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CMM - ch. 4. Promotion

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For information regarding this policy, contact [National Staffing Program](#), Workforce Programs and Services, Human Resources.

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1. Policy

1. 1. Participation in the promotion process is voluntary.

1. 1. 1. A member can participate in promotional testing, e.g. a Job Simulation Exercise (JSE), or a structured interview (SI), during scheduled hours of work.
1. 1. 2. A member must complete the application documents and exam preparation during their own time.
1. 2. The authority to promote a member, other than an officer/officer equivalent, is delegated to:
 1. 2. 1. for a decentralized position, the Delegated Manager for Human Resources (DMHR)/delegate;
 1. 2. 2. for a centralized position, the DMHR/delegate, National Headquarters; and
 1. 2. 3. for a "Depot" division centralized position located in Regina, the DMHR/delegate for Depot.
1. 3. Personal information contained on candidates' promotion documents and any notes about a candidate contained in the staffing action file may be used and disclosed to third parties, as per the [Privacy Act, paragraph 8\(2\)\(a\)](#) and [8\(2\)\(b\)](#), and the [RCMP Act, subsection 31\(4\)](#), including for the purpose of pursuing a grievance relating to the selection or promotion process.
 1. 3. 1. For the purposes of a grievance, only relevant information will be disclosed, as per [RCMP Act, subsection 31\(4\)](#), and [paragraph 36\(b\)](#), and [Commissioner's Standing Orders \(Grievances and Appeals\), section 5](#).
1. 4. The use of promotion process information for any reason other than is described in this policy is prohibited.
1. 5. Any notes made about a candidate will be retained on the staffing action file.
1. 6. A promotion may be made conditional on a member meeting specific conditions, as specified in the job advertisement.
1. 7. A member who cheats on a promotional process will be removed from the applicable promotional opportunity and may be subject to a conduct process under [RCMP Act, Part IV](#).
1. 8. The promotion process will be conducted in the member's preferred official language. Refer to [AM ch. II.6., Official Languages](#).
1. 9. Regardless of the closing date of a job advertisement, after an inter-regional lateral staffing transaction is initiated in HRMIS, a member competing for a decentralized promotion will be considered as a regional candidate in the receiving staffing region and as a national candidate in the sending staffing region.

EXCEPTION: Once the application package of a member on the short list has been advanced to the line officer for consideration, the member's regional or national status will not change.
1. 10. Before initiating an inter-regional lateral staffing transaction in HRMIS, Career Development and Resourcing (CDR) will advise the member that after the lateral transfer notice is issued, their eligibility status in all ongoing staffing actions in the sending staffing region will change from regional to national, as per [sec. 1.9](#).

1. 10. 1. For civilian members (CMs), if the ongoing staffing action was limited to regional candidates only, CDR will advise the member that they will be removed from that staffing action without penalty after the lateral transfer notice is issued.
1. 11. Ties in the promotion process will be broken by seniority. For a regular member (RM), seniority will be based on total service as an RM for Csts., time in rank for noncommissioned officers (NCOs) and, if necessary, the lowest regimental number.
1. 12. A staffing action will be completed using the promotion process data in effect on the closing day of the job advertisement.
1. 13. Due to a number of variables, the submission of [Form 2285, Request for Staffing a Member Position](#), will not necessarily determine the order in which positions are staffed.
1. 14. A staffing action is deemed concluded when the transfer notice is approved by the DMHR/delegate, unless the provisions of [sec. 7.1.3.](#) or [sec. 10.10.17.](#) apply.
1. 15. Only the Chief Human Resources Officer or the DMHR may approve a change of status or resignation of rank or level.
1. 16. For the purpose of promotion, time spent on leave without pay (LWOP) for reasons other than education, maternity, or parental leave, will not count towards time in the current rank or service in the RCMP.
1. 17. All promotional opportunities are advertised. The only members considered for promotional opportunities are those who respond to an advertisement.
1. 18. A member is responsible for ensuring that they obtain, either personally or through a proxy, the information on all advertised positions of interest.
1. 19. A member will not be considered for a position for which they are not qualified.
1. 20. The DMHR will consider employee misconduct and other relevant information to determine an employee's eligibility to continue in the promotional staffing action, taking into account the expanded disclosure obligations of the police in relation to employee misconduct, as per the Supreme Court of Canada's ruling in [R. v. McNeil, 2009 SCC 3](#) and the reporting requirements outlined in [OM ch. 20.1., Disclosure](#).
1. 21. As per [RCMP Act, Part III, Sec. 31.\(4.1.\)](#), standardized testing material used in the promotion process (e.g. JSEs and SIs) will not be disclosed.

2. Definitions

2. 1. **Applicant list** means a listing of all members who apply to an advertisement.
2. 2. **Competency means** an observable and measurable knowledge, skill, ability, or personal characteristic defined in terms of the behaviours required by employees to achieve the required performance output or outcome.
2. 3. **Competency profile** means organizational and functional competencies identified by subject matter experts (SMEs) as critical for members to have to perform effectively in a function.

2. 4. **Desirable attributes** mean specific knowledge, skills, abilities, or other qualifications related to the job, which are not essential to perform the duties of the position, but which may enhance the work performed, and/or benefit the work unit, currently or in the future.

2. 5. **Different examples** mean behavioural examples that describe distinct situations and/or tasks.

2. 6. **Fit** means an appropriate combination of qualifications and relevant characteristics for the position being staffed, after consideration of the identified job requirements and desirable attributes, if applicable, together with the operational and organizational needs of the detachment or unit, and/or the RCMP.

2. 7. **Functional competencies** mean the knowledge, skills, and abilities that are required by members within a particular function. They describe what the member needs to know, or be able to apply, in order to perform effectively in that function.

2. 8. **Job requirements** mean what are essential to perform the duties of the position, and include, but are not limited to, organizational and functional competencies, education, certifications, formal developmental activity, technical or professional capabilities, or demonstration of a skill.

2. 9. **Meaningful** means providing sufficient information justifying the outcome, thus allowing a neutral third party to understand the reasons for the recommendation or decision.

2. 10. **Minimum level** means the proficiency required to do the work on a day-to-day basis.

2. 11. **Organizational competencies** mean the essential four groups of competencies that every RCMP member must have to deliver on the Mission, Vision, and Values, and support the Strategic Framework. Typically, these reflect a member's personal qualities or attributes.

2. 12. **Pre-selection list** means a listing of all members ranked by a Job Simulation Exercises score who apply to an advertisement, meet all of the requirements, and have been validated as meeting the minimum levels for the required competencies.

2. 13. **Pre-validation list** means a listing of all members who apply to an advertisement and meet all the requirements other than the required competencies.

2. 14. **Qualifying list** means a listing of candidates with a passing Job Simulation Exercises score.

2. 15. **Short list** (NCO Promotion Process) means a listing of candidates to be considered by the line officer at the selection stage.

2. 16. **Sound** means the totality of the information was considered, and the rationale accurately reflects the facts or reasons for the recommendation or decision.

2. 17. **Staffing region** means a geographically defined region identified by a grouping of specific alphabetic indicators contained within a position's location code:

2. 17. 1. **Pacific Staffing Region** means location codes commencing with the letters E and M.

2. 17. 2. **North West Staffing Region** means location codes commencing with the letters D, F, G, K, V, and R400.

2. 17. 3. **Central Staffing Region** means location codes commencing with the letters O, C, and A.

EXCEPTION: Those belonging to collator codes N, S, or T.

2. 17. 4. **Atlantic Staffing Region** means location codes commencing with the letters B, H, J, and L.

NOTE: Positions with location codes X, R600, or A (which belong to collator codes N, S, or T) that do not form part of a specific staffing region. Candidates who occupy these positions must be considered as per [sec. 10.3.2.](#) and [10.3.3.](#)

2. 18. **Subject matter expert** (SME) means a person who is recognized by the hiring manager as being knowledgeable in the competencies, duties, and responsibilities of the position.

2. 19. **Validation Committee SME** means an SME who:

2. 19. 1. is at the target rank/equivalent level or higher;

2. 19. 2. has successfully completed validation committee member training and has an understanding of how competencies are to be assessed; and

2. 19. 3. has been identified by the line officer and approved by the OIC, National Promotions Unit/delegate.

3. General

3. 1. The promotion process for an officer or officer equivalent is described in the [Executive Officer's Manual](#).

3. 2. For information on the Senior Constable Provisional Allowance, refer to [NCM ch. 2.8., Allowances, sec. 8., Senior Constable Provisional Allowance](#).

3. 3. The method used for an SI (e.g. telephone or in person) will be consistent for all interviewed candidates.

3. 3. 1. Candidates will be notified a minimum of seven days in advance of a scheduled interview.

3. 4. After the National Promotions Unit (NPU) initiates a promotional staffing transaction in HRMIS, a member who declines a promotional transfer without a valid reason, as determined by the OIC, NPU, will not be considered for promotion for a period of 12 months from the date the transfer was declined.

3. 4. 1. For examples of valid reasons, refer to [CMM ch. 3., Transfer and Deployment, sec. 1.1.14.](#)

3. 4. 1. 1. The member's reasons, together with supporting rationale, must be considered by the OIC, NPU/delegate before a decision is made.

