

**CHICAGO POLICE DEPARTMENT**

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**TRAINING AND INSTRUCTION GUIDE FOR THE MERIT  
PROCESS**

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**Nominator's Manual**

**March 2005**

**(This notebook includes forms for Lieutenant and  
Sergeant Merit Nominations)**

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## **MERIT PROCESS SUMMARY**

**NOTE:** For training purposes, the instructions in this manual refer specifically to the Lieutenant position. However, the Merit nomination process works the same way for the Lieutenant and Sergeant promotional processes. Where appropriate, the assessment dimensions (Section 4), the tasks (Section 5), and the nomination forms (Section 10) have been included for both the Lieutenant and Sergeant ranks.

The concept of merit appointment recognizes the value of sound judgments about observed performance and the importance that past performance has in evaluating individual capabilities. The process as used by the Chicago Police Department involves identifying and nominating individuals who are potentially deserving of appointment, evaluating these candidates, and recommending the most deserving to the Superintendent who has final authority to select individuals for meritorious appointment to Lieutenant positions. Like all judgmental processes, this procedure is subject to criticism and will likely undergo careful scrutiny. Thus, your careful and thoughtful participation in providing fair, accurate nominations and in maintaining confidentiality is crucial.

The following points provide information about the process that will be followed in selecting candidates for merit appointment to the Lieutenant position. More detailed information is contained later in this guide.

- Eligible candidates to be considered for nomination for merit appointment will consist of sergeants who have passed the Written Qualifying Test and who meet all requirements specified in the official announcement.
- Each nominator will be allotted a defined number of nominations. You will receive official notice from the Merit Board Chairman who will determine the actual number of nominations that you are authorized to make. You will also receive a list of eligible candidates. You may submit nominations up to the maximum allocated to you.
- Nominations will be submitted directly to the Merit Board without review or endorsement through the chain of command. You may nominate candidates either within your span of control or at large. You may **not** submit nominations of candidates whose relationship to you (related by blood or by marriage or involved in a business relationship outside the Department would result in a violation of the City's Ethics Ordinance.
- The Merit Board Chairman will notify nominators of the date and time to complete and submit nomination packets to the First Deputy's Office. Nominators may seek input regarding names and qualifications of potential nominees from others. All nominations must be submitted to the Merit Board using the official form and format specified. Any deviations from the stated procedures may disqualify a nomination.

- The Merit Board will meet to review the nomination packets and select a pool of candidates to be recommended for merit appointment. The recommendations will be submitted to the Superintendent for further review and consideration.
- The Superintendent will have final responsibility for selecting candidates for merit appointments and will announce the list of names for assignment to Lieutenant positions.
- The Superintendent will utilize the list of merit candidates recommended by the Merit Board for only one round of appointments. A new pool of recommended merit candidates will be developed for the Superintendent's review each time appointments are to be made from the rank order list.

### **REGARDING CANDIDATE COMMUNICATIONS**

All candidates who passed the Written Qualifying Test were offered the opportunity to apply for and take the Assessment Exercises. When applying to take the Assessment Exercises, candidates received communication regarding the Merit Process, including the assessment dimensions and definitions that would be rated in the Merit Process. A copy of the announcement about the Merit Process that was provided to all candidates who participated in the Written Qualifying Test follows. (The assessment dimensions and definitions are found in Section 4.)

**POLICE LIEUTENANT EXAMINATION  
(Exam #32012)**

**OUTLINE OF MERIT SELECTION PROCESS**

This document outlines the Merit Selection Process for the 2001 Lieutenant Promotional Examination.

The examination announcement stated that up to 30 percent of the assignments from this selection process will be made based on a Merit Selection Process. This process involves identification of candidates who have demonstrated exemplary performance of relevant job-related skills, abilities, and personal characteristics. These skills, abilities, and characteristics were identified through the job analysis conducted on Lieutenant positions and have been linked to important job behaviors by the City's consultant and CPD subject matter experts. CPD command personnel carefully reviewed these assessment dimensions and determined that they were substantially related to performance of the Lieutenant position.

Only candidates who pass the Written Qualifying Test will have an opportunity to be nominated for the Merit Selection Process. Nominations will be submitted by Merit Promotion Nominators, who are exempt command members of the Department below the rank of chief. Nominations will be forwarded to the Merit Board for review and recommendation as described below. The number of merit appointments to be made from the results of the 2001 Lieutenant Selection Process has been limited to 30 percent of the total number of appointments. The majority of appointments to Lieutenant positions for this selection process will be made based on the results of the Assessment Exercises scheduled for December 1, 2001. All persons who are promoted based on the results of the 2001 Lieutenant Selection Process, whether as a result of the Assessment Exercises or the Merit Selection Process, must meet all of the requirements in the job announcement, including time in grade and education.

The following information describes the process for nominating candidates, on the basis of merit, for promotion to Lieutenant.

**Determination of the number of nominations to be submitted to the Merit Board**

The Superintendent will determine the number of Lieutenant promotions to be made at any given time. When the Superintendent determines that promotions will be made to Lieutenant, he will direct designated exempt personnel to submit merit nominations to the Merit Board. The Merit Board Chairman will determine the actual number of nominations which Merit Promotion Nominators are authorized to make. The number of merit promotions on a promotion order is within the discretion of the Superintendent, but pursuant to the examination announcement, merit promotions will not exceed 30 percent of the total number of promotions on an order.

### **Training of Nominators**

The City's examination consultant will provide detailed training materials to all nominators regarding the nomination process and the forms to be prepared by nominators for submission to the Merit Board. Nominator training materials include discussion of the assessment dimensions listed in the attached table and methods for identifying individuals who, based on their performance, excel in those areas. Emphasis will be placed on specific examples of behavior rather than general descriptions of perceived abilities. Nominators are allowed to use documentation to support their nominations. Nominators are instructed to disregard gender, race, national origin, religion, and sexual orientation in making nominations, to comply with the City's Ethics Ordinance (in particular section 2-156-130 of the Ordinance which restricts the recommendation of relatives for employment), and to comply with the 1983 *Shakman* judgment which restricts consideration of political factors in making employment decisions.

### **Nomination Process**

Nominators will submit completed forms and appropriate documentation to support their recommendations. Nominators may submit nominations from within or outside their chains of command, but they will be required to support their nominations based on knowledge of the job performance of the candidates they recommend. Submissions will be sent in sealed envelopes directly to the First Deputy Superintendent who serves as the Chairman of the Merit Board. Submissions will not be sent through command channels for review or comments. In addition to the completed forms and documentation provided by the nominators, the members of the Merit Board will be provided with other relevant Department information for each nominee.

### **Merit Board**

The Merit Board will meet and discuss the nominations and identify candidates to be recommended for consideration for merit selections. The Merit Board will communicate its recommendations to the Superintendent of Police. Those candidates to be appointed to Lieutenant positions on the basis of merit will be selected by the Superintendent after a review of the recommendations from the Merit Board.

