

**CIVIL SERVICE COMMISSION
CITY AND COUNTY OF DENVER**

2013 ANNUAL REPORT





Civil Service Commission
Police and Fire Classified Service
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Summer 2014

Dear Friends and Colleagues:

As we review calendar year 2013, the Commission has endeavored to foster and maintain a merit system for Classified Members of the Police and Fire Departments and for individuals seeking employment in the Classified Service that exemplifies greater opportunity, fairness and transparency.

In 2013, the Commission administered two promotional examinations for the positions of Fire Lieutenant and Police Sergeant. The Commission also processed sufficient Police applicants for three Police academies placed in April, July, and December 2013. The Commission also processed sufficient Fire applicants to fulfill one Fire academy in March, 2013.

Also, in 2013, following input from our business partners and following a public hearing, the Commission amended Commission Rule 12, *Disqualification and Disciplinary Appeals, Hearings and Procedures* to streamline the hearings process and make it more efficient. Rule language was changed to emphasize that the Hearings are administrative in nature; not comparable to a civil trial. The Commission shifted the focus from a “De Novo” review of the disciplinary matter in which the Manager of Safety had the burden of proof to an “Administrative Review” in which the burden of proof lies with the employee to prove the unreasonableness of the discipline imposed.

We have worked in full partnership with the Department of Public Safety, Police and Fire Administration, Public Safety Recruitment and members of the Classified Service. We thank you all for your valuable input and support this past year.

Sincerely,

Earl E. Peterson
Executive Director



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EXECUTIVE SUMMARY

The City Charter established the Denver Civil Service Commission in 1904. The Commission is one of the oldest merit systems in the nation and is modeled after the Pendleton Act of 1883, which created the U.S. Civil Service Commission now known as the U. S. Office of Personnel Management.

The Commission is governed by a board of Commissioners. City Charter § 9.3.2 states the Commission shall consist of five (5) members; two members are to be appointed by the Mayor, two members are to be appointed by City Council and one member shall be nominated by the Mayor and appointed by Council ordinance or resolution. Each Commissioner shall be appointed for a term of two (2) years, except when appointed to complete an unexpired term, and may be reappointed. In making appointments to the Commission, the Mayor and City Council shall consider the diversity of the citizens of the City and County of Denver.

The duties, powers and responsibilities of the Commission include establishing, fostering and maintaining a merit personnel system for the Classified Service of the Denver Police and Fire Departments. Through this merit process, a listing of eligible applicants/candidates determined to be the best qualified, is provided to the Manager of Safety for selection and appointment to the Classified Service.

By Charter and Rule, the Commission has a duty to maintain a merit system that provides for equality, diversity and integrity in the examination process. The Commission evaluates components used in the examination process on a regular basis and determines how these components should be graded and weighted in order to identify the best-qualified applicants and candidates for placement on eligible registers. The Commission's ongoing review of test material, selection methods and policies and procedures ensures an effective, efficient and fair process for entry-level and promotional testing. The Commission is committed to testing and selection processes that are fair, content valid, reliable and job related. The Commission adheres to all applicable Federal, State and local laws and adheres to the Uniform Guidelines on Employee Selection Procedures as established by the Equal Employment Opportunity Commission (EEOC).

The Commission is also committed to Equal Employment Opportunity and non-discrimination. The Commission's consideration and examination of all applicants for employment with the Commission and all applicants and candidates for appointment and promotion in the Classified Service, shall be made without regard to race, color, religion or creed, sex, sexual orientation, age, national origin or ancestry, political affiliation, or disability for individual's otherwise qualified to perform the essential functions of the position with or without reasonable accommodation.

CIVIL SERVICE COMMISSIONERS

Cecilia E. Mascarenas, President

As a Mayoral appointee, Cecilia Mascarenas was first appointed to the Commission in February 2002. Commissioner Mascarenas holds a Bachelor of Arts degree in Sociology from Goshen College in Indiana and an Associate of Arts Degree in Elementary Education from Hesston College in Kansas. She enjoyed a 30-year career as a Probation Officer and Probation Administrator for the Denver Juvenile Court. She is a former Governor appointee to the Colorado Board of Parole and a former Mayoral appointee to the Public Safety Review Commission. She served on the District Attorney's Victims Compensation Board and presently serves on the D.A.'s Justice Council. She serves on the Board of Directors of Friends of the Haven and the Denver Medical Center Emergency Medical Services Council.



She served as a member of the Dept. of Public Safety's Community Policing Institute, Governor's Community Corrections Council, Governor's Justice Assistance Grant Board, Mayor's Public Safety Infrastructure Taskforce Committee, and Interim Deputy Manager of the Family and Children's Division at the Denver Dept. of Human Services. She has served on community boards: Urban Peak, Partners, and Peer Assistance. Her term expires 12/31/2014.



Neal G. Berlin, Vice President

As a City Council appointee, Neal G. Berlin was first appointed to the Commission in January 2007. For over 35 years he served local governments as a city manager; including Ann Arbor, Michigan; Arvada, Colorado; Iowa City, Iowa and Hanover, New Hampshire. Major responsibilities included oversight of Police and Fire operations and personnel administration. His primary professional interests are organizational change, responsiveness to citizens, effective and prudent financial management and consensus building. Commissioner Berlin served in the U.S. Army. Commissioner Berlin received a Master of Public Administration degree from the University of Michigan and his Bachelor of Arts degree in Political Science from Illinois Wesleyan University.

He has undertaken additional academic work at the John F. Kennedy School of Government at Harvard University, American University, the University of Colorado and the University of Denver. Commissioner Berlin works to improve the lives of persons who are challenged with developmental disabilities. He is a member of the Board of Directors and Finance and Personnel Committee of the Developmental Disabilities Resource Center in Lakewood that provides services to persons with developmental disabilities in four counties. His term expires 12/31/2014.

CIVIL SERVICE COMMISSIONERS **(CONTINUED)**



Judge Federico Alvarez, Esq., Commissioner

As a joint representative appointment of the Mayor and City Council, Federico Alvarez, Esq. was appointed to the Commission in June, 2013. He is a graduate of Harvard Law School. As a practicing attorney, Commissioner Alvarez is currently involved in mediation and arbitration matters. He has extensive litigation experience and has worked in private practice and has served as a Public Defender and as an Assistant Attorney General. He has also served as a Judge in the Denver County and District Courts.