3. 5. The following members may participate in the promotion process:

3. 5. 1. a member who is eligible and interested;

3. 5. 2. a member on maternity, parental, or medical leave, a part-time schedule, or LWOP; and

3. 5. 3. a member who has grieved being on progress reporting or being served with a notice of shortcomings. The candidate will not be selected from the qualifying list or for promotion until there is a final adjudication of the grievance. Refer to [sec. 5.5.](#)

3. 6. A member who is the subject of a conduct measure imposed by a conduct authority, which precludes the member from promotion for a specific period of time, cannot apply to a promotional job advertisement that closes before the expiry date of the conduct measure. Refer to [Commissioner's Standing Orders \(Conduct\).](#)

NOTE: After such a conduct measure expires, [sec. 3.7.3.](#) and [3.7.4.](#) do not apply.

3. 7. A member requires written permission from the DMHR to advance in the promotion process when:

3. 7. 1. the member is the subject of an ongoing internal or statutory investigation, including a public complaint or a complaint of harassment filed with the Office for the Coordination of Harassment Complaints. Refer to [AM ch. XII.8., Investigation and Resolution of Harassment Complaints;](#)

3. 7. 2. the member is under active discipline (not yet spent), which was imposed under [RCMP Act, subsection 41\(1\)](#) or [43](#), and in effect before 2014-12-01. Refer to [AM ch. XII.6., Discipline;](#)

3. 7. 3. less than three years have passed since a serious conduct measure was imposed on the member, as authorized under [RCMP Act, subsection 42\(1\)](#) or [45\(4\)](#); or

3. 7. 4. less than one year has passed since a corrective conduct measure was imposed or one of the following remedial conduct measures was imposed on the member as authorized under [RCMP Act, subsection 42\(1\)](#) or [45\(4\)](#):

3. 7. 4. 1. close supervision,

3. 7. 4. 2. reassignment,

3. 7. 4. 3. written reprimand, or

3. 7. 4. 4. financial penalty that is less than or equal to eight hours.

3. 8. When [sec. 3.7.](#) applies, DMHR permission is required before a:

3. 8. 1. recommended NCO candidate can be advanced for promotion;

3. 8. 2. CM candidate can be advanced to the SI;

3. 8. 3. Special constable (S/Cst.) or S/Cst. member candidate can be advanced to the promotion board; or

3. 8. 4. Constable (Cst.) can be advanced for promotion within the Cst. rank promotion process.

3. 9. The DMHR may consult with others deemed appropriate and will review:

3. 9. 1. the seriousness of the allegation or incident leading to the finding of the misconduct;

3. 9. 2. public perception;

3. 9. 3. for an ongoing internal or statutory investigation, the amount of evidence available;

3. 9. 4. the time elapsed between the incident and the selection;
 3. 9. 5. any remedial action the member may have taken in the interim;
 3. 9. 6. the type and nature of duties to be performed at the new rank or level and in the position being staffed, and any relationship with the allegation or finding of misconduct; and
 3. 9. 7. any other factor the DMHR deems relevant and appropriate.
3. 10. A member who requires the DMHR's permission to advance in the promotion process must submit their application package as per the job advertisement.
3. 10. 1. Before a member is denied permission to advance, they will have an opportunity to provide written comments to the DMHR, as per [sec. 3.9.](#)
3. 11. A member who does not receive DMHR permission will receive a written rationale.
3. 12. The application package of a member who is not receiving DMHR permission must be retained in the staffing action file until all proceedings against the member have been concluded.
3. 13. Upon conclusion of all proceedings against a member who was not advanced to the selection stage, as per [sec. 3.7.1.](#), if the DMHR determines that the member is worthy of being considered for a promotion, the member will be re-introduced into the promotion process at the stage from which they were removed.
3. 14. If it is determined that the member would have been the selected candidate, placement will be made at the first opportunity.
3. 15. A member on progress reporting or who has been served with a notice of shortcomings during the 12 months before the advertisement of the job opportunity will not be eligible to compete.

EXCEPTION: If [sec. 3.5.3.](#) applies.

3. 16. A successful candidate who is on a part-time schedule will be required to end the part-time arrangement before being selected for promotion.
3. 17. A member on LWOP, for reasons other than maternity leave or parental leave, will not be advanced to a board, nor an RM selected from the qualifying list unless they have informed the DMHR of their intent to return to duty, Refer to [NCM ch. 3.2., Leave Without Pay.](#)
3. 18. To be eligible to apply for promotion, members must have successfully completed the Managing Safely Course (Course Code 000094), which is available on [Agora.](#)
3. 19. All RMs, CMs, S/Csts., and S/Cst. members being considered for a promotion will be subject to a final review.

NOTE: Final review means an administrative review of employee self-disclosure information, [Form 6430, Employee Disclosure for Final Review](#), and other relevant information, by the DMHR, to determine the eligibility of an employee to continue in a staffing action, as per [R. v. McNeil, 2009 SCC 3, OM ch. 20.1.](#), and [sec. 3.9.](#) The relevance of any prior finding that the member has contravened the Code of Conduct to the position in question will be assessed on a case-by-case basis.

3. 19. 1. Upon request, an employee must complete and submit [Form 6430](#) as per [OM Part 20, Legal Proceeding](#).

3. 19. 1. 1. When employee misconduct or an allegation of misconduct is disclosed on [Form 6430](#), the employee may include a rationale justifying their continuation in the staffing action. When preparing the rationale, the employee should refer to [R. v. McNeil, 2009 SCC 3](#), [OM ch. 20.1.](#), and [sec. 3.9.](#)

3. 19. 2. An employee who is not advancing in the promotion process due to a final review will receive a written decision and rationale from the DMHR. The security classification of the correspondence will normally be Protected B.

3. 19. 2. 1. In such a case, the line officer will recommend another candidate to the DMHR from the pre-selection list.

3. 19. 3. When an inter-regional candidate is not selected due to a final review, the sending CDR office will be advised.

NOTE: A copy of the decision and rationale will not be sent to the CDR office.

3. 19. 4. [Form 6430](#) will be retained on the staffing action file in a sealed envelope.

4. Acting Appointment – Member Position

4. 1. An employee may be appointed, on the basis of merit, to temporarily perform the duties of a vacated position. The requirements for the position, including the language requirements, will be considered in making this determination.

4. 2. Normally, an acting appointment authorization will be made by the immediate supervisor of the vacated position.

4. 2. 1. An incumbent may not appoint an employee to perform their duties on an acting basis.

EXCEPTION: For a short-term replacement of a commanding officer (CO), the CO must initiate an acting appointment change report in HRMIS.

4. 3. If the CO is the direct supervisor, they may delegate the responsibility to authorize acting appointments.

4. 4. A continuous acting appointment will not be authorized for more than six months, unless [Form 6381, Request for Acting Position over 6 months - CM/RM](#) is approved by the DMHR.

4. 5. A member who does not meet the language requirements of the position will not be appointed for more than four months, unless a written request, with supporting rationale, is submitted by the manager and approved by the DMHR/delegate.

4. 5. 1. The rationale must include the reasons for not identifying a member who meets the position's language requirements.

4. 6. When an acting appointment is made to an encumbered position, acting pay can only be paid to one employee.

4. 6. 1. An encumbered position is one which is permanently staffed, but the employee is absent.

4. 7. When an acting appointment is made to an unencumbered position, acting pay may be paid to a second employee if the original appointee is away.

4. 7. 1. An unencumbered position is one which is awaiting permanent staffing.

4. 8. An employee must have full responsibility for the duties of the position that they are appointed to on an acting basis.

EXCEPTION: When a member, based on [sec. 14.1.3.](#), is appointed to an acting role as per [sec. 14.1.3.1.](#) and [14.1.3.2.](#)

4. 9. An employee performing the duties of a position on an acting basis will also perform the duties of their permanent position.

EXCEPTION: When the immediate officer approves that the employee should only perform the duties of the acting position.

4. 10. An acting appointment may be subject to a review by the DMHR, as per [sec. 3.7. to 3.9.7.](#) or [sec. 3.19.](#)

4. 11. If a member is receiving the Senior Constable Provisional Allowance and acting pay, and is subsequently promoted retroactively, the amount of the provisional allowance paid to the date of promotion and a superannuation adjustment will be recovered from the member.

4. 11. 1. A member may request from the DMHR that their Senior Constable Provisional Allowance be suspended for the period of the acting appointment.

4. 12. For information on the administration of acting appointments in HRMIS, refer to [CMM ch. 3, App. 3-3, Staffing Transaction Administration](#) in HRMIS.

5. Effective Date of a Promotion

5. 1. A member will not be promoted until they occupy a vacant classified position on a permanent basis.

5. 2. The promotion effective date cannot precede the authorized date of transfer, the fulfillment of all conditions, or the member's return from leave.