As noted above, the majority of promotions will be made from the Assessment Eligible List, which will be compiled based on the results of the Assessment Exercises. Those candidates to be promoted on the basis of merit will be selected by the Superintendent after a review of the recommendations of the Merit Board. Candidates who are not nominated, recommended, or selected for promotion on a particular order will remain on the Merit Selection Eligible List and may be nominated for further consideration during the life of that list provided they meet all eligibility requirements listed in the examination announcement.

# G.O. 00-04

# Chicago Police Department

**TITLE:** MERIT BOARD  
**ISSUE DATE:** 09 May 2000  
**EFFECTIVE DATE:** 10 May 2000  
**DISTRIBUTION:** C  
**RESCINDS:** General Order 97-05

## I. PURPOSE

This order:

A. discontinues the:

1. Academic Selection Board.
2. use of the Academic Selection Board Application (CPD-11.645).

B. introduces the **Merit Board**.

C. continues the:

1. process by which the Department considers and evaluates nominations for merit appointments.
2. procedures for recommending police officers for merit appointment to select D-2 positions.
3. procedures for recommending police officers below the rank of sergeant for merit promotion to the rank of sergeant of police.
4. procedures for recommending sergeants for merit promotion to the rank of lieutenant of police.
5. applicant evaluation and selection procedures for the participation of members in select management educational programs.

## II. POLICY

It is the policy of the Department to consider eligible sworn members for appointment to select D-2 positions, to the ranks of sergeant and lieutenant of police, and for attendance at select management educational programs.

### **III. MERIT BOARD**

- A. It is the responsibility of the Merit Board to evaluate and recommend eligible candidates for merit appointments.
- B. The Merit Board will consist of the following members:
  - First Deputy Superintendent, Bureau of Operational Services
  - Deputy Superintendent, Bureau of Investigative Services
  - Deputy Superintendent, Bureau of Technical Services
  - Deputy Superintendent, Bureau of Staff Services
  - Deputy Superintendent, Office of Management Accountability
  - Deputy Superintendent, Bureau of Administrative Services.
- C. The First Deputy Superintendent, Bureau of Operational Services, will act as chairman of the Merit Board, and, as chairman, will set forth the nomination procedures for merit appointments.
- D. The Deputy Superintendent, Bureau of Investigative Services, will act as vice chairman of the Merit Board.
- E. The Assistant Deputy Superintendent, Education and Training Division, will be a non-voting member of the Merit Board and will act as secretary.
- F. Merit Board business will be conducted only when a quorum of the membership is present. A quorum will consist of at least the following members: The chairman or vice-chairman and two other deputy superintendents.

### **IV. MERIT APPOINTMENT**

- A. The Merit Promotion Nominators are exempt command staff below the rank of chief.
- B. The Merit Board Chairman will determine the actual number of nominations which the Merit Promotion Nominators are authorized to make.
- C. Merit Promotion Nominators will submit nominations for merit-based appointment to select D-2 positions (in accordance with the directive entitled "Bureau of Investigative Services D-2 Procedures"), and promotions to the ranks of sergeant and lieutenant of police. Nominations will be submitted directly to the Chairman of the Merit Board. There will be no chain of command review of these nominations.
- D. Merit Promotion Nominators are not restricted to nominating members of their command; they may, with justification, nominate members in an "at large" manner.

- E. The Merit Board will review and evaluate the nominations and make recommendations to the Superintendent. The Superintendent will make the final selection for appointments.

**V. SELECT MANAGEMENT EDUCATIONAL PROGRAMS**

- A. Department supervisors who wish to attend the School of Police Staff and Command of the Northwestern University Traffic Institute, the National Academy Program of the Federal Bureau of Investigation, or similar programs funded by the Department will, upon announcement by the Merit Board, submit a Personnel Action Request (PAR) (CPD-11.612) to the Chairman of the Merit Board. The PAR formset will be accompanied by a:

- 1. resume.
- 2. letter of recommendation from the member's commanding officer in the form of a TO-FROM-SUBJECT report.

**NOTE:** Completed applications not accompanied by the above documents will be returned.

- B. The Merit Board will review applications and make recommendations to the Superintendent. The Superintendent will make the final selection for appointments.
- C. Records of all Merit Board applications will be retained in accordance with existing record retention requirements.
- D. Procedures delineated in the General Order entitled "Travel, Department-Funded Training, and Reimbursement Guidelines" will be followed whenever expenses associated with registration fees, transportation, lodging cost, etc., will be incurred by the Department.

Terry G. Hillard  
Superintendent of Police

99-107 ZMM(PMD)

## **OUTLINE OF MERIT SELECTION PROCESS**

This document outlines the Merit Selection Process for the 2001 Lieutenant Examination.

The examination announcement stated that up to 30 percent of the assignments from this selection process will be made based on a Merit Selection Process. This process involves identification of candidates who have demonstrated exemplary performance of relevant job-related skills, abilities, and personal characteristics. These skills, abilities, and characteristics were identified through the job analysis conducted of Lieutenant positions and have been linked to important job behaviors by the City's consultant and CPD subject matter experts. CPD command personnel carefully reviewed these assessment dimensions and determined that they were substantially related to performance of the Lieutenant position.

Only candidates who pass the Written Qualifying Test will have an opportunity to be nominated for the Merit Selection Process. Nominations will be submitted by Merit Nominators, who are exempt command members of the Department below the rank of Chief. Nominations will be forwarded to the Merit Board for review and recommendation as described below. The number of merit appointments to be made from the results of the 2001 Lieutenant Selection Process has been limited to 30 percent of the total number of appointments. The majority of appointments to Lieutenant positions for this selection process will be made based on the results of the Assessment Exercises scheduled for December 1, 2001. All persons who are appointed based on the results of the 2001 Lieutenant Selection Process, whether as a result of the Assessment Exercises or the Merit Selection Process, must meet all of the requirements in the examination announcement.

The following information describes the process for nominating candidates, on the basis of merit, for appointment to Lieutenant.

### **Determination of the Number of Nominations to be Submitted to the Merit Board**

The Superintendent will determine the number of Lieutenant assignments to be made at any given time. When the Superintendent determines that assignments will be made to Lieutenant positions, he will direct designated exempt personnel to submit merit nominations to the Merit Board. The Merit Board Chairman will determine the actual number of nominations that Merit Promotion Nominators are authorized to make.

### **Training of Nominators**

The City's Selection Process consultant will provide detailed training materials to all nominators regarding the nomination process and forms to be prepared by nominators for submission to the Merit Board. Nominator training materials include discussion of the assessment dimensions listed in the attached table and methods for identifying individuals, based on their performance, who excel in those areas. Emphasis will be placed on specific examples of behavior rather than general descriptions of perceived

abilities. Nominators are allowed to use documentation to support their nominations. Nominators are instructed to disregard gender, race, national origin, religion, and sexual orientation in making nominations, to comply with the City's Ethics Ordinance (in particular section 2-156-130 of the Ordinance which restricts the recommendation of relatives for employment), and to comply with the 1983 *Shakman* judgment which restricts consideration of political factors in making employment decisions.