Commissioner Alvarez participates in a number of organizations including the American Arbitration Association, the Colorado Commission on Judicial Discipline, the Rhone-Brackett Inn of Court, the Del Norte Neighborhood Development Corporation, the Denver Athletic Club, and the Greater Park Hill Community, Inc. His term expires 12/31/2015.

Anna Flores, Commissioner

As a City Council appointee, Anna Flores was first appointed to the Commission in October 2003. Commissioner Flores is a life long Denver resident. She attended Fairview Elementary School, Lake Jr. High School, West High School, and Metropolitan State College with a double major in Political Science and Spanish. Former Mayor Federico Pena appointed her as the Director for the Denver Commission on Aging from 1983 to 1989. Commissioner Flores previously narrated for the Colorado Talking Library for the Blind. She is an accomplished author and has written four books. Her term expires 12/31/2015.



CIVIL SERVICE COMMISSIONERS **(CONTINUED)**



Hillary Potter Ph.D., Commissioner

As a Mayoral appointee, Dr. Hillary Potter was first appointed to the Commission in February 2009. Dr. Potter is an Associate Professor of Ethnic Studies at the University of Colorado at Boulder, where she teaches criminology courses. Her area of specialization is in race, gender, and class issues as they relate to crime and violence.

Dr. Potter, a resident of the Capitol Hill neighborhood, was born and raised in Denver. Dr. Potter holds a B.A. and a Ph.D. in sociology from the University of Colorado at Boulder and an M.A. in criminal justice from the John Jay College of Criminal Justice, City

University of New York. Dr. Potter's published work includes her books *Battle Cries: Black Women and Intimate Partner Abuse* (New York University Press, 2008) and *Racing the Storm; Racial Implications and Lessons Learned from Hurricane Katrina* (editor; Lexington Books, 2007). Her term expires 12/31/2015.

Matthew Spengler, Esq., Commissioner

As a joint representative appointment of the Mayor and City Council, Matthew Spengler was first appointed to the Commission in April 2011 and he held that appointment until his resignation in June 2013. He holds a Masters in Public Administration from the University of Colorado-Denver, and a Juris Doctorate from George Mason University School of Law. Mr. Spengler practiced law at Hale Westfall, LLP and left that employ to support his wife's decision to gain employment with the Foreign Service. Prior to joining Hale Westfall, Mr. Spengler was a law clerk for Justice Gregory Hobbs on the Colorado Supreme Court and Judge Susan G. Braden on the United States Court of Federal Claims.



Mr. Spengler worked as Government Relations Manager for the International Association of Fire Chiefs and also served as a Presidential Management Fellow at the United States Mint.

EXECUTIVE DIRECTOR



Earl E. Peterson

Earl E. Peterson has served as Executive Director since November 2000. Prior to this position he was in the private sector for over 19 years with Champion International Corporation, Nationwide Papers Division as Operations Manager, Administration Manager and Marketing Manager. Mr. Peterson is a graduate of the State University College of Arts and Science, Geneseo, NY, and holds a Bachelor of Science Degree in Management Science. Mr. Peterson is an active member of Eastern Hills Community Church. He currently serves on the architectural committee for the Prides Crossing HOA and was Vice President for seven years.

COMMISSION BUDGET

In 2013, the Commission was allocated a budget of \$1,578,465.00. The budget includes costs for a full-time staff of 9 employees, 18 on-call background investigators and payment to contract independent hearing officers to conduct disciplinary appeal hearings. The budget also includes payment, for entry-level and promotional test development and applicant processing.

The overall direct cost for the development and administration of the following two promotional examinations was a total of \$75,275.00.

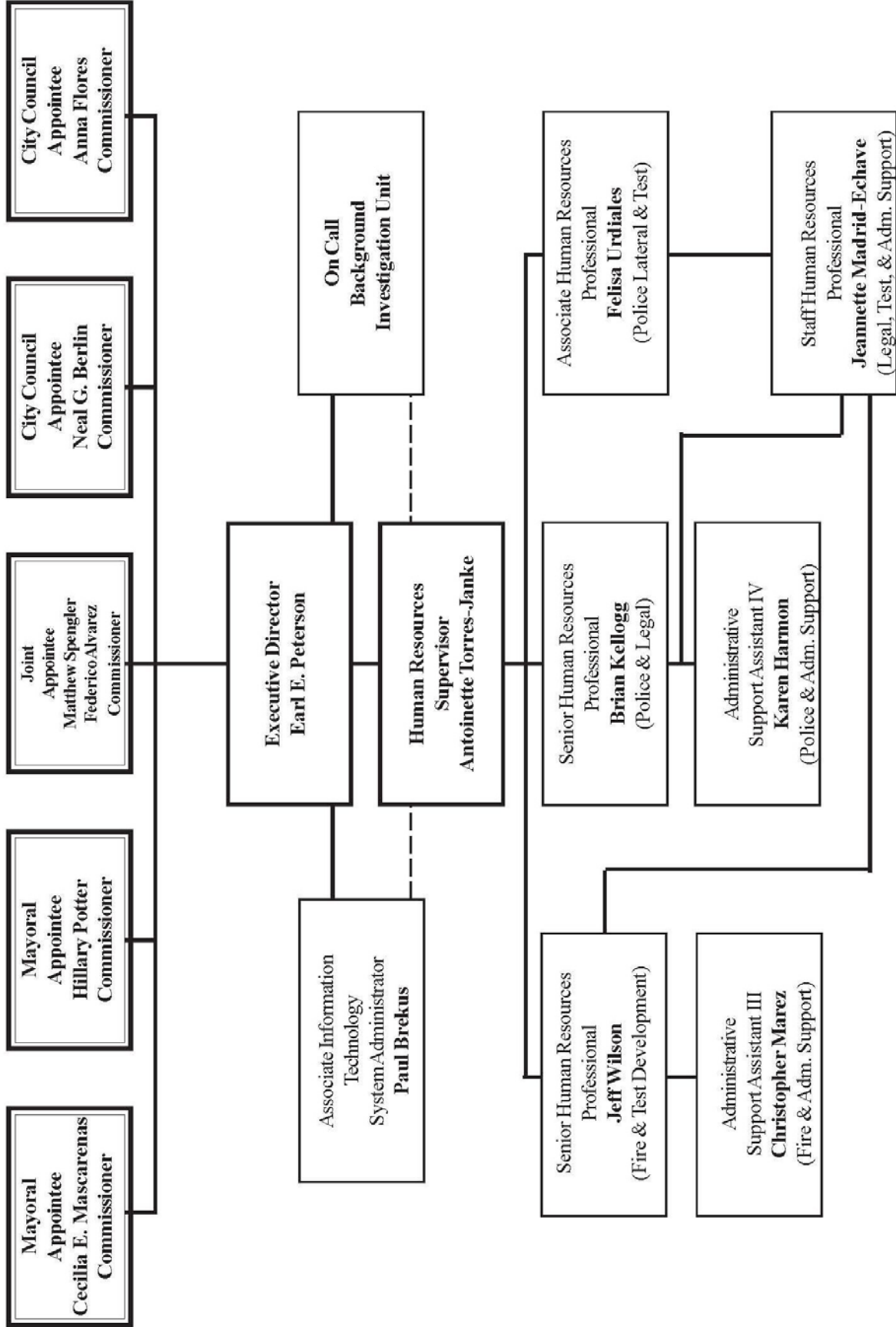
Fire Lieutenant	\$20,800.00
Police Sergeant	\$54,475.00