5. 3. The effective date of a promotion will be the:

5. 3. 1. effective date of a classification upgrade, provided that the member occupies the position on a permanent basis and is authorized by the transfer or promotion process to remain in that position;

5. 3. 2. date that the member departs from the old position, as indicated on the staffing transaction in HRMIS;

5. 3. 3. date that the member meets all of the requirements of the transfer order if they were to be promoted on a conditional basis; or

5. 3. 4. date that the member occupied a promotional position on an acting-appointment basis, provided that they continuously occupied a promotional position since this date, and are now authorized to occupy a promotional position on a permanent basis.

EXCEPTIONS:

1. When a CM has been in receipt of continuous acting pay and is subsequently promoted to a position that is higher than the level of the acting appointment, the promotion will be effective on the date that the member permanently occupied the higher-level position. For example, if an ADM-03 is acting in an ADM-04 position and is subsequently promoted to ADM-05, the member will be promoted effective the date that they occupied the ADM-05 position.
2. When a CM has been in receipt of continuous acting pay and is subsequently promoted to a position that is lower than the level of the acting appointment, the promotion will be effective on the date that the member began the acting appointment. For example, if an ADM-03 is acting in an ADM-05 position and is subsequently promoted to ADM-04, the member will be promoted effective the date that they began acting in the ADM-05 position.
5. 4. When the start date of the Field Coaching Program (FCP) is delayed as a result of RCMP-approved training or a temporary deployment, the effective date will be the date that the member would have been eligible for promotion had the delay not occurred.
5. 5. When a member is promoted as a result of a successful grievance or following the dismissal of allegations, which had caused the member to be excluded from the promotion process:
 5. 5. 1. if the original promotion would not have involved the relocation of the affected member, the effective date of promotion will be the date that the NPU initiated the promotional staffing transaction in HRMIS for the original successful candidate; or
 5. 5. 2. if the original promotion would have involved the relocation of the affected member, the effective date of promotion will be 90 days after the date that the NPU initiated the promotional staffing transaction in HRMIS for the original successful candidate.
5. 6. When [sec. 5.5](#), applies, the CDR office in the division that initiated the staffing action will:
 5. 6. 1. consult with the member's current Career Development and Resourcing Advisor (CDRA);
 5. 6. 2. interview the member to evaluate their career aspirations, interests, and suitability; and
 5. 6. 3. identify and place the member in a position commensurate with their qualifications at the first opportunity.
5. 7. The division that initiated the staffing action will be responsible for all costs associated with providing redress.

6. Promotion While in a Full-Time Equivalent Exempt from Classification Position

6. 1. When a member in a Full-Time Equivalent Exempt from Classification (FTEEC) position is the recommended candidate for a promotional opportunity, excluding Promotion by Exception, and has met all other requirements for promotion (e.g. medical, and language requirements):
 6. 1. 1. If the release date from the FTEEC position is more than one year from the day the member was identified as the recommended candidate, the member will be promoted against the identified position, then transferred back to the FTEEC position at the higher rank.
 6. 1. 1. 1. Another candidate will be selected from the pre-selection list.
 6. 1. 2. If the release date from the FTEEC position is within one year of the day the member was identified as the recommended candidate, the promotion will proceed after the member has completed the FTEEC assignment.

6. 1. 2. 1. The position may be filled by a temporary or acting appointment, but will not normally involve the physical relocation of another member.

6. 1. 3. When [sec. 6.1.1.](#) or [6.1.2.](#) apply, the effective date of promotion will be the date that the NPU initiates the promotional staffing transaction in HRMIS.

7. Retaining a Promoted Member in Exceptional Circumstances

7. 1. General

7. 1. 1. A member may be retained in their unit after being promoted to another unit provided that the:

7. 1. 1. 1. member occupies a specialized position that is technical in nature, requiring certification or an understudy program; or

7. 1. 1. 2. DMHR/delegate has determined, based on exceptional circumstances, that the member should be retained; and

7. 1. 1. 3. member agrees to be retained.

7. 1. 2. The period of retention will not normally exceed two years.

7. 1. 3. After the promotion has been approved by the DMHR/delegate, the member will be listed as promoted against the identified position and then transferred back to their original position, in an over-ranking capacity.

NOTE: Listing the member as promoted against the identified position does not conclude the staffing action.

7. 1. 3. 1. The over-ranking situation should be normalized within the unit at the first opportunity.

7. 1. 3. 2. If the pre-selection list associated with the position includes other candidates, the selecting line officer will recommend another candidate.

7. 2. Line Officer

7. 2. 1. Notify your CDR office, as soon as possible, of your intention to submit a business case to retain the member.

7. 2. 2. Prepare a business case outlining the reasons for recommending retention of the member including:

7. 2. 2. 1. details regarding the specialized nature of the position or the exceptional circumstances,

7. 2. 2. 2. the length of time that the member has occupied the position and any specialized training or other expenses that have been incurred,

7. 2. 2. 3. the anticipated time and cost required to backfill the position with a qualified replacement,

7. 2. 2. 4. confirmation of the member's agreement to be retained, and

7. 2. 2. 5. other relevant information.

7. 2. 3. Submit the business case to your divisional CDR office and provide a copy to the NPU within 14 days of the date that the member is advised that they are the successful candidate.

7. 3. Delegated Manager for Human Resources/Delegate

7. 3. 1. In consultation with the commanding officer (CO)/director general (DG), the line officer responsible for the promotional position, and others as deemed necessary, ensure that the business case is sound and meaningful before approving retention of the member.

7. 3. 1. 1. When the position identified for promotion and the member's current position fall under different approval authorities, ensure that you also consult with the CO/DG and DMHR/delegate responsible for the promotional position.

8. Grieved Performance Rating and Promotability – Special Constable and Special Constable Member

8. 1. If a member grieves their performance evaluation for reasons relating to performance rating or non-promotability while they are a candidate for a promotional opportunity, the grievated performance evaluation will be set aside insofar as its consideration in the current promotional process is concerned.

8. 2. If the grieving member is selected for the position, their promotion will be held in abeyance pending the outcome of the grievance.

8. 3. If the adjudication authority upholds all of the member's grievated performance ratings or promotability, the member will be promoted.

8. 4. If the level II adjudication authority denies the member's grievance on their promotability, the member will be removed from the competition and the number two rank-ordered candidate will be promoted.

9. Eligibility List – Other than Regular Members

9. 1. A Structured Interview Board (SIB) for CMs, or a promotion board for other members, will develop an eligibility list if requested by the CDR representative, and submit their findings and recommendations, including any dissenting views, to the DMHR/delegate.

9. 2. An eligibility list consists of members who have been rank-ordered in relation to one another by an SIB for CMs and a promotion board for other members.

9. 3. Eligibility lists may be developed for like positions that are, or are anticipated to be, vacant. Like positions have identical job requirements.

9. 4. If a candidate is placed on an eligibility list, they must be notified.

9. 5. An eligibility list may be valid for up to a maximum of 365 days for all members, beginning on the day after the list is approved by the DMHR.

9. 6. If an eligibility list is used to staff a vacant position, the number one rank-ordered candidate will be selected after the candidate's interest has been confirmed.

EXCEPTION: If extenuating circumstances exist (e.g. performance problems or an ongoing investigation), the DMHR/delegate may change the rank-ordering of candidates or remove a candidate from an eligibility list based on relevant information. The situation must be justified and documented, and the candidate must be informed.

10. Noncommissioned Officer Promotion Process

10. 1. General

10. 1. 1. The promotion process is an operational process facilitated by Human Resources, but driven based on operational requirements.

10. 1. 2. RCMP competencies will be used in the promotion process. Refer to [CMM ch. 12., Competency Based Management](#), and the RCMP [Competency Based Management](#).

10. 1. 3. A member who is interested in a promotion should review the competency profile and other job requirements included in the job code, and consult with their supervisor about developing a learning plan to meet the requirements.

10. 1. 4. The promotion process consists of five stages:

10. 1. 4. 1. qualifying list based on the JSEs,

10. 1. 4. 2. supervisor and line officer support,

10. 1. 4. 3. advertisement,

10. 1. 4. 4. competency validation, and

10. 1. 4. 5. selection including final review. Refer to [sec. 3.19](#).

10. 1. 5. Candidates must meet all of the requirements identified in the first four stages before advancing to the final stage.

10. 1. 6. Organizational competencies will normally be assessed during the first stage and be considered at other stages.

10. 1. 7. Candidates must follow all instructions included on or linked to the job advertisement and the promotion application documents.

10. 1. 8. The following Operational Skills Maintenance must be valid on the closing date of the job advertisement, unless the member has been granted an exemption by the DMHR based on medical restrictions or limitations, or other extraordinary circumstances:

10. 1. 8. 1. pistol re-certification. Refer to [FM ch. 2., Qualification](#);

10. 1. 8. 2. baton, carotid control, and OC spray re-certification. Refer to [OM ch. 17.5., Less Lethal Use of Force](#);

10. 1. 8. 3. IMIM online re-certification. Refer to [OM ch. 17.1., Incident Management Intervention Model](#); and

10. 1. 8. 4. First Aid and CPR, or equivalent. Refer to [OSM ch. 9., First Aid](#).

10. 1. 9. To be considered for a DMHR exemption, as per [sec. 10.1.8.](#), the member must request line officer support through their chain of command.