**Nomination Process**

Nominators will submit completed forms and appropriate documentation to support their recommendations. Nominators may submit nominations from within or outside their chains of command, but they will be required to support their nominations based on knowledge of the job performance of the candidates they recommend. Submissions will be sent directly to the First Deputy Superintendent who serves as the Chairman of the Merit Board. Submissions will not be sent through command channels for review or comments. In addition to the completed forms and documentation provided by the nominators, the members of the Merit Board will be provided with other relevant Department information for each nominee.

The Merit Board will meet and discuss the nominations and identify candidates to be recommended for consideration for merit promotion. The Merit Board will communicate its recommendations to the Superintendent of Police. Those candidates to be appointed to Lieutenant positions on the basis of merit will be selected by the Superintendent after a review of the recommendations from the Merit Board.

## **NOMINATOR'S RESPONSIBILITIES**

Eligible exempt members of the Department are being asked to provide official nominations for merit appointment. The Merit Board Chairman will officially notify each nominator regarding the number of nominations to submit. In addition, each nominator will be provided with a list of eligible candidates. Eligible candidates include sergeants who passed the Written Qualifying Test and who meet all requirements specified in the official announcement for this appointment.

### **MAINTAINING CONFIDENTIALITY**

All personal information associated with the Merit Appointment Process (e.g., your assessments and completed nomination forms) should be kept in strict confidence and should only be discussed with members of the Merit Board. Please keep in mind that no candidate should receive access to information not available to other candidates.

### **WHAT TO TELL CANDIDATES**

You are welcome to tell candidates about the nominating process. For example, you could discuss the steps involved in preparing a nomination or the number of people involved in making the final decision about a candidate's merit appointment. However, please do not divulge to others information regarding what you have included on the actual nominating form about a candidate. This means it is inappropriate to let candidates know what specific instances of behavior you report on the nomination form, or whether these instances reflect good or poor performance.

If candidates want to know whether you will be nominating them, you can tell them that everyone who passed the Written Qualifying Test has an opportunity to be nominated. It is left to your judgment to determine whether to tell individuals that you have or have not nominated them for meritorious appointment to a Lieutenant position.

### **RECEIVING INPUT FROM OTHERS**

You may seek input about potential nominees from your subordinates or other knowledgeable Department members. However, it is not appropriate for anyone else to complete the nomination form. In all cases, **you** will be responsible for compiling and reviewing information about potential nominees and ultimately preparing the official nominations for submission to the Merit Board. The Merit Board may contact nominators, if necessary, to obtain additional information about a candidate.

### **PROVIDING DOCUMENTATION**

You may attach additional documentation (such as a personal resume of career accomplishments) to each nomination form, which may assist the Merit Board in evaluating nominees. Such documentation should support and expand on the behavioral examples that you provide on the form. Keep in mind, however, that simple

volume of material will not be helpful. The Merit Board will be reviewing a large number of nominations. If you provide too much or irrelevant documentation, the documentation may not be given the level of attention that you would like. With proper documentation, the Merit Board will have a better overview of the candidate's accomplishments and his or her ability to fulfill the responsibilities of a Lieutenant assignment.

All information from a candidate's confidential files (e.g., performance information, Internal Affairs information, etc.) will be compiled by the First Deputy's Office and made available to the Merit Board. You are responsible only for completing the portions of the nomination form dealing with the assessment dimensions. There is **no** need for you to obtain performance or disciplinary information for any candidate.

## **ASSESSMENT DIMENSIONS FOR LIEUTENANT**

This section describes the assessment dimensions that are to be used to evaluate candidates for merit appointment to Lieutenant. Definitions for each dimension are provided on the following page. To determine the dimensions, subject matter experts rated a number of skills, abilities, and personal characteristics important to carrying out the responsibilities of Lieutenant assignments. From these ratings, a list of 31 dimensions was identified. The dimensions were then reviewed by senior members of the Department who designated a subset of these dimensions as critical to performing Lieutenant assignments. The resulting critical dimensions include:

- Adaptability
- Attention to Detail
- Initiative
- Interpersonal Relations/Objectivity
- Judgment and Decision-Making/Problem Solving
- Leadership/Mentoring
- Oral Communication/Listening
- Personal Integrity/Professional Orientation and Commitment
- Stress Tolerance
- Work Direction/Planning and Organizing
- Written Communication

**Lieutenant: Definitions of Assessment Dimensions**

<b>Adaptability</b>	Demonstrating a flexible, changeable approach in response to shifting priorities or ambiguous work situations.
<b>Attention to Detail</b>	Selectively attending to critical details as necessary; focusing on crucial activities and responsibilities to the exclusion of less important matters; ensuring accuracy of reports and other documentation.
<b>Initiative</b>	Anticipating a need and initiating or taking independent action when appropriate; actively influencing events rather than demonstrating passive acceptance of the outcome; advising others of status and problems.
<b>Interpersonal Relations/Objectivity</b>	Developing and maintaining a cooperative working relationship with a wide variety of people; treating people fairly regardless of individual differences; relating to individuals in an open, accepting, and sincere manner; remaining impartial and unbiased in the face of rejection or hostility; building trusting relationships with peers, subordinates, supervisors, and members of the community; seeking out and trying to understand differing perspectives and opinions; remaining uninfluenced by emotion or personal opinion in making decisions.
<b>Judgment and Decision Making/ Problem Solving</b>	Applying knowledge and experience to select, organize, and logically process relevant information to solve problems; applying past experience to current decisions; comparing information to determine inconsistencies; identifying and recognizing problems and facts; making timely and sound decisions, even under conditions of uncertainty; assessing and managing risks; determining if a crime has been committed, the nature of the crime, and required courses of action.
<b>Leadership/ Mentoring</b>	Identifying a positive goal or objective and guiding, directing, or motivating others to attain the goal; promoting open and effective communication among Department members; identifying strengths and weaknesses of subordinates to target developmental needs; guiding others in their professional and personal growth; gaining support and commitment from others during normal operations and in crisis situations; influencing individual and group values, behaviors, or outcomes through one's own words and actions; fostering others' learning by sharing personal knowledge and experience; acting as a resource in support of others' career development.