The processing of Fire and Police applicants and the processing of Denver Public Safety Cadets reflect the following line item expenditures for a total of \$403,700.00

Background Investigation Unit Payroll and Social Security	\$233,371.00
Polygraph Exams	\$60,225.00
Suitability Exams	\$100,089.00
Pre-Employment Drug Screening	\$10,015.00

The Civil Service Commission returned \$105,135.00 of the planned operating budget for 2013 back to the general fund. This saving represents 7% of the overall Commission budget for 2013.

Civil Service Commission Organizational Chart



SUMMARY OF CHANGES TO COMMISSION RULE 12 DISQUALIFICATION AND DISCIPLINARY APPEALS, HEARINGS AND PROCEDURES

City Charter §9.4.15 and Commission Rule 12 provide for a disqualification and disciplinary appeal process through which a member of the Classified Service may appeal any disqualification from the Classified Service and any Departmental Discipline received, with the exception of an oral or written reprimand and the dismissal of a probationary employee. The changes represent an overhaul of the process that governs how Classified Members of the Denver Police and Fire Departments are disciplined.

Following posting and a public hearing, Commission Rule 12 was amended March, 9, 2013 to create a more streamlined and efficient, effective Hearings process. This summary is not intended to cover every proposed revision to Rule 12 but is a summation of the most notable or major changes and changes affecting timeliness.

- ◆ **Overall** – Reorganized the Rule and made procedural changes to add clarity.
- ◆ **Assignment of a Hearing Officer (Disciplinary Appeals Involving Special Circumstances)**. Eliminated the panel of three Hearing Officers who hear appeals involving Special Circumstances. Special Circumstances arise whereby the penalty imposed results in a termination or the penalty was issued because of the Classified Members' conduct resulting in a death. Any such future appeals will be heard by a single Hearing Officer.
- ◆ **General Hearings (Length of Hearings)**. Changes restrict the length of hearings; previously there were no limitations. Hearings are now limited from 1 to 3 days depending on the nature of the penalty. The limitations imposed increase the focus of the hearings and include essential and key witnesses only. The Hearing Officer has the authority to extend the hearing beyond the limits set for good cause.
- ◆ **Discovery and Scope of Discovery**. The discovery and scope of discovery was revised and modified. Other than what is considered "mandatory" discovery of the investigatory file, all discovery will now require the granting of a motion by the Hearing Officer to approve the discovery based on the showing that the desired materials are relevant to the parties' case.

The time period for producing and providing access to the investigatory and disciplinary documents and materials was reduced by half.

- ◆ **Pre-hearing Order**. Changes diminish the number of amended pre-hearing statements filed because discovery process will be completed and reviewed prior to the statement's due date.

- ◆ Sets time limits for the joint filings and serving of pre-hearing orders and time limits for amendments. Also clarifies what the Respondent’s statement of the case shall include and the methodology and rationale utilized to determine the level of penalty(s) imposed.
- ◆ **Conduct of Hearing.** Rule language changed to emphasize that the Hearings are administrative in nature; not comparable to a civil trial. Deleted existing provision requiring that the appeal hearing be a hearing *de novo* and deleted the current requirement that the Manager of Safety has the burden of proof to justify the evidence by a preponderance of the evidence.

Added Charter language to the Rule concerning the Manager’s burden in an appeal and interprets that language to mean that the Manager is required only to present sufficient evidence to create a reasonable inference of the correctness of the Departmental action.

Added Charter language to the Rule regarding the Classified Members option to offer evidence in support of any stated objections to the Departmental Order.

Also in connection with the removal of the *de novo* hearing provision, changed the existing burden of proof from the Manager to the Classified Member and raised the burden from one of preponderance of the evidence to a showing of clearly erroneous.

- ◆ **The Record of a Hearing.** Provided clarification regarding exhibits.
- ◆ **Hearing Officers’ Decision and Order (in reviewing the disciplinary action).** Added emphasis to the Manager of Safety being given “due weight” to his/her necessity to maintaining administrative control of the Department. Standard of review changed from “arbitrary and capricious” to “clearly erroneous”.

Delineated the standard of review required to reverse or modify the Manager of Safety’s Departmental Order of Disciplinary Action.

- ◆ **Preparation and Filing of Transcripts.** Updated to avoid delays.
- ◆ **The Filing, Timing, Nature, Length, and Format of Briefs.** Deadlines changed to avoid delays.

DISQUALIFICATION & DISCIPLINARY APPEALS

The Appeal Process

The entire Appeal Process is outlined in City Charter §9.4.15 and Commission Rule 12 – Disqualification and Disciplinary Appeals, Hearings and Procedures. Except for the disqualification of any probationary member of the Classified Service, a member who is subject to disqualification and is being dismissed for a failure or inability to meet the qualifications

necessary to perform the essential functions of the position may also file an appeal for a hearing before a Hearing Officer.

Any final decision and order of a Hearing Officer may be appealed by the member, the Manager of Safety, or by both, for a limited review by the Civil Service Commissioners. In lieu of an appeal to the Commissioners, a final decision at the Hearing Officer level may be appealed directly to Denver District Court. A final decision at the Commissioner level also may be appealed to District Court.