10. 1. 9. 1. To recommend a DMHR exemption, the line officer must submit a written request, with supporting rationale, to the divisional CDR office.

10. 1. 9. 2. A DMHR exemption will not normally be considered when the reason for non-compliance is within the member's control.

10. 1. 9. 3. If a DMHR exemption is granted, the member and their supervisor will take steps to ensure that the member is compliant by the diary date indicated by the DMHR, or if no date is indicated, at the first opportunity.

10. 1. 9. 4. When applicable, confirmation that a DMHR exemption has been granted must be indicated by the member and certified by their supervisor on [Form 5145, Application NCO Promotion Process.](#)

10. 1. 10. A member who is promoted to sergeant (Sgt.) after 2018-03-31 must successfully complete the Manager Development Program (MDP) before applying for promotion to staff sergeant (S/Sgt).

NOTE: At the discretion of the OIC Performance Centre, a Sgt. who has occupied a promotional position or positions on an acting basis, continuously for at least six months, may enroll in the MDP.

10. 1. 11. A member who is promoted to corporal (Cpl.) after 2019-03-31 must successfully complete the Supervisor Development Program (SDP) before applying for promotion to Sgt.

NOTE: At the discretion of the OIC Performance Centre, a Cpl. who has occupied a promotional position or positions on an acting basis, continuously for at least six months, may enroll in the SDP.

10. 1. 12. For effective dates of promotion, refer to [sec. 5.](#)

10. 1. 13. In extraordinary circumstances, a line officer may exempt a member from the SDP or MDP requirements outlined in [sec. 10.1.10.](#) and [10.1.11.](#)

10. 1. 13. 1. An exemption will not normally be granted if the reason for non-compliance is within the member's control.

10. 1. 14. For detailed information on the SDP and MDP, refer to [LTDM ch. 3.6., Leadership and Management Development Programs.](#)

10. 2. Service Requirements

10. 2. 1. A Cst. is eligible to write the Cpl. JSE provided that, before April 1 of the next calendar year, they will have at least:

10. 2. 1. 1. seven years of service as an RM, e.g. to write the Cpl. JSE in February 2019, a Cst. must have completed seven years of service before 2020-04-01; or

10. 2. 1. 2. for a Cst. who has graduated from a Canadian police training institution and has previous Canadian police service, seven years of Canadian police service is required, including two years as an RM.

10. 2. 2. A Cst. who has been approved for early entry into the promotion process will also be permitted to write. Refer to [sec. 10.2.8.](#)

10. 2. 3. A Cst. who would like to apply for promotion to Cpl. must have seven years of service as an RM.

EXCEPTIONS: Refer to [sec. 10.2.4.](#), [10.2.8.](#), and [10.5.4.](#)

10. 2. 3. 1. Service for a S/Cst. engaged before 1988-06-30 will be included as RM service.

10. 2. 3. 2. A member's promotion data will become effective on the date that the member meets the service eligibility requirements for promotion.

10. 2. 4. To be eligible to apply for promotion to Cpl., a Cst. who meets the description in [sec. 10.2.1.2.](#), must have combined Canadian police service totalling seven years, including two years as an RM. For information on the exception, refer to [sec. 10.2.8.](#)

10. 2. 4. 1. Effective 2009-03-12, military police service obtained after 2002-01-01 will be accepted as previous police service.

NOTE: Retroactive promotional opportunities are not created when [sec. 10.2.4.1.](#) applies.

10. 2. 5. To be eligible to write the senior NCO JSE, a Cpl. or Sgt. must have two years of service at their current rank before April 1 of the next calendar year, e.g. to write the senior NCO JSE in February 2019, the member must have completed two years of service in the rank before 2020-04-01. Service in the rank will be determined by the effective date for promotion. The member's promotion data will become effective when the two years are completed.

NOTE: Retroactive promotional opportunities are not created when [sec. 5.3.4.](#) applies.

10. 2. 6. A Cpl. or Sgt. wanting to apply for promotion to the next rank must have two years of service at their current rank.

EXCEPTION: Refer to [sec. 10.5.4.](#)

10. 2. 7. Members will only be considered for promotional opportunities at the next rank, e.g. to be considered for a promotional opportunity at the S/Sgt. rank, a member must be a Sgt.

10. 2. 8. A Cst. with less than seven years of service may self-identify to their supervisor for early entry into the promotional process, provided that the member:

10. 2. 8. 1. has at least five years of service as an RM; or

10. 2. 8. 2. for a member with previous Canadian police service following graduation from a Canadian police training institution, has at least two years of service as an RM and combined Canadian police service totalling five years; and

10. 2. 8. 3. does not have a failed JSE result for the current JSE period, e.g. a member who failed the 2019 Cpl. JSE would not be considered for early entry before 2020-03-31.

10. 2. 9. To recommend support for early entry, the member's line officer must complete [Form 5775, NCO Promotion Process - Early Entry \(Cst. with five to seven years of service\)](#), in consultation with CDR in the member's division.

10. 2. 9. 1. Supporting rationale will be based on developmental potential, performance, behaviour, ability to meet specialized functional competencies, previous police service, if applicable, and any other relevant information.

10. 2. 10. Career Development and Resourcing will ensure that a member who is being considered for early entry meets the eligibility requirements, as per [sec. 10.2.8. to 10.2.8.3.](#), and will verify whether or not the member has a valid passing JSE score.

10. 2. 10. 1. A member who is eligible for early entry but who does not have a valid passing JSE score will be contacted by CDR to schedule a time to write the JSE. If the member writes and fails the JSE, the recommendation for early entry will not be considered further.

10. 2. 11. The DMHR/delegate will ensure the rationale for a supported member is sound and meaningful before approving the recommendation of the line officer. The DMHR may consult with the CO and others deemed appropriate.

NOTE: Eligibility becomes effective on the date the recommendation is approved.

10. 2. 12. Once approved, the DMHR/delegate will forward [Form 5775](#) to the NPU.

10. 2. 13. Approval for early entry is not job specific and, once approved, will remain in effect unless support is withdrawn. Refer to [sec. 10.7.](#)

10. 3. Promotional Opportunities Based on Collator Code

10. 3. 1. A member who occupies a centralized position located outside of National Headquarters, Ottawa, with a collator code starting with N or S may compete as a regional candidate for a decentralized promotion in the staffing region where their position is geographically located, and as a national candidate for other decentralized promotions anywhere in Canada.

10. 3. 2. A member who occupies a centralized position with a collator code starting with N, S, or T located at National Headquarters, Ottawa, or at Depot Division, during their first three years in such a position, may compete as a national candidate for a decentralized promotion anywhere in Canada. After three years, the member may compete as a regional candidate for a decentralized promotion anywhere in Canada.

10. 3. 3. A member who occupies a centralized position located outside of "Depot" Division or National Headquarters, Ottawa, with a collator code starting with T may compete as a regional candidate for a decentralized promotion in the staffing region where their position is geographically located and as a national candidate for other decentralized promotions anywhere in Canada.

10. 3. 4. In exceptional circumstances, pursuant to a letter of agreement (LOA), the DMHR/delegate may allow a member to compete as a regional candidate for a decentralized promotion anywhere in Canada after completing an agreed upon posting at a specific location.

10. 3. 5. To be eligible to compete as a regional candidate based on [sec. 10.3.4.](#), a member responding to a job advertisement for a decentralized promotion must include a copy of the signed LOA with their application package.

10. 4. Additional Requirements/Competencies/Selection Tools

10. 4. 1. On [Form 2285](#), the manager may recommend:

10. 4. 1. 1. additional functional competencies that reflect the communities the RCMP serves;

10. 4. 1. 2. contexts for applicable competencies, selected from the drop-down list on [Form 2285](#);

10. 4. 1. 3. specific organizational competencies from an existing competency profile for the position at the approved minimum proficiency level;

10. 4. 1. 4. other job requirements; and

10. 4. 1. 5. desirable attributes which may be considered by the line officer when selecting the recommended candidate.

NOTE: Candidates are not required to meet desirable attributes.

10. 4. 2. All recommendations must be accompanied by supporting rationale and will normally receive the unanimous support of a committee consisting of two subject matter experts (SMEs) and the DMHR/delegate, before they are approved.

10. 4. 2. 1. When the committee does not achieve unanimous consent, the committee will submit its rationale to the CO/DG/delegate for a decision.

10. 4. 3. Other selection tools (e.g. SIs and job knowledge examinations) may be used to determine the successful candidate. Costs associated with the development and application of additional selection tools will be the responsibility of the requestor.

10. 4. 4. Human Resources will provide guidance in the development and appropriate use of any additional selection tools. The DMHR/delegate will make the final decision concerning the use of additional selection tools.

10. 5. Pre-selection Lists for Candidate Pools

10. 5. 1. A candidate pool pre-selection list may be established if, in addition to the positions identified on the original [Form 2285](#), it is anticipated that there will be one or more promotional opportunities with the same job requirements and at the same location.

10. 5. 2. A candidate pool pre-selection list can be valid for any period of time up to one year from the closing date of the advertisement. [Form 2285](#) must be received at the CDR office on or before the expiration date of the validity period.