<p><b>Oral Communication/ Listening</b></p>	<p>Articulating information, thoughts, and ideas to individuals or groups, in a manner which is logically complete and easy to understand; using words, pronunciations, gestures, and body language appropriately; listening to and understanding the comments and questions of others; interpreting, evaluating, and summarizing information obtained from individuals interviewed.</p>
<p><b>Personal Integrity/ Professional Orientation and Commitment</b></p>	<p>Demonstrating consistency among one's principles, values, statements, and behaviors; remaining firm in one's allegiance to the Department's core values and remaining faithful in pursuit of the Department's mission despite obstacles or opposition; following Departmental policies and regulations and supporting their intent and value; setting high standards for personal job performance and working hard to achieve them; building trust and credibility with others through demonstrated commitment to personal values; accepting responsibility for one's own decisions and actions in the face of challenge or adversity; demonstrating positive regard for one's career and profession.</p>
<p><b>Stress Tolerance</b></p>	<p>Remaining calm and even-tempered when confronted with a conflict or emotionally charged situation; maintaining concentration and level of performance under pressure, opposition, or crisis.</p>
<p><b>Work Direction/ Planning and Organizing</b></p>	<p>Setting and adjusting priorities and schedules; directing the activities of individuals and groups toward the accomplishment of regular duties and other assigned tasks; coordinating the work activities of one's self and others to make efficient and situationally appropriate use of time and resources; assessing manpower needs to determine allocation of officers; holding others accountable for the accuracy and completion of their work assignments; accepting responsibility for the decisions and actions of subordinates.</p>
<p><b>Written Communication</b></p>	<p>Expressing information, thoughts, and ideas in a written manner which is accurate, complete, concise, and easy to understand; using grammar, spelling, and punctuation correctly; understanding and interpreting written communications (e.g., Department policies and procedures, Illinois law, etc.).</p>

## **ASSESSMENT DIMENSIONS FOR SERGEANT**

This section describes the assessment dimensions that are to be used to evaluate candidates for merit promotion to Sergeant. Definitions for each dimension are provided on the following page. To determine the dimensions, subject matter experts rated a number of skills, abilities, and personal characteristics important to carrying out the responsibilities of Sergeants. From these ratings, a list of 31 dimensions was identified. The dimensions were then reviewed by senior members of the Department who designated a subset of these dimensions as critical to performing the job of Sergeant. The resulting critical dimensions are:

- Leadership/Influencing Others
- Listening/Oral Communication/Written Communication
- Judgment and Decision Making
- Initiative/Adaptability
- Interpersonal Relations
- Professional Orientation and Commitment/Personal Integrity
- Objectivity

**Sergeant: Definitions of Assessment Dimensions**

<p><b>Leadership/ Influencing Others</b></p>	<p>Identifying a positive goal or objective and guiding, directing, or motivating others to attain the goal; promoting open and effective communication; identifying strengths and weaknesses of subordinates to target developmental needs; gaining support and commitment from others during normal operations and in crisis situations; influencing individual and group values, behaviors, attitudes, or outcomes through one's own words and actions.</p>
<p><b>Listening/Oral Communication/ Written Communication</b></p>	<p>Listening to and understanding the comments and questions of others; interpreting, evaluating, and summarizing information obtained from individuals interviewed; articulating information, thoughts, and ideas to individuals or groups, in a manner which is logically complete and easy to understand; using words, pronunciations, gestures, and body language appropriately; expressing information, thoughts, and ideas in a written manner which is accurate, complete, concise, and easy to understand; using grammar, spelling, and punctuation correctly; understanding and interpreting written communications (e.g., Department policies and procedures, Illinois law, etc.).</p>
<p><b>Judgment and Decision Making</b></p>	<p>Applying past experience to current decisions; making timely and sound decisions, even under conditions of uncertainty; assessing and managing risks; determining if a crime has been committed, the nature of the crime, and required courses of action.</p>
<p><b>Initiative/ Adaptability</b></p>	<p>Anticipating a need and initiating or taking independent action when appropriate; demonstrating a flexible, changeable approach in response to shifting priorities or ambiguous work situations; actively influencing events rather than demonstrating passive acceptance of the outcome; advising others of status and problems.</p>
<p><b>Interpersonal Relations</b></p>	<p>Developing and maintaining a cooperative working relationship with a wide variety of people; relating to individuals in an open, accepting, and sincere manner; building trusting relationships with peers, subordinates, supervisors, and members of the community; identifying and readily understanding the feelings and motives of others; seeking out and trying to understand differing perspectives and opinions.</p>
<p><b>Professional Orientation and Commitment/ Personal Integrity</b></p>	<p>Remaining firm in one's allegiance to the Department's core values and one's own principles, statements, and behaviors; setting high standards for personal job performance and working hard to achieve them; accepting responsibility for one's own decisions and actions despite obstacles or adversity; demonstrating positive regard for one's career and profession; building trust and credibility with others through demonstrated commitment to personal values.</p>

<b>Objectivity</b>	Treating people fairly regardless of individual differences; remaining impartial and unbiased in the face of rejection or hostility and maintaining a realistic perspective; remaining uninfluenced by emotion or personal opinion in making decisions.
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**TASKS LINKED TO DIMENSIONS FOR LIEUTENANT**

This section provides information detailing how the assessment dimensions are relevant to the job of Lieutenant. The tasks listed on the following pages were identified in the Lieutenant job analysis as critical for performance of the Lieutenant job. These tasks are linked to the assessment dimensions to demonstrate that the assessment dimensions being used are relevant for the job of Lieutenant. The linkages were made by subject matter experts (e.g., incumbent Lieutenants) who evaluated the relevance of each assessment dimension to the performance of each critical task. A rating scale of 0 (not relevant) to 3 (essential) was used to link each dimension to tasks. In other words, if a dimension received a rating of 0 for a particular task, then this would indicate that the dimension was not very relevant for performance of the critical task.

The information from the linkage rating forms was used to determine which Lieutenant work behaviors (i.e., the critical tasks) are relevant to the assessment dimensions. The following sample of critical tasks had an average relevance rating greater than or equal to 2.5. This value indicated that the assessment dimension was viewed as *essential* to the performance of the critical task.

**Lieutenant: Example Linked Tasks**

<b>Adaptability</b>
<ul style="list-style-type: none"> <li>• Directs and coordinates field operations, including the activities of subordinates and all Department units present at an incident and the utilization of resources, until relieved by the Watch Commander or higher ranking member.</li> <li>• Ensures that sergeants are aware of crime patterns or activities in specific beats and that rapid response units are assigned where best utilized.</li> <li>• Responds to the scene of all major incidents, emergencies, and felony-in-progress calls as frequently as possible, and assumes command.</li> </ul>

<b>Attention to Detail</b>
<ul style="list-style-type: none"> <li>• Monitors the progress and completeness of subordinates' reports (e.g., officers' case reports and Daily Watch Activity Records approved by sergeants) prior to the Watch Commander's review.</li> <li>• Responds to the scene of incidents involving gunshots fired at or by police officers, whether they are on- or off-duty, and submits reports regarding personal investigation of the incident to the Watch Commander before the end of the tour of duty.</li> </ul>

**Initiative**

- Develops the knowledge, ability, and confidence of subordinates to assist them in making decision that conform to existing policies.
- Takes action through sergeants when deficiencies in officers' performance or equipment are observed.
- Monitors radio communications regarding officers' and sergeants' responses to incidents and crime and vice conditions and informs the Watch Commander of actions taken.

**Interpersonal Relations/Objectivity**

- Takes action through sergeants when deficiencies in officers' performance or equipment are observed.
- Maintains motivation and promotes effective performance and working relationships between Department members by counseling, mediation, or discipline.
- Maintains an environment in which clear standards exist for acceptable behaviors and performance and sets an exemplary personal example.

**Judgment and Decision Making/Problem Solving**

- Directs and coordinates field operations, including the activities of subordinates and all Department units present at an incident and the utilization of resources, until relieved by the Watch Commander or higher ranking member.
- Responds to the scene of all major incidents, emergencies, and felony-in-progress calls as frequently as possible, and assumes command.
- Develops the knowledge, ability, and confidence of subordinates to assist them in making decisions that conform to existing policies.