Hearing Officers

Hearing Officers are selected as established by City Charter §9.3.7 and Commission Rule 14. The following four individuals were selected in 2012 to serve as a Hearing Officer for the 2013-2015 contract period: Daniel C. Ferguson, Esq.; Hazel E. Hanley, Esq.; Timothy L. Nemecheck, Esq.; and Terry Tomsick, Esq. There is an option also for assignment of a different Hearing Officer to serve as a Settlement Officer (mediator) in the appeal.

2013 Disciplinary Appeals

Disciplinary and Disqualification Appeal decisions, listed by Year of appeal filing or by the Classified Member's Last Name can be found on the Commission's website at www.denvergov.org/civilservice.

ENTRY-LEVEL POLICE/FIRE TESTING 2013

The required qualifications for Original Appointment are set in Commission Rule 3 and Commission Rule 5 establishes the Examination and Screening phases. During the respective open application periods, applicants interested in testing for a Police Officer or Firefighter position first complete an application form and schedule a test date online through the Commission's web site at www.denvergov.org/civilservice. Upon an acceptable application being submitted, the Commission's testing center can accommodate up to 42 applicants per test session.

If there are no available test appointments for a particular day, an applicant can "walk-in" on any scheduled test day and will be permitted to fill any vacant testing stations on a first come first served basis providing all qualifications are met.

Police Officer Testing

The Commission tests for the position of Police Officer on an annual basis. Testing for Police Officer was conducted in the months of March/April, 2013 for applicant processing in 2014. 2355 valid applications were accepted, 1149 applicants tested and 1107 applicants passed the written test. See the 2013 Police Testing information on page 11.

Police applicants who are currently employed as peace officers (with appropriate State certification), and who have a minimum of three years patrol experience, can be considered for lateral-entry placement. A benefit of the combined entry-level and lateral-entry academies allows lateral-entry applicants to complete the academy in 15 weeks (versus 25-28 weeks for entry-level applicants) if their previous training and experience warrants.

In 2013, three Police academies were placed in April, July, and December from testing conducted in 2012 and 2013. A total of 109 new Police recruits were hired in 2013. See the demographic breakdown on pages 12 – 14.

Firefighter Testing

The Commission typically tests for the position of Firefighter every two (2) years and testing was not anticipated in 2013. However to augment the Fire applicant pool anticipated from testing to be conducted in 2014, the Commission permitted limited testing in the months of October/November, 2013 for Firefighter applicants recruited through a formal Fire recruitment program. 399 valid applications were accepted, 357 tested and 314 applicants passed the written test. See the Firefighter Testing information on page 15.

One Fire academy was placed in March, 2013 from testing conducted in 2012. 19 Firefighters were hired in 2013. See the demographic breakdown on page 16.

SPECIALIZED FIRE TESTING

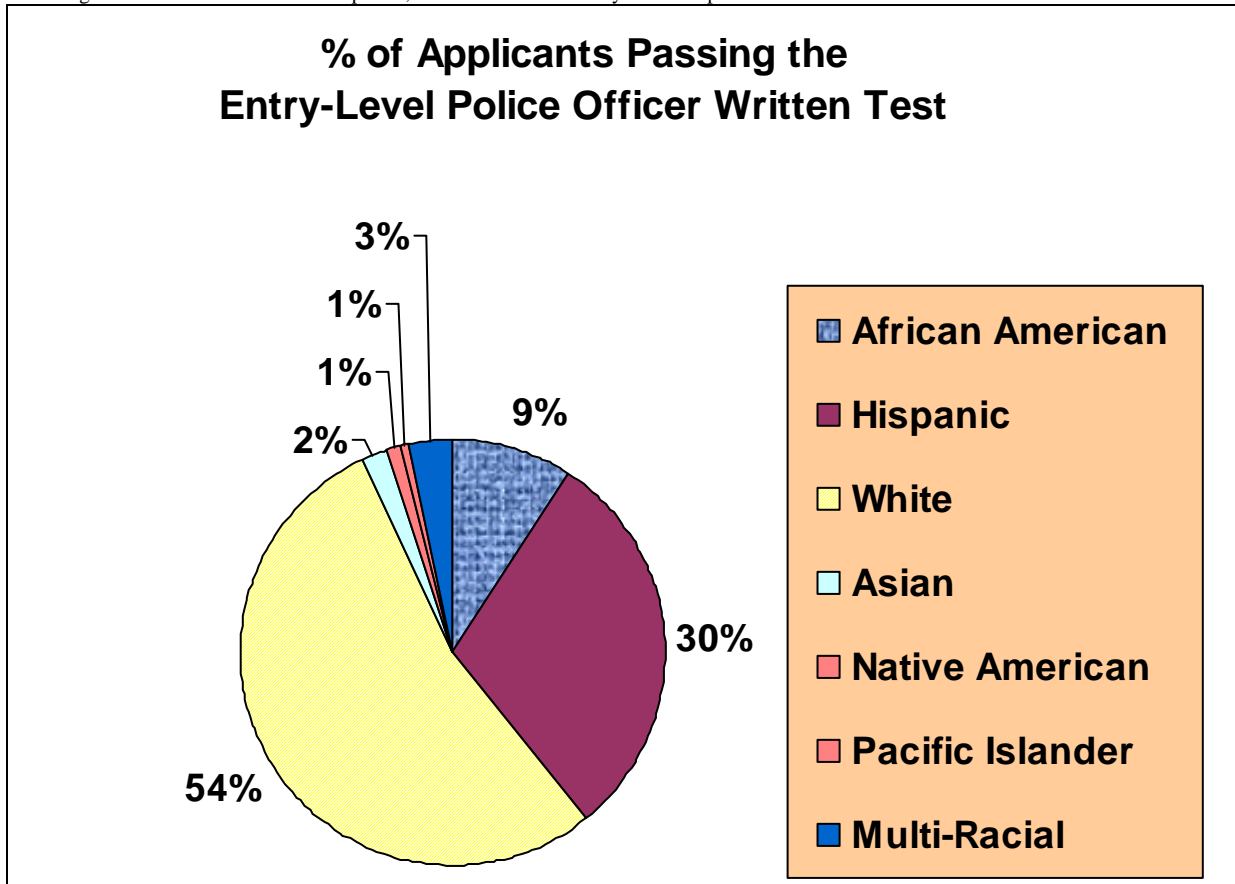
The Commission also tests for two specialized Fire entry-level positions in the Classified Service; Fire Mechanic and Fire Systems Technical Specialist (including Electricians and Electronic Technicians). Fire Mechanics perform skilled work in the maintenance and repair of automotive equipment, fire apparatus and fire suppression equipment. Fire Systems Technical Specialists (Electricians) design, install and maintain all electrical, heat, and power systems. Fire Systems Technical Specialists (Electronic Technicians) design, build, install, inspect and repair all division systems and equipment. Equipment maintained includes radio fire-box transmitters and receivers, microwave, two-way mobile radios and pagers, towers, antennas, etc. When a vacancy is anticipated in any of these specializations, the Commission will screen and test applicants as outlined in the respective Announcements of Examination and the respective Informational Booklets.

