about the contents of promotional exercises by any candidate(s) participating in the process is *strictly prohibited* until *all* candidates have completed *all* exercises. Any such discussion/disclosure will result in the immediate disqualification of the candidate(s) involved in and/or privy to the discussion/disclosure, and may result in disciplinary action.

.155 CORRECTIONS:

Throughout the entirety of a promotion process, should any party become aware of any issue that would conflict with the proper administration of the process, he or she must advise the Commander, Support Services Division of the issue as soon as possible so that it may be properly addressed.

.160 APPEALS:

In addition to the appeals process for written examinations included above, any candidate wishing to appeal any portion of the promotion process may do so by notifying the Deputy Chief of Police, in writing, within seven calendar days of the publication of the Promotion Candidate Placement List. The written appeal must include the specific reason that the candidate believes that the process was unfair and the candidate's suggested remedy, and must be accompanied by all supporting facts and documentation. The Deputy Chief of Police will rule on each appeal and his ruling will be final. The candidate making the appeal will be notified of the appeal decision in writing.