**Leadership/Mentoring**

- Provides advice, guidance, and assistance to subordinates regarding day-to-day police operations.
- Coaches sergeants to develop their leadership potential.
- Applies management principles that develop and maintain a unified, aggressive, disciplined, efficient, enthusiastic, and informed patrol force.

**Oral Communication/Listening**

- Monitors radio communications regarding officers' and sergeants' responses to incidents and crime and disorder conditions and informs the Watch

Commander of actions taken.

- Provides advice, guidance, and assistance to subordinates regarding day-to-day police operations.
- Coaches sergeants to develop their leadership potential.

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**Personal Integrity/Professional Orientation and Commitment**

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- Maintains an environment in which clear standards exist for acceptable behaviors and performance and sets an exemplary personal example.
- Monitors adherence of subordinates to the standards and policies outlined by the CAPS program and their specific CAPS missions.
- Maintains motivation and promotes effective performance and working relationships between Department members by counseling, mediation, or discipline.

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**Stress Tolerance**

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- Directs and coordinates field operations, including the activities of subordinates and all Department units present at an incident and the utilization of resources, until relieved by the Watch Commander or higher ranking member.
- Responds to all plans occurring in the District and directs the activities at the scene.

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**Work Direction/Planning and Organizing**

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- Ensures that sergeants are aware of crime patterns or activities in specific beats and that rapid response units are assigned where best utilized.
- Applies management principles that develop and maintain a unified, aggressive, disciplined, efficient, enthusiastic, and informed patrol force.
- Responds to all plans occurring in the District and directs the activities at the scene.

**Written Communication**

- Responds to the scene of incidents involving gunshots fired at or by police officers, whether they are on- or off-duty, and submits reports regarding personal investigation of the incident to the Watch Commander before the end of the tour of duty.
- Investigates accidents involving sergeants in Department vehicles, determines whether or not accidents were preventable, and takes appropriate action.
- Reviews and approves sergeants' evaluations of officers semiannually as required by Department Directives.

**TASKS LINKED TO DIMENSIONS FOR SERGEANT**

This section provides information detailing how the assessment dimensions are relevant to the job of Sergeant. The tasks listed on the following pages were identified in the Sergeant job analysis as critical for performance of the Sergeant job. These tasks are linked to the assessment dimensions to demonstrate that the assessment dimensions being used are relevant for the job of Sergeant. The linkages were made by subject matter experts (e.g., incumbent Sergeants) who evaluated the relevance of each assessment dimension to the performance of each critical task. A relevance rating scale of 0 (not relevant) to 3 (essential) was used to link each dimension to tasks. In other words, if a dimension received a rating of 0 for a particular task, then this would indicate that the dimension was not relevant for performance of the critical task.

The information from the linkage rating forms was used to determine which Sergeant work behaviors (i.e., the critical tasks) are relevant to the assessment dimensions. The following sample of critical tasks had an average relevance rating greater than or equal to **2.50**. This value indicated that the assessment dimension was viewed as **essential** to the performance of the critical task.

**Sergeant: Example Linked Tasks**

<b>Leadership/Influencing Others</b>
<ul style="list-style-type: none"> <li>• Identifies officers who need special assistance (i.e., Personnel Concerns), training, counseling, etc., and resources available to address specific job-related or personal problems.</li> <li>• Responds to as many felony calls and other incidents as possible to supervise investigations.</li> <li>• Assesses possible reasons for sub-standard performance (e.g., personal problems, lack of knowledge about proper procedures, etc.), counsels officers on ways to improve performance, and documents actions taken, referrals, recommendations, etc.</li> </ul>

**Listening/Oral Communication/Written Communication**

- Identifies and interviews other possible witnesses (e.g., bystanders, Department members, etc.) to the incident which caused a complaint.
- Contacts accused officers in writing and verbally informs them of their administrative or criminal rights, notification of charges, waiver of counsel, etc., and interviews accused officers to obtain their statement and/or written report answering the allegation(s).
- Discusses with assigned officers Department performance standards and expectations, reviews individual performance (e.g., strengths and weaknesses), obtains officers' signatures on Performance Rating Cards, and forwards them through the chain of command.

**Judgment and Decision Making**

- Responds to as many felony calls and other incidents as possible to supervise investigations.
- Coordinates the activities of officers at the scene of incidents to ensure that bystanders, news media, and dangerous conditions (e.g., traffic) are kept clear of victims, assigns tasks to officers at the scene, and directs personnel not required at the scene to return to duty.
- Monitors the identification and preservation of evidence found at a crime scene and in the surrounding area and the containment of the area to protect the crime scene.

**Initiative/Adaptability**

- Evaluates circumstances at scene, requests specialized units to assist as needed, and monitors their activities.
- Formulates manpower plans to handle major incidents, missing persons, catastrophes, etc., until relieved by a higher ranking officer from the Patrol Division.
- Responds to serious incidents and felony calls and assumes command of the scene until relieved of command by a higher ranking officer from the Patrol Division.

**Interpersonal Relations**

- Identifies officers who need special assistance (i.e., Personnel Concerns), training, counseling, etc., and resources available to address specific job-related or personal problems.
- Counsels officers and completes counseling forms to document Behavioral Alert or Personnel Concern status or recommend behavioral counseling.
- Identifies misconduct and/or less serious transgressions and initiates appropriate level of discipline or takes other appropriate action, including completion of associated reports (e.g., Infraction Reports, Summary Punishment Action Request/SPAR, etc.).

**Professional Orientation and Commitment/Personal Integrity**

- Counsels officers and completes counseling forms to document Behavioral Alert or Personnel Concern status or recommend behavioral counseling.
- Assesses possible reasons for sub-standard performance (e.g., personal problems, lack of knowledge about proper procedures, etc.), counsels officers on ways to improve performance, and documents actions taken, referrals, recommendations, etc.
- Interviews complainants during a complaint investigation to verify their complaints and obtain a clear understanding of the incident (e.g., what happened, who was involved, why the complaint was filed, etc.) and documents interview activities in writing.

**Objectivity**

- Completes appropriate initiation reports regarding complaints received against officers, contacts Office of Professional Standards (OPS) to get assigned Complaint Register (CR) numbers within designated time limits, and notifies complainants of CR numbers.
- Participates as a member of the Complaint Review Panel, when requested, to hear appeals in cases of substantiated claims resulting in disciplinary action.
- Handles citizen complaints regarding civilian employees according to requirements outlined in the appropriate contracts.

## POINTS TO CONSIDER

It is essential that you be unbiased, fair, and accurate when completing your nominations. It is important that the Merit Board receive accurate, specific information in order to make their recommendations to the Superintendent. It is your responsibility to make every effort to avoid bias of any kind when you select and forward your nominations. The points below describe some common ways in which such bias can occur. All of these issues arise out of common human ways of organizing information and dealing with the environment. These points are brought to your attention to help you make the most accurate possible assessments and selections of nominees for merit appointment based on candidates' qualifications and performance.