10. 5. 3. The validity period for a candidate pool pre-selection list will be determined by the OIC, NPU/delegate after consultation with the operational manager who has responsibility for the position or group of positions.

10. 5. 4. A member who will complete the promotion process service eligibility requirements during the validity period for a candidate pool pre-selection list may apply to the advertisement. The member's promotion data will become effective on the date the member meets the service eligibility requirements for promotion. Refer to [sec. 10.2](#).

10. 5. 5. When a candidate pool pre-selection list has been established, service eligibility requirements must be met on the day the NPU asks the candidate to confirm their interest in proceeding to the selection stage.

10. 6. Job Simulation Exercise

10. 6. 1. The JSE measures the organizational competencies at the organizational competency group level.

10. 6. 2. The DMHR/delegate is responsible for the administration, security, and proctoring of the JSE as per the guidelines provided by the National Staffing Program.

10. 6. 2. 1. Answer sheets and test booklets will be returned to the National Staffing Program.

10. 6. 3. The JSE is administered annually.

10. 6. 3. 1. Members may participate in the JSE during regular work hours. Refer to [FMM ch. 9.8, Travel Directive](#).

10. 6. 3. 2. Test dates will normally be scheduled during the month of February.

10. 6. 3. 3. Members will be advised of the scheduled test dates and will be required to register by an assigned diary date.

10. 6. 4. A member who is unable to attend one of the scheduled test dates will not normally participate in the promotion process.

10. 6. 5. When [sec. 10.2.10.1](#) applies, or in extraordinary and justifiable circumstances, as determined by the DMHR, an individual test date may be scheduled for a member who did not participate in the regularly scheduled JSE testing.

10. 6. 5. 1. To protect the integrity of the exam process, a member who writes the JSE, based on [sec. 10.6.5.](#), will be ineligible to re-write before a minimum of eight months has passed.

10. 6. 6. The JSE scores become valid when they are uploaded in HRMIS, and remain valid for three years from April 1 of the exam year. For example, 2018 JSE scores expire on 2021-03-31, regardless of when the exam was written or when the scores were uploaded in HRMIS.

10. 6. 6. 1. If a member chooses to re-write the exam before the expiration of their JSE score, only the most recent score will apply.

10. 6. 7. A member must notify their DMHR/delegate of any disability that requires special accommodation.

10. 6. 8. A member must be prepared to identify themselves at the test site with their RCMP identification card or other piece of personal identification that includes a photo.

10. 6. 9. A minimum JSE passing score for each rank will be applied.

10. 6. 10. To apply for promotion, a member must have a valid passing JSE score at the target rank.

10. 6. 11. Career Development and Resourcing will:

10. 6. 11. 1. when requested by the DG, Workforce Programs and Services, provide the total number and ranks of members who have shown an interest in writing the upcoming examinations;

10. 6. 11. 2. ensure that the test site managers return answer sheets, unused test booklets, and other documents noted in the Administrators' Guide, to the National Staffing Program; and

10. 6. 11. 3. log and destroy all used test booklets.

10. 7. Supervisor and Line Officer Support

10. 7. 1. A member must have the support of their supervisor and line officer before responding to a job advertisement and throughout the promotion process.

10. 7. 2. The supervisor and line officer support portion of the member's [Form 5145](#), including rationale, will be completed for a supported candidate. The supervisor must sign [Form 5145](#) where indicated.

10. 7. 2. 1. The recommendation for support on [Form 5145](#) can only be made by the member's current supervisor.

10. 7. 2. 2. When the supervisor has not supervised the candidate for at least four months, they will normally consult others deemed appropriate before completing the form.

10. 7. 2. 3. Before completing [Form 5145](#), the supervisor will consult with the line officer or delegate. The line officer or delegate will be the decision-maker.

10. 7. 3. Support can be withdrawn at any time and the candidate will be removed from the promotion process.

10. 7. 4. The supervisor and line officer support document, [Form 5146, Supervisor / Line Officer Support - NCO Promotion Process](#), will be completed for a non-supported candidate and to support a previously non-supported candidate. The line officer will be the decision-maker.

10. 7. 4. 1. A non-supported candidate can be supported after six months have passed, provided they have successfully completed the required development and corrected the shortcomings. The six-month timeframe will begin from the date of the supervisor's recommendation.

10. 7. 5. In the event of a disagreement between the supervisor and the line officer or delegate, the line officer or delegate will complete [Form 5145](#) for a supported candidate or [Form 5146](#) for a non-supported candidate.

10. 7. 6. The supervisor and line officer must read and follow the guidelines for completion of [Form 5146](#). Refer to [CMM App. 4-1, Guidelines for Completing the Supervisor or Line Officer Non-Support Documentation](#).

10. 8. Advertisement

10. 8. 1. Before a position is advertised, funding for the relocation must be available.

10. 8. 2. Priority members must be considered as per [CMM ch. 7., Priority Administration, sec. 8., Priority Placement](#), followed by laterally interested candidates before a decision is made to proceed with an opportunity for promotion.

10. 8. 3. HRMIS will be used to identify lateral candidates unless the provisions of [CMM ch. 5., Job Descriptors and Job Requirements, sec. 5.1.1.1., 5.1.1.2., and 5.1.1.3.](#) apply, at which time the position will be advertised for lateral interest only.

10. 8. 3. 1. If no suitable lateral candidates are identified, the position may be advertised as a promotional opportunity.

10. 8. 3. 2. Once advertised, a promotional opportunity will advance through the regular promotion process unless:

10. 8. 3. 2. 1. the lateral member being considered for the position became a priority for placement after the promotion process began;

10. 8. 3. 2. 2. the transfer of the member being considered will allow the placement of a member who became a priority for placement after the promotion process began; or

10. 8. 3. 2. 3. a written request to cancel a promotional opportunity has been submitted by the hiring line officer and approved by the DMHR before the NPU initiates the promotional staffing transaction in HRMIS.

10. 8. 4. All promotional opportunities are open to all qualified and eligible members and will be advertised nationally for 21 days.

10. 8. 5. The advertisement will inform candidates about the required competencies, other job requirements, desirable attributes, and any other relevant information. For the advertising process, refer to [CMM ch. 5](#).

10. 8. 6. Members must submit a complete application package, which includes:

10. 8. 6. 1. the application, [Form 5145, Application - NCO Promotion Process](#);

10. 8. 6. 2. [Form 5144, Competency Résumé - NCO Promotion Process](#);

10. 8. 6. 3. [Form 5147, Covering Letter - NCO Promotion Process](#); and

10. 8. 6. 4. additional information as required.

NOTE: Refer to [CMM App. 4-2, Completion of the Competency Résumé](#) and [CMM App. 4-3, Covering Letter for Noncommissioned Officer Promotion Process](#).

10. 8. 7. The NPU will use information provided on [Form 5145](#) to confirm that candidates meet the Operational Skills Maintenance criteria, as per [sec. 10.1.8.](#) and [10.1.9.4.](#), and may consult HRMIS to verify.

10. 8. 8. Before applying for promotion, members must verify their own Operational Skills Maintenance information using [HRMIS/HR-Online Self-Service](#).

10. 8. 8. 1. Relevant Operational Skills Maintenance information that is not available in HRMIS (refer to [sec. 10.1.8.](#)) must be provided by the member and verified by their supervisor on [Form 5145](#).

10. 8. 8. 2. A member who does not provide the appropriate Operational Skills Maintenance information on [Form 5145](#) will not advance in the promotion process.

10. 8. 9. A member who has an objection to the participation of a line officer, delegate, or SME identified on the job advertisement, must provide a rationale.

10. 8. 10. Application documents or objections received after the closing date indicated on the job advertisement, without a valid reason as determined by the OIC, NPU/delegate, will not be considered.

10. 8. 11. An incomplete application package will not be considered.

10. 8. 12. Members who apply to an advertisement and meet all of the requirements, other than the required competencies, will advance to the competency-validation stage.

10. 9. Competency Validation

10. 9. 1. The required functional competencies and minimum proficiency levels will be identified on the job advertisement.

10. 9. 2. Competencies that have a minimum required proficiency level of three or higher will be validated to the minimum level based on the recommendations and supporting rationale provided by a validation committee.

10. 9. 3. Each example submitted for validation will be evaluated individually.

10. 9. 4. Upon receipt of the validation committee recommendation, the NPU will enter the results in HRMIS for candidate and administrative purposes.

NOTE: Results are considered final when they have been approved by the OIC, NPU/delegate.

10. 9. 5. To meet the minimum level for a required competency, a candidate must successfully validate at, or above, the minimum level on two different examples.

10. 9. 5. 1. A candidate who successfully validates on only one of two examples submitted will not advance to the selection stage.

10. 9. 5. 1. 1. When applying to a future promotional opportunity requiring the same competency, copies of both the successful and unsuccessful CRs, must be supplied along with a new and different example for validation.

10. 9. 6. At the discretion of the OIC, NPU/delegate, a validation committee may be convened during the selection stage to validate a competency that has a minimum proficiency level lower than three.

10. 9. 6. 1. Results will be valid for the current promotional opportunity only and will not be entered in HRMIS.