In 2013, one Fire Systems Technical Specialist was hired from testing conducted in 2011.

ENTRY-LEVEL POLICE OFFICER TEST DEMOGRAPHICS 2013

	Applied	Valid Applications			Scheduled No Show Rate	Tested	Passed	% of Total
		Total	Walk In	Scheduled				
African American	289	242	148	94	20.21%	108	102	9.21%
Hispanic	827	700	441	259	15.44%	349	333	30.08%
White	1402	1234	756	478	16.74%	602	594	53.66%
Asian	72	56	31	25	12.00%	31	22	1.99%
Native American	32	27	17	10	20.00%	14	13	1.17%
Pac. Islander	10	10	6	4	0.00%	6	6	0.54%
Multi Declared	108	86	56	30	16.67%	39	37	3.34%
Male	2259	1938	1184	754	16.31%	956	922	83.29%
Female	481	417	271	146	17.81%	193	185	16.71%
Total	2740	2355	1455	900	16.56%	1149	1107	100.00%

Percentages are rounded to two decimal places, and therefore totals may not add up to 100%.



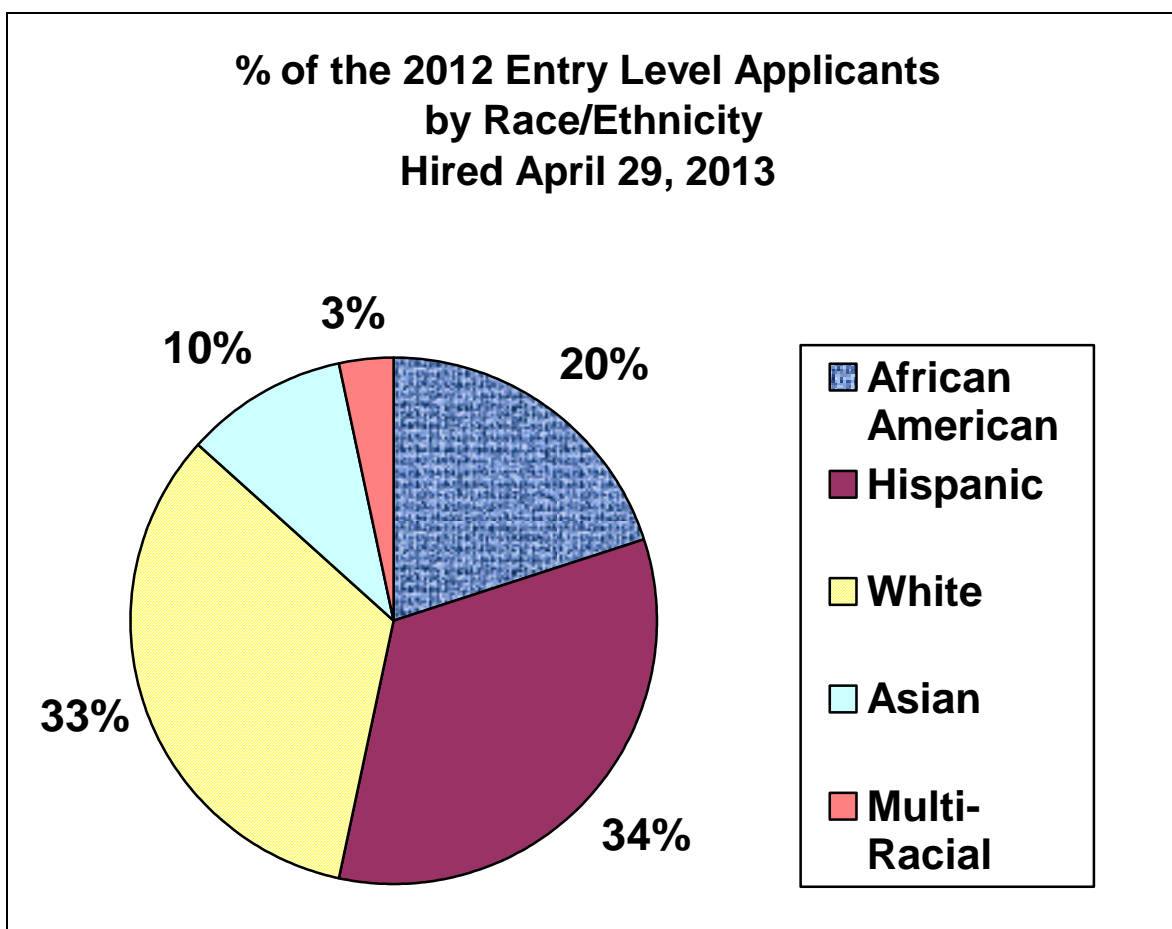
POLICE ACADEMY DEMOGRAPHICS

APRIL 29, 2013

(By Race/Ethnicity and Gender)

	Male	% of Total	Female	% of Total	Total	% of Total
African American	6	20.0%		0.0%	6	20.0%
Hispanic	8	26.7%	2	6.7%	10	33.3%
White	8	26.7%	2	6.7%	10	33.3%
Asian	3	10.0%		0.0%	3	10.0%
Native American		0.00%		0.0%		0.0%
Multi	1	3.3%		0.0%	1	3.3%
Total	26	86.7%	4	13.3%	30	100.0%

Percentages are rounded to two decimal places, and therefore totals may not add up to 100%.
 (4 Lateral Officers were in this academy)