### PERSONAL LIKES AND DISLIKES

Do not allow how much you like or dislike candidates to influence your decisions regarding nominations. We all know some effective sergeants who receive low evaluations because their supervisors do not personally like them or do not want them to succeed or be promoted. On the other hand, supervisors sometimes evaluate people highly just because they are personal friends and want to see them succeed and be promoted. When choosing a candidate to nominate, focus on the individual's work performance and specific work-related behaviors, not on your personal feelings about him or her.

### SIMILARITY

Supervisors tend to evaluate individuals more highly when they perceive those individuals to be more similar to themselves in terms of their appearance, interests, attitudes, or beliefs. In making your nominations, avoid allowing this similarity bias to influence you. Assess candidates on the dimensions based on your observations and knowledge of their actual work behaviors.

### BIASES AND STEREOTYPES

It is essential that you *not* allow biases and stereotypes associated with gender, race, age, ethnicity, or other such characteristics to influence your nominations. Consider each candidate as a unique individual. Assessments should be based on your observations and knowledge of actual work behaviors and performance.

### FOCUSING ON ATYPICAL INCIDENTS

It is easy to recall incidents of exceptionally good or poor performance, and forget how an individual *usually* performs. For example, a person might only remember a certain incident where a particular candidate might have performed poorly, despite the fact that his or her performance typically is above average. Thus, in making nominations you should report behaviors that are representative of the candidate's typical performance. When choosing nominees, try to assess how the candidates perform

*most of the time* and not focus on the rare exceptional incident. Think of their performance over the course of their careers in the Chicago Police Department.

### **FOCUSING ON RECENT EVENTS**

It is often easy to recall relatively recent behaviors when you are making your nominations. These recent occurrences stand out because they are fresh in one's mind, but they may make poor examples of the typical performance of the candidate. Try to assess a candidate's behaviors over a substantially longer period of time. Consistently good performance over time is probably a better indication of an candidate's ability to perform in Lieutenant assignments than a recent positive event.

### **CONTRAST EFFECTS**

Contrast effects occur when a candidate is inadvertently compared to another candidate. For example, if a nominator just finishes reviewing information about an exceptional nominee (e.g., Candidate A), the next candidate (e.g., Candidate B) might look poor in comparison. However, if an extremely poor candidate had preceded Candidate B, Candidate B might look like an excellent candidate for a Lieutenant appointment. To avoid the contrast effect, make sure to evaluate each candidate individually without allowing the evaluation of the previous candidate to influence your decision.

### **COMPLACENCY**

For any number of reasons, one may become indifferent or casual in the assessment process and take less care in making nominations than is warranted. For example, raters may take the dimension labels for granted without carefully reviewing their definitions. Others might use the nomination forms without reviewing the behavioral examples designed to assist in making assessments. It can be easy to take the process for granted, feel pressured for time, and give a hasty nomination without taking the time to make an informed and considered judgment. Complacency results in an immediate disservice to the candidates being assessed and a long-term disservice to the Department, the City, and the public.

## SAMPLE BEHAVIORS

Accurate and useful nomination forms will include *specific* examples of the individual's behavior or actions rather than *vague*, general comments about his or her perceived abilities. This section includes sample behavior statements for each dimension to illustrate this point. For example, you should mention specific activities performed by the individual (e.g., *this individual arrives on time ready to work*), instead of speculating about the individual's ability in that area (e.g., *this person is dependable*). The first statement highlights an actual behavior in which the candidate has exhibited qualities of an effective performer in the target position. The second, general statement is of little value when assessing an individual's contribution because it does not indicate *why* the person is dependable (i.e., there is not evidence to support the statement that the candidate is dependable).

In addition, when making your nominations it is important to ensure that your specific behavioral examples match the dimension you are assessing. For example, stating that a candidate stopped a car chase so as not to cause injury to others is not a good example for the Interpersonal Relations/Objectivity dimension, but it is possibly a good example for the Judgment and Decision Making dimension.

The next few pages contain examples of specific behavioral statements (i.e., example of how you should respond) as well as vague summary comments (i.e., example of how you should not respond). On the nomination forms, it is desirable to include specific rather than vague comments.

**Sample Behavior Statements**

<b>Adaptability</b>	
<b>Vague:</b>	<ul style="list-style-type: none"> <li>Whenever circumstances change, this candidate is able to roll with the change and perform well.</li> </ul>
<b>Specific:</b>	<ul style="list-style-type: none"> <li>The candidate interviewed witnesses to a homicide, including a prostitute, a child, and a shopkeeper who speaks little English. The candidate modified her interview techniques based on the demeanor and characteristics of each witness.</li> <li>Despite recent problems created with the implementation of the CHRIS data system, the candidate was able to breakdown the complex new system to make it easier to understand and use. She integrated this new system into her unit in a fashion that made the transition from the old system smooth for the officers. The candidate's unit was the first area to fully utilize the new CHRIS system.</li> <li>At one point the candidate was working on an important assignment that she was very involved in and enjoyed working on. Another project came in that had higher priority. The candidate was asked to focus on the new project, and she did so without complaining or needing further reminders. Although the projects required very different approaches, the candidate was able to switch direction easily.</li> </ul>

<b>Attention to Detail</b>	
<b>Vague:</b>	<ul style="list-style-type: none"> <li>The candidate is very good at noticing things that others don't.</li> </ul>
<b>Specific:</b>	<ul style="list-style-type: none"> <li>This candidate was instrumental in recording times, places, vehicle identification, etc. during the investigation of a stolen auto ring. Her detailed reporting resulted in the successful prosecution of 14 individuals on charges of auto theft and related charges.</li> <li>This candidate was responsible for letting arrestees to bail, as well as reviewing arrestees and the related paperwork required to make bail. On two separate occasions she has prevented the escape of arrestees who attempted to change places and identity with other arrestees charged with a lesser crime. The two occasions resulted in the additional charge of attempted escape for the individuals charged.</li> <li>In reviewing case reports, the candidate was instrumental in providing vital information that led to the arrest and prosecution of four robbery offenders. Her review of reports has consistently aided units in fulfilling their tasks as well as improving the quality of work of her police officers.</li> </ul>

<b>Initiative</b>	
<b>Vague:</b>	<ul style="list-style-type: none"> <li>This candidate is a self-starter. She identifies a problem and decides on a course of action to address the problem.</li> </ul>
<b>Specific:</b>	<ul style="list-style-type: none"> <li>This candidate has enhanced her personal skill and education by taking graduate courses for a Master's degree. She makes traffic enforcement part of the strategy she uses on her beat (see report).</li> <li>This candidate has been observed at crime scenes taking appropriate action without waiting for supervisory direction. She actively uses department information sources/data files to devise strategies to solve problems (i.e., ICAM, Ramis, crimes, etc.).</li> <li>The candidate was analyzing data and observed that a burglary pattern was developing on a particular beat. The burglaries were from garages and vehicles parked in alleys. The candidate developed a plan where she would put some of her officers on foot and others on bicycles. She presented the plan to her tactical lieutenant for approval. As a result of the plan, four individuals were arrested and 83 burglaries were cleared.</li> </ul>

