

# MPD and Best Practices in Police Promotion



# *BEST PRACTICES PHASE I: MEETING ELIGIBILITY REQUIREMENTS*



*Length of service required:* 5 years is average

*Career development:* Training for SKAS (Skills, Knowledge & Abilities)

*Advanced education:* Requiring a college degree in related field, or other education for policing and leadership

*Training for emotional maturity:*

Self awareness, self-assessment, self control

Conflict management, empathy, leadership

## MEETING ELIGIBILITY REQUIREMENTS *cont'd*



***Mindfulness training*** to help prevent compassion fatigue and trauma/stress disorders

***Mentoring*** for qualified officers who have expressed an interest in promotion, using trained leader mentors

***Qualifying work history*** including past disciplines and commendations

***Removing barriers*** to promotion, to make opportunities available to all

## ***BEST PRACTICES PHASE II: TESTING FOR THE PROMOTION***



***Publicize eligibility requirements and deadlines*** so all will have an equal chance to apply for testing.

***Offer exams frequently and regularly***

***Preparatory materials*** should be available in time for study.

***Oral Boards*** should be included as well as a written test.

***Test Content*** should include assessment of critical thinking, leadership values, emotional maturity and interpersonal skills.

## ***BEST PRACTICES PHASE III: POST-PROMOTION***



***Training*** both before on the street duty begins and after.

***Scenario-based training***, especially for high-risk situations.

***Probation*** after promotion should involve evaluation on leadership as well as technical correctness.

***Feedback*** on all core competencies should be frequent.

***Retaining*** promoted, trained officers can be enabled with career advancement assistance and enabling service time in the field, not only behind a desk.

# MPD PRACTICES PHASE I: MEETING ELIGIBILITY REQUIREMENTS



***Length of service required:*** 7 years

***Career development and/or advanced education:*** College degree not required; no other training courses offered beyond academy. Tuition reimbursement if officer pursues outside courses.

***Training for emotional maturity and mindfulness:*** Not offered or required for promotion

***Mentoring:*** No mentoring program

***Qualifying work history*** including past disciplines and commendations is required.

# MPD PRACTICES PHASE II: TESTING FOR THE PROMOTION



*Eligibility requirements and deadlines* are publicized.

*Exams will be offered every 2 years.*

*Preparatory materials* are available in time for study.

*Oral Boards* using an assessment center are included as well as a written test.

*Test Content* includes some assessment of critical thinking, leadership values, emotional maturity and interpersonal skills.

## MPD PRACTICES PHASE III (cont'd)

*The weight given* to each step in the process is:

Written test	25%
Assessment center	35%
Career review	35%
Seniority	5%



## *MPD PRACTICES PHASE III: POST-PROMOTION*



*Training: 3 weeks classroom followed by 3 weeks rotating.*

*1-Year probation* after promotion

*Ratio* of patrol officers to sergeants is at the recommended 6:1

## RECOMMENDATIONS



***Five years' experience*** instead of seven to keep candidates from becoming discouraged and to retain them.

***Training before testing*** in leadership and mindfulness and/or giving credit to candidates who have sought out such training elsewhere. The results could improve an assessment of leadership ability and could help MPD reach its 30x30 goal for women officers.

***Mentoring*** those who have interest in advancement with a trained mentor who is already at the level to which they would be applying.

## **RECOMMENDATIONS** (Cont'd)



***Continued mentoring and frequent feedback*** during probation after promotion. (See the Tucson PD core competencies for feedback.)

***Career advancement assistance*** in order to retain leaders, prevent discouragement and continue to prepare them for greater responsibility.