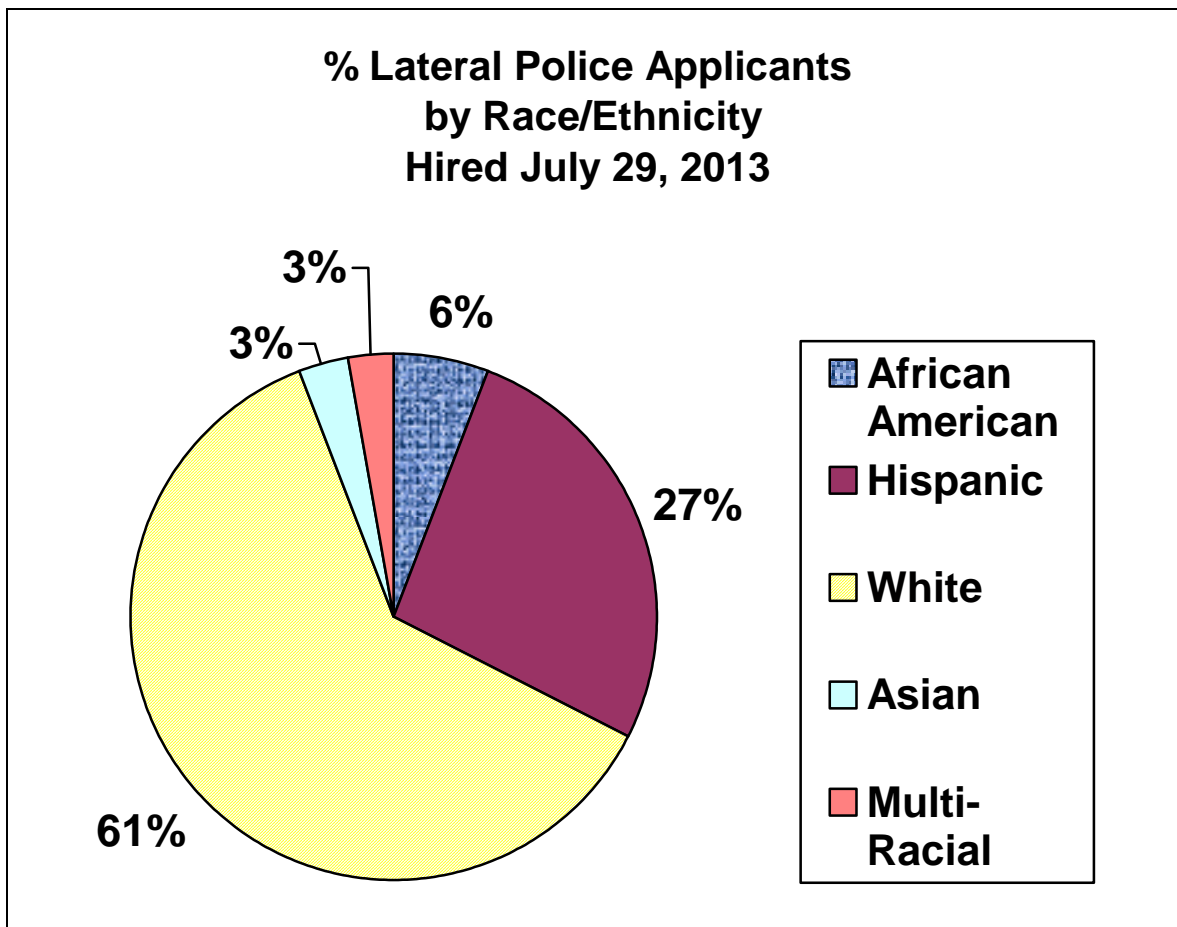
LATERAL POLICE ACADEMY DEMOGRAPHICS

JULY 29, 2013

(By Race/Ethnicity and Gender)

	Male	% of Total	Female	% of Total	Total	% of Total
African American	2	5.9%		0.0%	2	5.9%
Hispanic	9	26.5%		0.0%	9	26.5%
White	19	55.9%	2	5.9%	21	61.8%
Asian	1	2.9%		0.0%	1	2.9%
Native American		0.0%		0.0%	0	0.0%
Multi	1	2.9%		0.0%	1	2.9%
Total	32	94.1%	2	5.9%	34	100.0%

Percentages are rounded to two decimal places, and therefore totals may not add up to 100%.
 (Only Lateral Officers were in this academy)