<b>Interpersonal Relations/Objectivity</b>	
<b>Vague:</b>	<ul style="list-style-type: none"> <li>This candidate is a team player. He relates and communicates well with others.</li> </ul>
<b>Specific:</b>	<ul style="list-style-type: none"> <li>This candidate has worked well with multiple partners in diverse assignments. He successfully resolved a dispute between two fellow officers (see case report).</li> <li>A stepfather was accused of molesting his seven-year-old daughter. The candidate interviewed the outcry witness and victim away from family members, and interviewed all family members separately. The candidate did not jump to conclusions while conducting interviews and was able to separate emotional reactions from factual information. The contents of all interviews were documented accurately in reports.</li> <li>Recently an officer, who had been implicated in an incident that led to the firing of another police officer, was transferred to this candidate's district. Many rumors circulated implying that this new officer could not be trusted. The candidate took on this issue directly by listening to the concerns of other officers. He dispelled rumors and fought through the irrational emotions expressed by ill-informed colleagues and brought the truth to the forefront. As a result, the relationships between the besmirched officer and his peers improved and indeed have resulted in some lasting friendships.</li> </ul>

<b>Leadership/Mentoring</b>	
<b>Vague:</b>	<ul style="list-style-type: none"> <li>The candidate is able to effectively motivate his peers to achieve goals and work together.</li> </ul>
<b>Specific:</b>	<ul style="list-style-type: none"> <li>As a beat sergeant, the candidate was attending several beat meetings where he observed that some of his officers were failing to facilitate the meetings properly. The candidate counseled his officers about the correct way to facilitate beat meetings and also saw to it that they obtained additional training over the next few months.</li> <li>The candidate had a subordinate working for him who was simply not performing up to his usual standards. The candidate met one-on-one with the individual and learned that he was presently going through a divorce. The candidate counseled the officer, provided the officer with information about Department resources (counseling), and helped guide the officer through a difficult time. The officer turned around completely and subsequently became the most productive officer on the team.</li> </ul>

<b>Judgment and Decision Making/Problem Solving</b>	
<b>Vague:</b>	<ul style="list-style-type: none"> <li>This candidate applies knowledge to solve a variety of problems and is a critical thinker.</li> </ul>
<b>Specific:</b>	<ul style="list-style-type: none"> <li>The candidate was assigned to a Park Festival. The candidate and some of her team members realized that some individuals were able to sneak beer into the park. While her team members wanted to arrest the individuals right on the spot in full view of several thousand people, the candidate was able to convince the team to approach the individuals calmly, lead them away from the crowd, and then make the arrest in a less congested area. Her sound judgment helped avoid a potentially volatile situation.</li> <li>The candidate was assigned to a "Stop Police Brutality" demonstration. Many of the individuals in the crowd were attempting to antagonize the candidate's officers by screaming in the officers' faces and blowing loud horns in their ears. The candidate realized that some of her officers were about to react to the crowd's taunts. She replaced those officers with other officers and continued to rotate them to where the crowd's taunts had no effect at all on her officers. The demonstration ended peacefully.</li> <li>The candidate responded to an armed robbery of a pizza parlor. She observed that two armed offenders were holding at gunpoint four of the employees in the restaurant. She backed out of the restaurant unseen, deciding not to exchange gunfire with the offenders because of the possibility of harming the employees. She requested assistance and called for an HBT. She also made contact via telephone with one of the offenders. The incident was peacefully resolved.</li> </ul>

<b>Oral Communication/Listening</b>	
<b>Vague:</b>	<ul style="list-style-type: none"> <li>The candidate communicates ideas, information, and instructions in a way that other people understand.</li> </ul>
<b>Specific:</b>	<ul style="list-style-type: none"> <li>This candidate was able to persuade his commander to launch a major investigation against a street gang by presenting arguments concisely and accurately. Several arrests resulted.</li> <li>The candidate was able to get a statement at the crime scene from the brother of a shooting victim. He consoled the witness, asked questions in a sympathetic manner, and obtained additional detail when answers were vague or irrelevant.</li> <li>The candidate received a Life Saving Award for his actions at the scene of an attempted suicide. The candidate talked a subject into going to the hospital instead of jumping off the building's ledge (see attached award).</li> <li>As a desk sergeant, this candidate routinely explains to the public various processes and procedures in a clear and understandable manner. Also, at staff meetings, he frequently will ask pertinent questions to clarify various points and verify understanding.</li> </ul>

<b>Personal Integrity/Professional Orientation and Commitment</b>	
<b>Vague:</b>	<ul style="list-style-type: none"> <li>The candidate is a stand-up employee who does not let others down.</li> </ul>
<b>Specific:</b>	<ul style="list-style-type: none"> <li>A local gang leader approached the candidate with a bribe. The candidate agreed to consider the offer and arrangements were made to meet on another day. The candidate notified his superiors of the incident. At the suggestion of the candidate, a plan was designed where the meeting was made and recorded, and an arrest and prosecution were secured.</li> <li>The candidate led an investigation to make a large undercover buy of narcotics. During the course of the operation, the target became suspicious and began to make demands and conditions that, had they been met, may have placed other officers in danger. The candidate reviewed the situation and made the decision to withdraw. The other officers involved objected to the withdrawal, but the candidate stuck by his decision, and took full responsibility when the Commander questioned why the investigation was terminated.</li> <li>The candidate consistently reported for work on time when scheduled and submitted all required paperwork by specified deadlines. The candidate also showed up in court when scheduled and was well-prepared to answer questions about his cases.</li> </ul>

<b>Stress Tolerance</b>	
<b>Vague:</b>	<ul style="list-style-type: none"> <li>• The candidate does not lose her temper when people are arguing.</li> </ul>
<b>Specific:</b>	<ul style="list-style-type: none"> <li>• The candidate calmly coordinated the search for an offender who had just shot two police officers. Due to the candidate's example, the responding officers conducted the search in a highly professional manner.</li> <li>• There was a labor dispute between labor and management that was getting tense. The candidate attempted to diffuse the situation. Upon doing so someone shouted and threw papers into the air further increasing emotions. Without losing her temper, the candidate was able to quiet the crowd and reduce the tension around the situation.</li> </ul>

<b>Work Direction/Planning and Organizing</b>	
<b>Vague:</b>	<ul style="list-style-type: none"> <li>• This candidate is very good at arranging the work of his subordinates so that everything gets done.</li> </ul>
<b>Specific:</b>	<ul style="list-style-type: none"> <li>• The candidate, through the use of ICAM and the review and approval of several reports, devised a plan by which the beat cars would conduct inquiries and street stops. This plan resulted in the arrest and clearing of 22 burglaries.</li> <li>• The candidate was able to prioritize a series of tasks in order to make the best use of his time. He took a witness's statement first, since the witness might have been unavailable later, scheduled a court date for another case, and completed the day's paperwork.</li> <li>• This candidate organized, with the assistance of local clergy, a community picnic. She had additional police personnel from outside the district to help with security. She arranged resources from other city agencies to be present, and for community resources to provide food and drink. Over 2500 people were fed and provided for during this function.</li> </ul>

