The selection of the reading list materials is integral to the promotional testing process; therefore, the agency should be fully involved early in the process.

**Educate**

Ask for a timeslot in your next command staff meeting to discuss this topic and educate the attendees on why additional time and resources should be spent on this topic. Focus on the benefits (see Reference 1) and the action plan/next steps. Ensure you get approval to move forward.

**Initiate**

Start by assembling a multi-disciplinary promotional committee. Ensure to extend an invitation to all stakeholders that have a vested interest in the promotional process. This may include:

- Chief or designee
- Command staff from various bureaus
- Civilian staff from HR/Personnel/Civil Service
- Organized labor groups

Once the committee is assembled, lay out the outline and timeline for the selection of reading list materials. There are three steps to this process:

1. **Incumbent Meetings** – Meet with current employees serving at the target rank (for a sergeant promotional process, meet with current sergeants who have served at the rank for a minimum of 1 year). Utilizing either one-on-one interviews or small groups, ask these incumbents about challenges they experienced or needs they see with newly promoted staff. For a list of questions see Reference 2.

2. **Present and review potential sources** – Ask the committee what source documents they think may be appropriate and necessary based on the information learned from the interviews. Ensure that all types of sources are considered (see Reference 3). Once you have a solid list, make all sources available to committee members for review.

3. **Selection of Materials** – Once everyone has reviewed each source, have a final meeting to make a determination of which sources should be included and what policies/sections/chapters to include from each chosen source. For evaluation criteria see Reference 4.

**Implement**

Utilize this new reading list for the promotional process.

**Evaluate**

Gather feedback from candidates after they have taken the exam (but prior to results being released) on what they thought about the utilized content.
Reference 1: Benefits
- Increased relevancy of content
- Cross departmental buy-in
- Increased candidate satisfaction
- Increased legitimacy of promotional process
- Staff development

Reference 2: Questions for Incumbents
- What specific policies and procedures do you reference a lot or are important in your day to day?
- When you were promoted into this position, what challenges did you encounter?
- What do you wish you knew more about prior to being promoted?
- Have you noticed any areas newly promoted staff are short in?

Reference 3: Types of Sources
- Local
  - Policy & Procedure Manual
  - Employee Handbook
  - FOP contract
  - City/County/State Statutes, Codes, & Laws
- Mass Market
  - Textbooks
  - Federal Government and Association Publications
  - Mass Market Leadership Books
  - Law enforcement specialty books

Reference 4: Evaluation Criteria
- Time sensitivity of content – knowledge (policy/law/process) that needs to be known by the individual immediately, with no time to look it up.
- Critical nature of content – knowledge that every single individual in the department must know.
- Leadership content – knowledge that supervisors should know before they begin managing personnel.