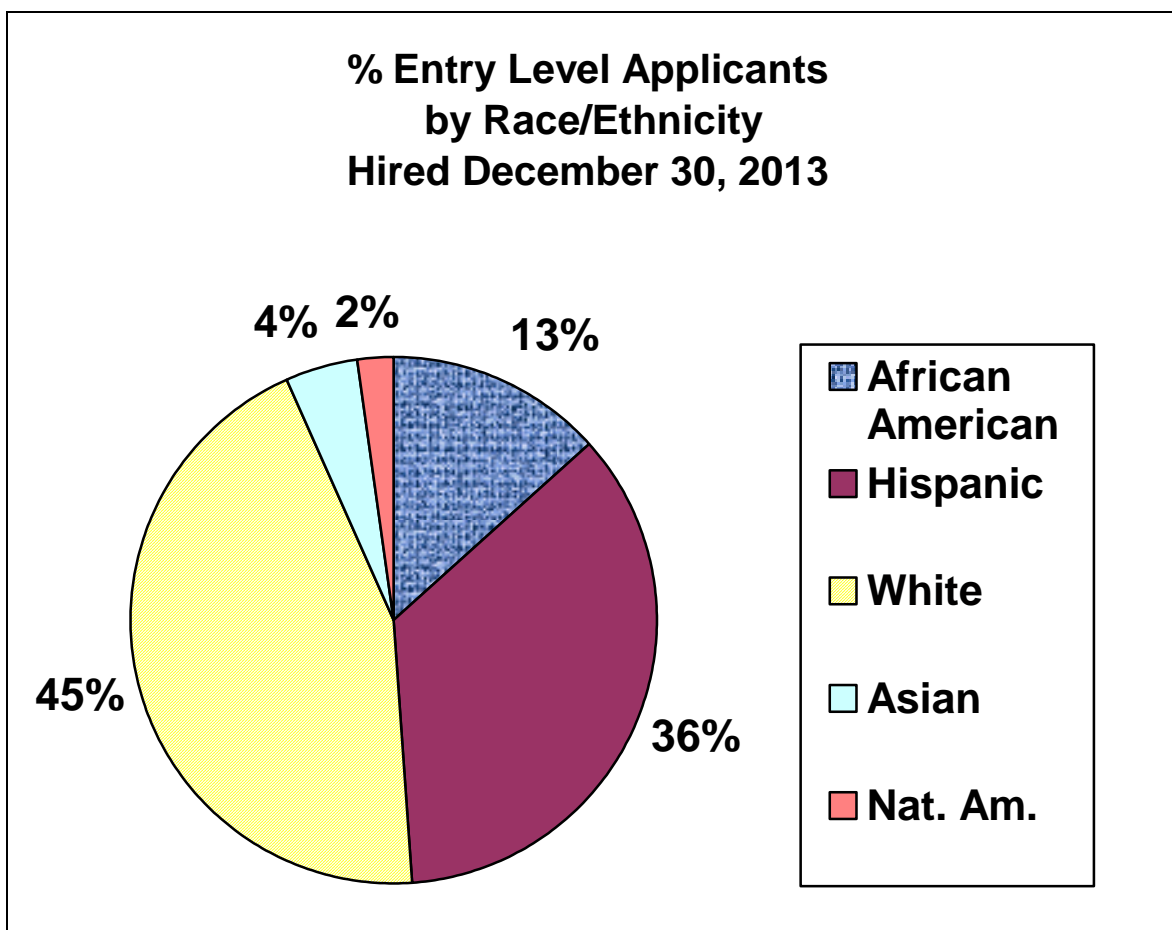
POLICE ACADEMY DEMOGRAPHICS

DECEMBER 30, 2013

(By Race/Ethnicity and Gender)

	Male	% of Total	Female	% of Total	Total	% of Total
African American	5	11.1%	1	2.2%	6	13.3%
Hispanic	14	31.1%	2	4.4%	16	35.6%
White	18	40.0%	2	4.4%	20	44.4%
Asian	2	4.4%	0	0.0%	2	4.4%
Native American		0.0%	1	2.2%	1	2.2%
Total	39	86.7%	6	13.3%	45	100.00%

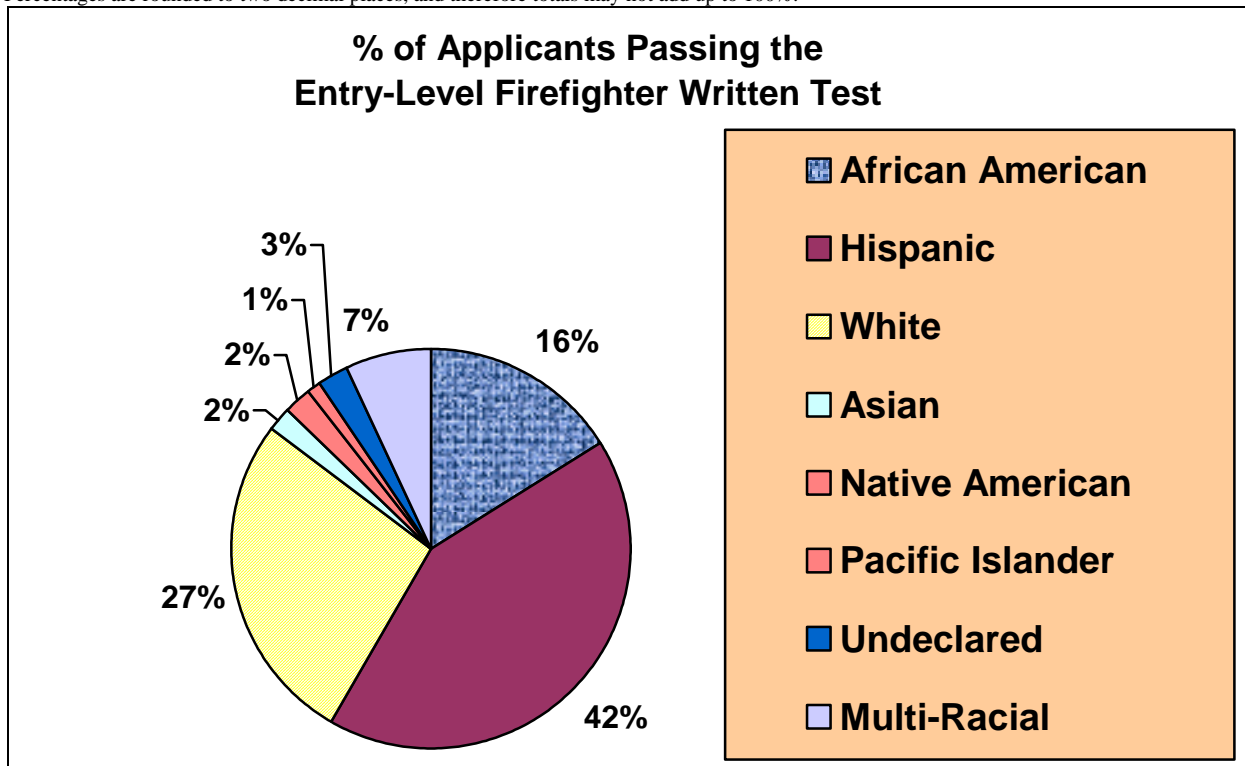
Percentages are rounded to two decimal places, and therefore totals may not add up to 100%.
 (No Lateral Officers were in this academy)



ENTRY-LEVEL FIREFIGHTER RECRUITMENT TEST DEMOGRAPHICS 2013

	Applied	Valid Applications			Scheduled No Show Rate	Tested	Passed	% of Total
		Total	Walk In	Scheduled				
African American	79	72	3	69	7.25%	62	51	16.24%
Hispanic	187	171	3	168	5.95%	156	132	42.04%
White	100	97	6	91	4.40%	88	85	27.07%
Asian	8	7	0	7	0.00%	7	6	1.91%
Native American	11	10	0	10	10.00%	9	7	2.23%
Pac. Islander	3	3	0	3	0.00%	3	3	0.96%
Un. Race	10	10	1	9	11.11%	9	8	2.55%
Multi Declared	34	29	4	25	4.00%	23	22	7.01%
Male	315	289	9	280	6.79%	256	221	70.38%
Female	106	99	6	93	1.08%	93	88	28.03%
Un. Sex	11	11	2	9	22.22%	8	5	1.59%
Total	432	399	17	382	5.76%	357	314	100.00%