10. 9. 6. 2. A candidate who is found not to meet the minimum level will be removed from the pre-selection list.

10. 9. 7. The most recent validation finding will be used in the promotion process.

10. 9. 8. A candidate who is deemed to meet a competency at a given level will not be re-validated for the same level or lower.

EXCEPTION: If [sec. 10.9.6.](#) applies.

10. 9. 9. When validation is not required, the candidate will submit two new or previously used examples to be considered by the selecting line officer, in the event the candidate advances to the short list.

10. 9. 10. A candidate who fails to meet a required proficiency level will be removed from any ongoing staffing actions requiring the failed competency at the same level or higher.

10. 9. 10. 1. The candidate may apply for re-validation when applying to a job advertisement that closes after the date of the unsuccessful validation result.

10. 9. 11. The validation committee will consist of two validation committee SMEs who are at the target rank or level or higher. Normally, the responsible manager will not be part of the validation committee.

10. 9. 12. Before participating in the validation process, the validation committee SMEs must successfully complete the validation committee member training.

10. 9. 12. 1. A candidate for validation committee member training will be identified by their supervisor or line officer, and trained by the divisional CDR office.

10. 9. 13. The hiring line officer, in consultation with the divisional CDR office, will identify validation committee SMEs.

10. 9. 14. The names of the validation committee SMEs will be provided to the candidates.

10. 9. 14. 1. Candidates will be given a minimum of seven days to submit an objection to the participation of a committee member. All objections must include reasons and must be received in writing by the assigned due date. If the OIC, NPU/delegate agrees, an alternate validation committee SME will be identified.

10. 9. 14. 2. If a candidate does not respond by the assigned due date, it will be concluded that they have no objection to the committee members that have been identified.

10. 9. 15. The OIC, NPU/delegate will:

10. 9. 15. 1. approve the recommendation of the validation committee, and

10. 9. 15. 2. ensure the rationale for each unsuccessfully validated example is sound and meaningful.

10. 10. Selection for Promotion

10. 10. 1. A candidate on the pre-selection list is deemed to be competency qualified to perform the duties associated with the position.

EXCEPTION: If [sec. 10.9.6.](#) applies.

10. 10. 2. Seven candidates will be advanced from the pre-selection list to the short list, based on the highest JSE scores.

10. 10. 2. 1. If seven candidates cannot be identified, selection will proceed with fewer than seven.

10. 10. 3. When staffing a decentralized position, the seven top-ranked regional candidates on the pre-selection list, which includes those identified as regional based on [sec. 10.3., Promotional Opportunities Based on Collator Code](#), or [CMM ch. 7.](#), will be advanced to the short list.

10. 10. 3. 1. When there are fewer than seven regional candidates, the number of national candidates required to bring the short list to seven will also be advanced, if available, based on the highest JSE scores.

10. 10. 4. Candidates will have the option of submitting an updated covering letter, [Form 5147](#), when the line officer has not made their selection within 75 days of:

10. 10. 4. 1. the closing date of the most recent job advertisement, or

10. 10. 4. 2. a previous deadline for the submission of an updated covering letter.

10. 10. 5. When [sec. 10.10.4.](#) applies, candidates will be contacted by NPU and given a minimum of seven days to submit an updated covering letter.

10. 10. 5. 1. If an updated covering letter is not submitted by the specified due date, the candidate's original covering letter will be advanced to the selection stage.

10. 10. 6. The NPU will ask candidates to confirm, by a specified due date, their interest in proceeding to the selection stage.

10. 10. 6. 1. A candidate who withdraws their interest in writing by the due date will be removed from further consideration for the position.

10. 10. 6. 2. A candidate who withdraws their interest after the due date, without a valid reason, will not be considered for promotion for six months from the day that the member withdraws from the process. The member will be considered in response to promotional opportunities advertised after the six-month penalty has expired. For examples of valid reasons for refusing a transfer, refer to [CMM ch. 3., sec. 1.1.14.](#)

NOTE: This list is not exhaustive and each member's reasons, together with supporting rationale, must be considered by the OIC, NPU/delegate before a decision is made.

10. 10. 7. The line officer/delegate will consider the information contained in the application form, the CR, the covering letter, and any other relevant information obtained from other selection tools, and will identify the recommended candidate whom they have determined as being the right fit. The NPU will not provide the line officer/delegate with candidates' performance evaluations, JSE scores, or employee self-disclosure documentation.

10. 10. 7. 1. A line officer/delegate may seek the opinion of an SME when considering the candidates' application documents. An SME who participated in the validation committee for a staffing action will not participate in the selection process for the same staffing action.

10. 10. 8. The names of the line officer/delegate and SME will be provided to the candidates.

10. 10. 8. 1. Candidates will have a minimum of seven days to submit an objection to the participation of a line officer/delegate or SME. All objections must include reasons and must be received, in writing, by the assigned due date. If the OIC, NPU/delegate agrees, an alternate line officer/delegate or SME will be identified.

10. 10. 8. 2. If a candidate does not respond by the assigned due date, it will be concluded that they have no objection to the line officer/delegate or SME identified.

10. 10. 9. The line officer/delegate may request the use of other selection tools to assist in selecting the recommended candidate. Refer to [sec. 10.4., Additional Requirements/Competencies/Selection Tools](#).

10. 10. 10. The line officer will normally make their recommendation within seven days of receiving the selection package.

10. 10. 11. The line officer will supply all required supporting documentation, including [Form 5180, Line Officer Recommendation Rationale - NCO Promotion Process](#), to the OIC, NPU/delegate.

10. 10. 12. Before approving the promotion recommendation, the OIC, NPU/delegate will ensure that the rationale provided to unsuccessful candidates is sound and provides sufficient information, indicating why the recommended candidate is the right fit for the position.

10. 10. 13. The NPU will confirm that there is nothing to preclude the recommended candidate from being considered for selection, e.g. meeting medical requirements and supervisor support.

10. 10. 14. When a recommended candidate does not meet the medical profile of the position, the NPU will refer the matter to the receiving DMHR/delegate for review and decision. Refer to [AM ch. II.19., Occupational Health Services, sec. F.2.b., Career Development and Resourcing](#).

10. 10. 14. 1. The DMHR/delegate will consult with the Health Services Officer, the line officer of the new position, and others as deemed necessary, and will determine if the member will advance to promotion.

10. 10. 15. The recommended candidate will be given a minimum of seven days to submit [Form 6430](#).

10. 10. 16. The DMHR will determine a recommended candidate's eligibility for promotion in relation to [sec. 3.7. to 3.9.](#), and [sec. 3.19.](#)

10. 10. 16. 1. The promotion administrator will normally review the employee self-disclosure documentation of the recommended candidate. When a misconduct disclosure is made, the documentation is forwarded to the DMHR. In the case where the employee advises that there is no misconduct, then there is no requirement to forward employee self-disclosure documentation to the DMHR.

10. 10. 16. 2. The DMHR will consult as necessary (e.g. Professional Responsibility units and line officer/selecting manager) when considering their decision and when preparing rationale.

10. 10. 17. If, within 30 days after the promotional staffing transaction has been initiated in HRMIS, the NPU confirms that the recommended candidate will not occupy the position, and if there are other candidates on the short list:

10. 10. 17. 1. where applicable, the next ranked candidate will be advanced from the pre-selection list to the short list; and

10. 10. 17. 2. the line officer will recommend another candidate from the short list.

10. 10. 18. If the standard procedures for staffing a position fail to identify an interested and qualified candidate, the procedures for identifying and promoting a candidate by exception may be considered. Refer to [CMM App. 4-4, Promotion by Exception](#).

11. Community Participation

11. 1. General

11. 1. 1. Except for the provisions found in this section and [CMM ch. 3., sec. 5., Community Participation](#), the normal promotion process applies when a community representative or contract partner is directly involved in the staffing of a position.

11. 1. 2. The job advertisement will indicate the number of candidates to be advanced to the short list based on highest JSE scores. Refer to [CMM ch. 3., sec. 5.1.6.](#)

11. 1. 2. 1. The list of regional candidates, which includes candidates identified as regional based on [sec. 10.3.](#), or [CMM ch. 7., sec. 10.](#), must be exhausted before national candidates will be considered.

11. 1. 3. Candidates on the short list will be invited to participate in the Community Participation Interview (CPI).

11. 1. 4. The line officer/delegate will consider the recommendation of the CPI together with information contained in the candidates' application forms, CRs, and covering letters, and will identify the recommended candidate whom they have determined as being the right fit.

11. 2. Redress

11. 2. 1. Consult with the National Staffing Program before applying any redress in relation to a staffing action where direct involvement occurred.

12. Civilian Member Promotion Process

12. 1. General

12. 1. 1. For the CM promotion process, the listed authorities, with the exception of the CDRA, may delegate their responsibility.

12. 1. 2. The promotion process consists of four stages:

12. 1. 2. 1. a structured resume (SR);

12. 1. 2. 2. a supervisor recommendation;

12. 1. 2. 3. an SI; and

12. 1. 2. 4. reference checks.