<b>Written Communication</b>	
<b>Vague:</b>	<ul style="list-style-type: none"><li>• The candidate writes clearly and conveys important information in his reports.</li></ul>
<b>Specific:</b>	<ul style="list-style-type: none"><li>• The candidate submitted a report including interviews with victims and witnesses, descriptions of evidence, medical exams, offender's statement, and phone numbers of all relevant parties. The report contained no spelling or grammatical errors.</li><li>• This candidate fills out forms legibly and correctly, with information and signatures in appropriate places. His descriptions of events are clear and understandable.</li><li>• The candidate was assigned to conduct a study of the needed resources for "Lake Shore Drive Run." A report was prepared that was well-researched, complete, and clear. The candidate's findings now serve as the prototype for the "Lake Shore Drive Run" every year.</li></ul>

**INSTRUCTIONS FOR COMPLETING FORMS**

Below are detailed, step-by-step instructions for completing the nomination forms. Make sure that you thoroughly understand the instructions before making your nominations. If you are using one of the template word processing versions of the nomination form, please carefully read the last point about how to use the template versions.

- **Check your materials.** Make sure that included in this Manual you have two blank nomination forms (located in Section 10) and a diskette in case you choose to use the template version (located inside the back cover). In addition, you will later receive a list of eligible candidates and notification of the number of nominations you are allowed to submit.
- **Read through the Manual.** Become familiar with all of the assessment dimensions, definitions, and the nomination form (including example behaviors). *You should refer frequently to the list of dimension definitions.*
- **Choose candidates to nominate.** Remember that any candidate you select to nominate must have passed the Written Qualifying Test and, at the time of appointment, must have satisfied all requirements listed in the job announcement. Keep in mind that although you might expect higher performance from candidates with more experience, this will **not** always be the case.
- **Complete the identification information.** On the front of each nomination form fill in the nominee's name, employee number, current assignment, and date of appointment. In addition, complete your name, date submitted, and how you know the candidate. In the space regarding your knowledge about the candidate, you should provide a basis for your nomination. Indicate under what circumstances and when you would have had an opportunity to become knowledgeable about your nominee's performance. Fill in the nominee's name on each of the following pages of the nomination form so that all pages of the form have the nominee's name. If you are using the computer template version, more detailed instructions are located below.
- **Leave "Key Elements" blank at this time.** This should be the **last box** you complete.
- **Complete each dimension with behavioral statements.** Think of specific instances or actions that you have observed or have knowledge of that represent the candidate's typical performance on the dimension. You do not have to include a statement for each dimension, but you should provide as many behavioral examples as possible indicating the candidate's ability to perform effectively in a Lieutenant assignment. You should provide any explanations you think necessary to address specific issues that you expect to

arise regarding your nominee. If you have supporting documents you should indicate that in this section.

- **Complete “Other Characteristics/Qualifications.”** If the nominee has displayed behaviors that would benefit the Merit Board’s review or add to the nominee’s qualifications that do not fit into any of the dimensions, or that require clarification or elaboration, include these in the “Other Characteristics/Qualifications” box.
- **Complete “Key Elements.”** When you have completed the individual dimensions, go back to the “Key Elements” box. Note here the outstanding qualifications that will distinguish this nominee from another. Summarize your main points in support of your nomination as clearly and succinctly as possible. This box is the *first* place the Merit Board will look in evaluating candidates.
- **Review your nomination forms.** After you have completed your nominations, check your work and make sure you completed the information required. Include any documentation that supports your statements. Make sure the candidate’s name appears at the top of each page.
- **Check the “no relationship” box.** It is a violation of the City’s Ethics Ordinance for you to nominate any candidate to whom you are related by blood or marriage or with whom you have a business relationship outside of the Department. Review the City’s Ethics Ordinance before preparing your nomination forms to be sure you are familiar with the list of affected relationships. At the bottom of the nomination form, next to the signature line, check the box affirming that you have no family or outside business relationship with the candidate you are nominating.
- **Sign the form.** If you have typed the nomination form, then simply sign the bottom portion. If you are using the template version, print a copy of the form and sign the bottom.
- **Turn in forms to Merit Board.** When you have completed and reviewed your nominations, make seven (7) copies of the form and supporting documents and submit the entire packet to the Office of the First Deputy. If you send your nomination forms via Departmental mail, seal all documents in an envelope marked **CONFIDENTIAL**. It is recommended that you follow-up with the First Deputy’s Office if you mail your nominations to verify their receipt. Instead of mailing the form, you could hand deliver the nominations to the Office of the First Deputy.

- **Using the word processing template.** If you are using the template version, follow these directions carefully. Three templates are provided on your disk—one apiece for the Lieutenant, Sergeant, and D-2 positions. The templates are formatted in MS Word (labeled **Nomform - Position.doc**). Select the version for the position for which you are nominating a candidate.
  - Open the appropriate file and immediately save the file under a different name (possibly the candidate's last name followed by the appropriate extension) using the "Save As" function.
  - The cursor should be in the blank marked "Candidate Name." Type in the information requested and then use the <TAB> button to move to the next blank.
  - **Do not press <ENTER> at any time.** Doing so may cause the template to lose its formatting.
  - If you accidentally press <ENTER>, press the <BACKSPACE> key to return to the blank you completed, then press <TAB> to take you to the next blank.
  - When you have completed the background information, <TAB> past the "Key Elements" box to the first dimension and begin typing. The text will automatically wrap to the next line so, again, you do not need to use the <ENTER> key.
  - After you have completed the dimensions and "Other Characteristics/Qualifications," do not press <TAB> or <ENTER>. Immediately scroll back up to the "Key Elements" box. This box should contain bullet points.
  - Place the cursor after the first bullet, directly below the title "Key Elements," and begin typing.
  - After typing one key element, <TAB> to the next bullet and type your next key element.
  - When you have finished, do **not** press <ENTER>.
  - Save the document and print. Don't forget to check the "no relationship" box and sign the printed version.

## **SUBMITTING NOMINATIONS**

The Merit Board Chairman will notify nominators of the date and time that nominations must be completed and returned to the First Deputy's Office. When you have completed the nomination forms, submit seven (7) copies of your completed nomination packets to the Office of the First Deputy. All forms must be turned in by the date and time specified by the Merit Board Chairman. Any nominations received after this date will not be accepted or considered. Once your packet is completed and submitted, the Merit Board will be responsible for selecting among the nominees and making recommendations to the Superintendent. It is very important that all forms are returned by the deadline so the Superintendent can receive the pool of recommended candidates in time to review and appoint candidates to the Lieutenant assignments.

If you have any questions during the nomination process, you may contact the Director of Personnel. Please follow all instructions closely and do your best to complete the forms thoroughly and accurately. Thank you in advance for making every effort to attend carefully to this task.

**BLANK NOMINATION FORMS**

This section of the training manual contains blank versions of the Nomination Forms for the Lieutenant and Sergeant Merit Selection Processes.