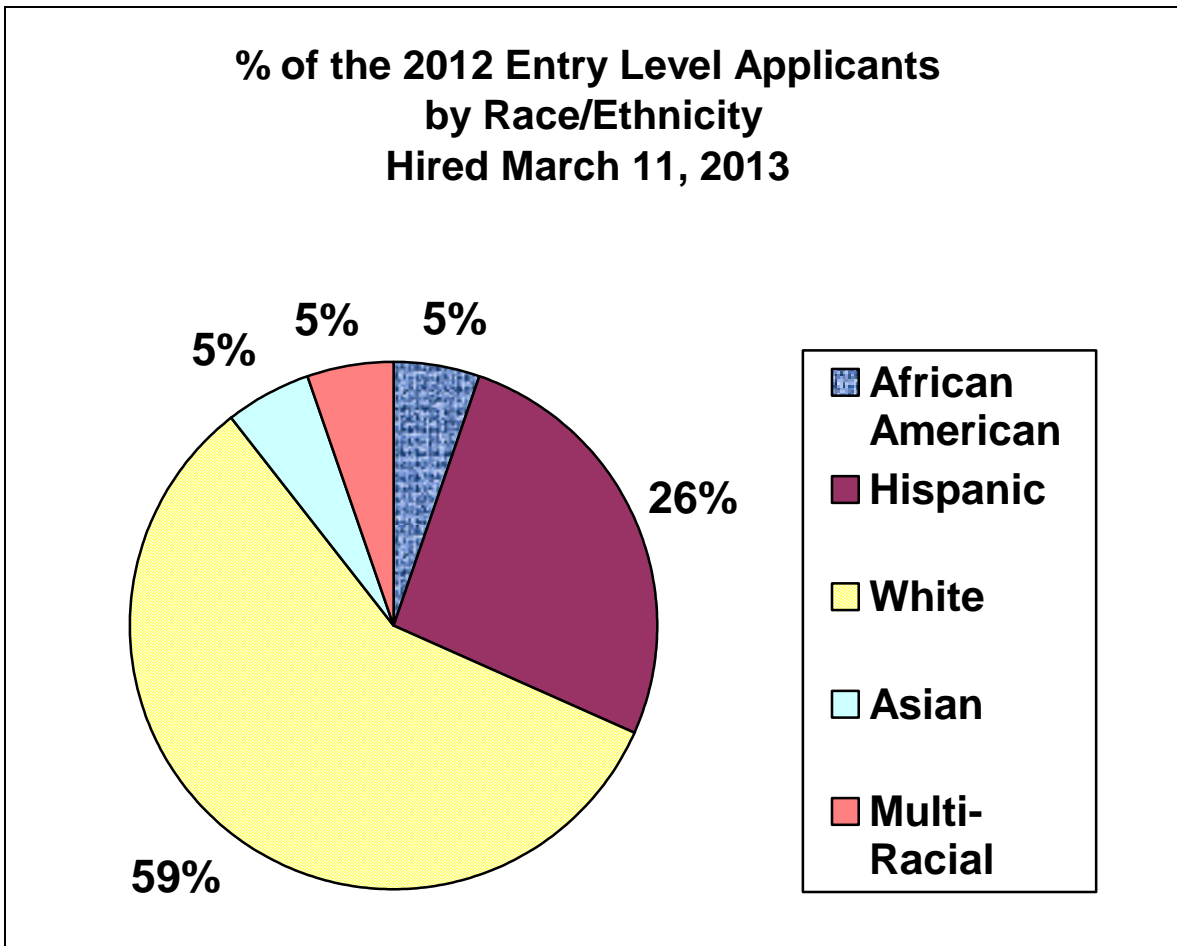
Percentages are rounded to two decimal places, and therefore totals may not add up to 100%.



FIRE ACADEMY DEMOGRAPHICS
MARCH 11, 2013
(By Race/Ethnicity and Gender)

	Male	% of Total	Female	% of Total	Und. Sex	% of Total	Total	% of Total
African American	1	5.26%		0.00%		0.00%	1	5.26%
Hispanic	4	21.05%	1	5.26%		0.00%	5	26.32%
White	10	52.63%	1	5.26%		0.00%	11	57.89%
Asian	1	5.26%		0.00%		0.00%	1	5.26%
Native American		0.00%		0.00%		0.00%	0	0.00%
Multi	1	5.26%		0.00%		0.00%	1	5.26%
Total	17	89.47%	2	10.53%	0	0.00%	19	100.00%

Percentages are rounded to two decimal places, and therefore totals may not add up to 100%.



FIRE AND POLICE PROMOTIONAL EXAMINATIONS

In 2013, the Civil Service Commission conducted two Promotional Examinations. For both Fire Lieutenant and Police Sergeant, a written test was administered to all registered candidates, addressing content areas from among those that are determined as a result of the job analysis to be essential or important for the successful performance of the duties and responsibilities of the particular rank.

Only those candidates who attained a passing score on the written test advanced to the Assessment Center. Candidates were then ranked by their total examination score. The total examination score is the sum of the points earned from the written test, the assessment center, and seniority.

FIRE LIEUTENANT

Number of Candidates Eligible	275
Number of Candidates Who Registered	167
Number of Candidates Passed Written Exam	56
Number of Candidates Who Attended the Assessment Center	55

POLICE SERGEANT

Number of Candidates Eligible	1003
Number of Candidates Who Registered	209
Number of Candidates Passed Written Exam	87
Number of Candidates Who Attended the Assessment Center	84

The Commission greatly appreciates the cooperation and assistance from the Fire and Police Administrations, Department Subject Matter Experts and Employee Groups in the development of the promotional examinations.

FIRE AND POLICE PROMOTIONS IN 2013*

FIRE DEPARTMENT	
Fire Lieutenant	6
Fire Engineer	5
Fire Captain	4
Assistant Chief	1

POLICE DEPARTMENT	
Police Sergeant	6
Police Lieutenant	4
Police Captain	0

* Includes only those promotional ranks within the Classified Service. Promotional tests are administered every two years except in the case of Assistant Superintendent of Fire Alarm, and Assistant Master Mechanic, which are administered on an as-needed basis. Promotions can be made off of an eligible register that was created in the previous year.