



# PROMOTIONAL PROCESS REVIEW RECOMMENDATIONS

December 9, 2005

## Blue Ribbon Panel Recommendations

Based on Blue Ribbon Panel recommendations, the Department of Corrections established a team of correctional specialists, management, and testing and selection personnel to review the current promotional system and to make recommendations so that the future promotional process includes consideration of interpersonal skills, level of professional maturity, supervisor recommendations, and leadership aptitudes, among other things. The team also examined how to eliminate any remnants of the “good ole boy” system and reviewed the qualifications for Correctional Sergeant.

## Evaluation Process

The team examined the promotional systems of 15 other states, reviewed the recent Sergeant Study conducted by Dr. Stephen Vicchio, considered CORE competency requirements, and surveyed 1,200 department employees of all ranks. The enthusiastic response to the survey (940 or 78%) provided sufficient employee input to ensure that promotional process recommendations reflect not only the items identified above but also the expectations of the Department’s most important asset – our employees!

## Team Findings

The team concluded that the current promotional system does not provide a “whole person” evaluation. Survey respondents and the team agreed that qualifications for Sergeant do not require enough on-the-job experience and college credits should not be allowed to substitute for experience. The current promotional process takes 13-14 weeks and can be reduced by approximately 25 percent with a cost savings of \$20,000 per year, without sacrificing quality, by replacing the study guide with a study reference. To remedy the deficiencies in the current promotional system and to make the process reflect the needs and wants of employees as well as management, the following recommendations were approved for implementation during the next promotional testing cycle beginning in calendar year 2006.

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**Study Reference.** Replaces the printed study guide and will be published and placed on Department websites.

**Duty Performance.** Becomes a part of the evaluation process, requiring candidates to achieve an overall average of 3.0 (meets expectations) on most recent PACE to be eligible to compete for promotion.

**Disciplinary Action.** Applicants having a suspension during the one-year period prior to the job announcement are ineligible for one promotional cycle. Applicants who have been demoted are ineligible to apply for a promotional opportunity for two years from the date of the demotion.

**Chronic Absence Classification.** Applicants cannot compete for promotion until 12 months have passed once off the chronic absence classification.

**Written Test and Oral Board Content.** Written and oral board selection procedures will orient more heavily on human relations, situational, leadership, strategic issues, and CORE competency related concerns rather than focusing on policy, supervisory techniques, and writing skills. The new format will be used for all correctional positions (i.e., CO III/IV, SGT, LT, CPT, and modified for Community Corrections).

**Additional Promotional Points.** Additional points will be awarded for college education (i.e., AA, BA, & MA); years of service (three-year limit) above minimum qualifying requirements; passing the voluntary physical fitness test (administered at complex or COTA); and achieving CORE competency scores at or above 90 percent. See page 2.

**Minimum Qualifications for Sergeant.** Changes from two years experience as a CO (one-year required with college credit) to two years required experience with no college credit offsetting years of experience. College credit can lead to additional promotional points. See page 2.

**Special thanks** for a job well done go to the **940 employees** who responded to the employee survey and to those who served as promotional process review team members: **Dan Abbotts**, Captain, ASPC-Phoenix; **Ivan Bartos**, Warden, ASPC-Lewis; **James Burdick**, Administrator, Employment Unit; **Ed Fiser**, Deputy Warden, ASPC-Winslow; **Marcella Gallagher**, Personnel Liaison, ASPC-Florence; and **Delbert Tso**, Selection/Testing Analyst, Employment Unit.

# CURRENT PROMOTIONAL SYSTEM VS. APPROVED/NEW PROMOTIONAL SYSTEM

CURRENT PROMOTIONAL SYSTEM		APPROVED/NEW PROMOTIONAL SYSTEM	
Printed study guide prior to exam (\$20,000)		Study reference on Internet replaces published, hardcopy book version	
Assessment Components	Percent of Points	Assessment Components	Percent of Points
NONE	0%	PACE	Minimum 3.0 to apply on last PACE
NONE	0%	Disciplinary Action	Suspension during one-year prior to announcement– ineligible for one promotional cycle. Demotion – ineligible to apply for two years from date of demotion.
NONE	0%	Chronic absence classification (CAC)	Cannot compete for promotion until 12 months has passed once off CAC.
Written Examination <ul style="list-style-type: none"> <li>Department Policy</li> <li>Supervisory Techniques</li> <li>Writing Skills</li> </ul>	50%	Written Examination <ul style="list-style-type: none"> <li>Strategic Plan/CORE Competency</li> <li>Human Relations</li> <li>Situational Reasoning</li> <li>Leadership Potential</li> <li>Writing Skills</li> <li>Department Policy</li> </ul>	40%
Oral Board Interview Situational, Past Behavior, and Job Knowledge	50%	Oral Board Interview Situational, Leadership, Human Relations	40%
NONE	0%	Other Promotional Points <ul style="list-style-type: none"> <li>CORE competency: (%) 90-94, 20 pts; 95-99, 30 pts; 100, 40 pts</li> <li>Years of service: 1 yr above min, 10 pts; 2 yrs, 20 pts; 3 yrs, 30 pts</li> <li>Pass physical fitness test (voluntary): maintain 50<sup>th</sup> percentile, 40 pts</li> <li>Degrees: AA, 20 pts; BA, 30 pts; MA, 40pts</li> </ul>	20% <div style="border: 1px solid black; padding: 5px; margin-top: 10px;"> <p>Other promotional points will be added to final scores in development of central promotional registers. Points will be verified by submission of documents or by database query.</p> </div>
Total Points	100%	Total Points	100%
Current qualifications for Sergeant		New qualifications for Sergeant	
Two years as a CO II. 36 semester hours of college substitutes for one year of experience.		Two years as a CO II. College credit will not substitute for experience but extra points can be earned for college degrees, see above. Other ranks meet current minimum years experience with extra points for college degrees.	

**For further information, please call the central promotional office at (602) 771-2100 x229 or x204.**