12. 1. 3. For information on the reapplication waiting period for a CM position, refer to [CMM App. 4-6, Reapplication Waiting Period for a Civilian Member Position.](#)

12. 1. 4. The appropriate manager/delegate may list, in order of priority on [Form 2285](#), the job requirements or recommend additions to the job requirements.

12. 1. 4. 1. All recommendations for additional job requirements will normally receive the unanimous support of the divisional/regional/directorate committee before they are forwarded for approval. When unanimous consent is not achieved, written submissions will be made by committee members presenting their rationale to the CO/DG/delegate for approval.

12. 2. Service Requirements

12. 2. 1. A CM criminal intelligence analyst working abroad with the International Liaison and Deployment Centre, is only eligible to apply for a promotion after having served a minimum of 24 months abroad, as of the closing date of the job advertisement for which they applied.

12. 3. Structured Résumé

12. 3. 1. Candidates must submit [Form 3840, CM Promotion Process - Structured Résumé](#), demonstrating how they meet or exceed the job requirements. Refer to the [CM Promotion Process Guidelines](#).

12. 3. 1. 1. Type-font characters less than 9 pt. size must not be used.

NOTE: Any alterations to the font size or the number of lines will result in disqualification.

12. 3. 1. 2. Attachments will not be considered.

12. 3. 2. A candidate who fails to submit [Form 3840](#) by the due date will be ineligible to participate in the process for that particular position. In extenuating circumstances, the DMHR/delegate may provide extensions.

12. 3. 3. When a promotional staffing action takes place, and before any résumé is received, [Form 3841, Civilian Member - Résumé Scoring Tool](#), must be developed using the job requirements and work description as a guide.

12. 3. 4. A maximum of five candidates will be short-listed, in top-down order of SR scores, and invited to attend the SI.

EXCEPTIONS:

1. If five qualified candidates cannot be identified, fewer than five can be considered by the SIB.

2. If the short listing process yields only one candidate or only one candidate applies (singleton), the SIB will convene, with the option of conducting a face-to-face interview.

12. 3. 5. When more than one like position is being staffed, the number of candidates who comprise the short list will be based on the following ratio: two positions, six candidates; three positions, seven candidates, etc.

12. 4. Supervisor Recommendation

12. 4. 1. Short-listed candidates will be asked to submit, by a predetermined date, a written recommendation from their supervisor concerning their promotability.

12. 4. 2. Any candidate who fails to provide the recommendation by the due date will be removed from the short list, and a replacement candidate will be advanced to the short list.

12. 5. Structured Interview

12. 5. 1. The SI will gather information concerning each candidate's ability to perform the duties of the position by assessing both core and functional competencies. Candidate responses will be scored against predetermined benchmarks.

12. 5. 1. 1. Interview questions, anticipated responses, scores, and pass marks will be developed using the job description, and will be approved by the DMHR/delegate before the closing date of the advertisement.

12. 5. 2. Short-listed candidates will be notified in advance of their invitation to the SI.

12. 5. 3. While SR scores are used for candidate screening purposes, SR scores are not considered in the SI process and will not be brought forward to this stage.

12. 5. 4. The SIB will be comprised of the hiring manager/delegate and the appropriate CDRA. Refer to [sec. 12.6.2.3., NOTE](#).

12. 5. 4. 1. At the discretion of the DMHR/delegate, one SME may also participate in the SIB.

12. 5. 5. The DMHR/delegate will identify potential SIB members, and ensure they are trained in the process.

12. 5. 6. Candidates will be provided with the names of the SIB members. If a candidate objects to the participation of one of these members, the reason must be made in writing. If the DMHR/delegate agrees, an alternate member will be named.

12. 5. 7. Points for clarification, or questions concerning the contents of the short-listed candidates' documents, will be directed to the appropriate CDRA.

12. 5. 8. The SIB will score the candidate responses to the interview questions, and by consensus, rate each candidate before interviewing the next candidate.

12. 5. 9. After the interviews, the SIB members will consider the ratings of each candidate and all relevant information, including the supervisor recommendation, and recommend a selection to the DMHR.

NOTE: The SIB has the authority to disregard a negative recommendation on the part of a supervisor.

12. 5. 10. Using [Form 3844, CM Promotion Process - Reference Check](#), reference checks of successful candidates will be conducted by the CDRA, on behalf of the SIB, after the interview.

12. 5. 11. Unsuccessful candidates will be provided feedback concerning their non-selection.

12. 5. 12. The CDRA will provide all required supporting documentation to the DMHR/delegate.

12. 5. 13. A candidate's personnel or service file will not be made available to the SIB.

12. 5. 14. Notes made by the SIB members during the interview will be retained on the staffing-action file.

12. 6. Promotion Process Coordination and Responsibilities

12. 6. 1. Delegated Manager for Human Resources/Delegate

12. 6. 1. 1. Coordinate the advertisement of the job opportunity and receipt of documents from candidates.

12. 6. 1. 2. Before the receipt of SRs, coordinate the development of the resume scoring tool and the SI questions, anticipated responses, weightings, and pass marks for the functional and core competencies with the hiring manager or SME.

12. 6. 1. 3. Confirm that the candidates who are to be short-listed for the SI meet the job requirements established for the position.

12. 6. 1. 4. Confirm that the supervisor recommendation is available.

12. 6. 1. 5. Confirm that the candidates meet the requirements outlined in [sec. 3.7. to 3.9.](#), and [sec. 3.19.](#)

12. 6. 1. 6. Coordinate with the SIB, the interview date and method to be used.

12. 6. 1. 7. Ensure SIB members have been trained to participate in the SI process.

12. 6. 1. 8. Provide all necessary information to the short-listed candidates, e.g. current job description, the interview date, and method to be used, and the names of the SIB members.

12. 6. 1. 9. If there is an objection to the SIB, coordinate the reselection of SIB members, and notify candidates accordingly.

12. 6. 1. 10. Coordinate the exchange of documentation between the SIB and the DMHR/delegate.

12. 6. 1. 11. Based on positive interview results, conduct reference checks on behalf of the SIB.

12. 6. 1. 12. Retain copies of all documentation on the staffing-action file.

12. 6. 1. 13. Ensure there is appropriate security for the promotion process and documents.

12. 6. 1. 14. Provide feedback to the candidates.

12. 6. 2. Hiring Manager and Subject Matter Expert

12. 6. 2. 1. Ensure a current, accurate, and classified job description exists for the position to be staffed before initiating the staffing action.

12. 6. 2. 2. Before the SRs are received, develop, in consultation with the responsible CDRA, the SR scoring tool, using the current job description.

12. 6. 2. 3. From the SRs, score those that meet the basic position requirements, and establish the candidate short list.

NOTE: To avoid preferential treatment of a candidate, the duties in [sec. 12.6.2.2.](#) and [12.6.2.3.](#) must be shared. In addition, the hiring manager should not sit on the SIB if they have scored the SR.

12. 6. 2. 4. Before the closing date of the advertisement, develop the SI questions, anticipated responses, weightings, and pass marks, and obtain approval by the CDRA.

12. 6. 3. Delegated Manager for Human Resources/Delegate

12. 6. 3. 1. Ensure the rationale on [Form 3847, Civilian Member Interview Results and Candidate/Applicant](#) is sound, meaningful, and clearly supports the promotional recommendation.

12. 6. 3. 2. If necessary, reconvene the SIB and have it address any concerns.

12. 6. 3. 3. Conduct a final review to determine a member's eligibility to continue in the promotion process. Refer to [R. v. McNeil, 2009, SCC 3, OM ch. 20.1.](#), and [sec. 3.9](#). Assess the relevance of any prior finding that the member has contravened the Code of Conduct to the position in question on a case-by-case basis.

NOTE: CDRA/promotion coordinator will normally review the employee self-disclosure documentation of the recommended candidate. When a misconduct disclosure is made, the documentation is forwarded to the DMHR for decision. In the case where the employee advises there is no misconduct, there is no requirement to forward employee self-disclosure documentation to the DMHR for decision.

12. 6. 3. 4. Consult as necessary, e.g. Professional Responsibility units and line officer/selecting manager in considering your decision and in the preparation of rationale.

12. 6. 3. 5. Advise the member and their line officer of your decision and rationale.

12. 6. 3. 6. Approve the promotional recommendation.

12. 6. 4. Candidate

12. 6. 4. 1. You are responsible for the preparation and timely submission of your SR and employee self-disclosure documentation. Refer to [sec. 3.19](#).

12. 6. 4. 2. Clearly demonstrate how you meet or exceed the job requirements approved for the position. Information in your SR that is not related to the job requirements will not be considered. Provide two references who can verify your resume.

12. 6. 4. 3. If you are short-listed for an SI, obtain the job description from the CDRA to prepare for the SI.

12. 6. 4. 4. If you are a short-listed candidate, ensure that your supervisor's recommendation is available by the requested date.

13. Special Constable and Special Constable Member Promotion Process

13. 1. General

13. 1. 1. This does not apply to S/Cst. member pilot positions in Air Services, which will be staffed using CM staffing and promotion processes.

13. 1. 2. Promotion is based on performance and meeting position requirements, including final review.

