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GOVERNMENT OF GUAM  
HAGÁTÑA, GUAM 96932

GUAM POLICE DEPARTMENT  
DIPĀTTAMENTON POLISIAN GUAHAN

2009 DEC 23 PM 1:10

December 23, 2009

30-69-1462  
Office of the Speaker  
12/23/09  
44

MEMORANDUM

To: Personnel Concerned  
From: Chief of Police  
Subject: **Police Lieutenant Job Announcement**  
**Re: Proposal to Waive the Written Examination.**

Since November 2009, a request was made by some potential Police Lieutenant candidates to waive the written examination for the Police Lieutenant promotions. Several staff officers supported this request and others were not in favor. A committee was formed, meetings conducted, memos written and concerns raised for both views.

Personally, I have always been an advocate for the written examination. However, I also believe in making an effort to advance and develop our agency outside of traditional practices, if those practices are legal, fair and timely.

Information submitted by GPD personnel indicated there was still a split in their ability to agree on the best approach. I then sought out a determination from the Department of Administration.

Today, I have received the Director of the Department of Administration's (DOA's) response [copy attached] and she has indicated that the "best practice" would be to administer a written examination for the Police Lieutenant promotions. The DOA Director's memorandum provides more than adequate reasoning for her request. She also provided a signature line seeking my concurrence.

I have officially made a decision to move forward by concurring to allow for DOA to conduct the written examination.

  
PAUL R. SUBA

Attachment

- cc: Governor of Guam
- Lieutenant Governor of Guam
- Speaker, 30<sup>th</sup> Guam Legislature
- Police Commander
- Bureau Chiefs



**Felix P. Camacho**  
Governor

**Michael W. Cruz, M.D.**  
Lieutenant Governor

# FILE

GOVERNMENT OF GUAM  
(GUBETNAMENTON GUÁHAN)

DEPARTMENT OF ADMINISTRATION  
(DIPATTAMENTON ATMENESTRASON)

**DIRECTOR'S OFFICE**  
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**Lourdes M. Perez**  
Director

**Joseph C. Manibusan**  
Deputy Director

HRD NO: OG10-0219

DEC 21 2009

**MEMORANDUM**

**TO: Chief of Police**

**FROM: Director of Administration**

**SUBJECT: Request to Amend Police Lieutenant Job Announcement**  
**RE: Meeting of December 11, 2009**

Buenas yan Háfa Adai! This is to memorialize the meeting between you, Captain Mark Charfauros, and Ms. Cecilia Martinez, Human Resources Manager, with respect to amending the Police Lieutenant Job Announcement (DOA149-09) which was posted on December 9, 2009. The meeting was held in Ms. Martinez's office on Friday, December 11, 2009. At that meeting, you requested to have the written examination requirement removed from the job announcement in order to expedite the hiring process. We hope that this memo will encourage you to reconsider your request, for we believe that it is important to utilize another examination technique when considering the promotion of police supervisors into the police management ranks.

As you know, the government of Guam has traditionally tested applicants for entry or promotion into the various police officer positions (from police recruit to police lieutenant). This standard applies not only to Guam, but to many local and state police organizations across the United States. This is a standard that is practiced mainly because of public safety concerns that law enforcement officers are held to a higher standard and that the public not only expects but demands a highly trained and quality police or law enforcement work force. This public expectation has developed within the law enforcement community itself the expectation of a highly competitive process, especially when it comes to promotions. Competition demands that a variety of employment examination techniques be utilized. This is necessary so that the variety of tests utilized helps the appointing authority to determine who are qualified or not for the job. The job knowledge test for the Police Lieutenant position (it being the first level management position) is significant in that it tests applicants on their knowledge and understanding of critical management principles and practices involving, but not

limited to management functions, communications, and human relations. Removing the written examination requirement may automatically create the impression that the promotion process is no longer highly competitive and objective. The written examination places the applicant's performance squarely on the applicant himself. It is not dependent on an outside evaluator which is normally the case for the training and experience evaluations and the selection interview rating.

With that said, it is important to note that your request can also be handled administratively by this office. One of the administrative considerations given when deciding whether or not to use multiple examination techniques is the number of applicants versus the number of vacancies. The time invested to develop and use a written examination may not be cost effective if there are more vacancies than there are candidates. This has occurred before with the Police Lieutenant position which is the reason why the Assessment Center type of examination is no longer utilized for the position. Rather than amend the Police Lieutenant job announcement to remove the written examination requirement, this office prefers to determine after the job announcement closes, and the number of eligible candidates are assessed, whether or not the use of the written examination is administratively necessary.

Should you concur with this decision, please disseminate appropriate information to all potential applicants that they should apply for the Police Lieutenant position regardless of whether the Police Lieutenant job announcement contains the written examination requirement or not. Please be guided accordingly. Si Yu'us Ma'ase!

  
LOURDES M. PEREZ

CONCURRED:

 12/23/09  
PAUL SUBA, Chief of Police      Date