13. 1. 2. 1. A member applying for a promotion will submit employee self-disclosure documentation (refer to [sec. 3.19](#).) with their application package, as per the job advertisement.

13. 1. 3. The appropriate manager/delegate must complete [Form 2285](#), and may list, in order of priority, the job requirements, or recommend additions to the job requirements.

13. 1. 3. 1. All recommendations for additional job requirements will normally receive the unanimous support of the divisional/regional/directorate committee before they are forwarded for approval. When unanimous support is not received, committee members will provide written submissions to the CO/DG/delegate, presenting their rationale for approval.

13. 1. 4. A promotional opportunity will be reviewed by a promotion board, who will present a recommendation to the DMHR/delegate.

13. 1. 5. The long list consists of all members who respond to the advertisement and the short list consists of the names of five members on the long list who best meet the position requirements.

13. 1. 6. When more than one like position is being staffed, the number of candidates on the short list will be: two positions, six candidates; three positions, seven candidates, etc.

13. 1. 7. When an evaluation is due within 30 days before the publication of the bulletin, or when it is overdue:

13. 1. 7. 1. if the evaluation is with the intermediate supervisor for completion of [Form 2510, Performance Evaluation and Learning Plan](#), or further on in the process, it must be immediately provided to the CDRA who is requesting it;

13. 1. 7. 2. if the evaluation has not been received by the intermediate supervisor, the staffing action will proceed and a notation will be made on the staffing action file; or

13. 1. 7. 3. the staffing action will be held up for five days starting on the day after contact was made or until receipt of the faxed evaluation, whichever is less.

13. 2. Promotion Board

13. 2. 1. A promotion board will consist of:

13. 2. 1. 1. a chairperson, Supt. level or above for a centralized position, or an officer for a decentralized position; and

13. 2. 1. 2. an officer or member at the senior management level or above.

NOTE: In exceptional circumstances, a member at the next substantive rank or level to the position being staffed, excluding members of CDR, may participate as a board member in lieu of the second officer.

13. 2. 2. Board members will be appointed by the DMHR/delegate.

13. 2. 3. Candidates will be provided with the names of the members on the promotion board. If a candidate objects to the participation of one of these members, the reasons must be made in writing. If the DMHR/delegate agrees, an alternate member will be named.

13. 2. 4. If possible, a CDR representative will attend each board but will not vote.

13. 2. 5. Members of the promotion board will review the personnel file of each candidate on the short list only, and may have access to the documented rationale for each candidate on the long list before they convene.

13. 2. 6. All information pertaining to promotion board procedures is outlined in [CMM App. 4-5, Conducting Promotion Boards for Special Constable and Special Constable Members](#).

13. 3. Delegated Manager for Human Resources/Delegate

13. 3. 1. Conduct a final review to determine a member's eligibility to continue in the promotion process, having regard to [R. v. McNeil, 2009 SCC 3](#), [OM ch. 20.1.](#), and [sec. 3.9](#). Assess the relevance of any prior finding that the member has contravened the RCMP Code of Conduct to the position in question on a case-by-case basis.

NOTE: The CDRA promotion coordinator will normally review the employee self-disclosure documentation of the recommended candidate. When a misconduct disclosure is made, the documentation is forwarded to the DMHR for decision. In the case where the employee advises there is no misconduct, there is no requirement to forward the employee self-disclosure documentation to the DMHR for decision.

13. 3. 2. Consult as necessary (e.g. Professional Responsibility units and line officer/selecting manager) when considering your decision and when preparing rationale.

13. 3. 3. Review the board's recommendations and findings, and:

13. 3. 3. 1. approve the recommendations and order the promotion;

13. 3. 3. 2. reject the recommendations, documenting your rationale, and select an alternate candidate presented to the board and order the promotion; or

13. 3. 3. 3. reject the recommendations, documenting your rationale, and appoint a new board to examine a new slate of candidates.

13. 3. 4. Advise the member and their line officer of your decision and rationale.

13. 4. Career Development and Resourcing Advisor

13. 4. 1. Conduct file reviews of the candidates and, based on their overall performance and the job requirements, develop the short list. Place primary emphasis on the narrative comments regarding each candidate's performance.

13. 4. 2. You can develop a short list with more or with less than five candidates, but you must document your rationale.

13. 4. 3. Document your rationale for choosing the candidates on the short list and for excluding other candidates from the short list.

13. 4. 4. For presentation to the promotion board, list the candidates from the short list in alphabetical order on [Form 1713, Transfer and Promotion Board Short Listed Candidates](#).

13. 4. 5. Notify the unsuccessful candidates of the reason why they were not short-listed.

13. 4. 6. Notify the unsuccessful short-listed candidates of the reason why they were not selected.

14. Constable Rank Promotion Process

14. 1. General

14. 1. 1. A member being considered for promotion will submit employee self-disclosure documentation (refer to [sec. 3.19.](#)) for final review at each level.

14. 1. 2. The criteria for promotion to the following levels in the Cst. rank are:

14. 1. 2. 1. for Level 3, completion of six months of service at Level 4, successful completion of the FCP, and a satisfactory final review;

14. 1. 2. 2. for Level 2, completion of a minimum of 12 months of service, a recommendation by the member's supervisor and unit commander on [Form 5135, RCMP Promotion Assessment Constable - Level 2](#), and a satisfactory final review; or

14. 1. 2. 3. for Level 1, completion of a minimum of 24 months of service, a recommendation by the member's supervisor upon meeting the requirements of the Cst. rank, based on knowledge, skills, abilities, and behaviours as indicated on [Form 3447, RCMP Promotion Assessment Level 1 - Constable](#), and a satisfactory final review.

NOTE: Levels within the Cst. rank are identified on HRMIS as follows:

Level 4 = Step 1

Level 3 = Step 2

Level 2 = Step 3

Level 1 = Step 4

The second increment in Level 1 = Step 5.

14. 1. 3. When the start date of the Field Coaching Program (FCP) is delayed by more than two months as a result of RCMP-approved training or a temporary deployment:

14. 1. 3. 1. after completing six months of service, the member may be appointed acting Level 3 Cst. in their substantive position, regardless of their progress in the FCP;

14. 1. 3. 2. if the member's promotions to Level 2 and Level 1 Cst. are also delayed, the member may be appointed as acting at the applicable level, effective the date that they meet the service requirements, as per [sec. 14.1.2.](#); or

14. 1. 3. 3. an acting appointment will be discontinued if the member does not complete the requirements for promotion to the applicable level within the time periods, as per [sec. 14.1.2.](#), e.g. if a member requires more than six months to complete the FCP, the acting appointment will be discontinued after six months.

14. 1. 4. The unit commander and supervisor will make every effort to informally resolve disagreements when completing [Form 3447](#) or [5135](#) at the unit level.

14. 1. 5. If a member is not recommended for promotion, the member's supervisor will initiate remedial action.

14. 1. 5. 1. If the member is at Level 4, the supervisor will recommend that the member remain on the FCP until they successfully complete the program.

14. 1. 5. 2. If the member is at Level 3, the supervisor will determine why the member is not progressing normally and provide the member with all reasonable assistance, guidance, and supervision for the member to progress normally.

14. 1. 5. 3. If the member is at Level 2, the supervisor will re-evaluate the member's promotability by submitting an additional [Form 3447](#) within 30 days of the previous form being submitted.

14. 1. 6. If a member is not recommended for promotion due to a:

14. 1. 6. 1. final review, the DMHR will provide the decision and rationale; or

14. 1. 6. 2. performance issue, the supervisor will provide written rationale in support of their decision, and provide a copy to the member.

14. 2. Rater

14. 2. 1. Ensure that each member is fully aware of their responsibilities, and that promotions within the Cst. rank are based on the member's performance.

14. 2. 2. Provide the member with all reasonable assistance, guidance, and supervision to assist them in meeting the requirements for promotion.

14. 2. 3. Record observed behaviour of both positive and negative performance on Form 1004, Performance Log, and discuss each entry with the member.

14. 2. 3. 1. Each entry should be acknowledged by the member and dated. For information on retention and disposition of [Form 1004](#), refer to [CMM ch. 2., Performance Evaluation](#).

14. 2. 4. On the basis of the member's demonstrated performance and not in relation to the member's peers, assess the member as per:

14. 2. 4. 1. the provisions outlined in [LTDM ch. 2.2., Field Coaching Program](#), covering the FCP; or

14. 2. 4. 2. [Form 3447](#).

14. 2. 5. In formulating your recommendation to promote or not promote the member, consider that:

14. 2. 5. 1. one or more ratings of "does not meet requirements" does not necessarily mean that the member should not be recommended for promotion;

14. 2. 5. 2. the overall importance of deficiencies identified must be significant to support a recommendation to not promote the member and supported by detailed rationale; and

NOTE: These recommendations should be rare.

14. 2. 5. 3. the member must be performing their duties at a satisfactory level, and be capable of assuming the duties and responsibilities of a Cst. at the next level.

14. 2. 6. Once a member has successfully met all requirements for a promotion to Level 3, 2, or 1, submit your recommendation for the member's promotion through the proper channels to the divisional CDR by:

14. 2. 6. 1. message, for promotion to Level 3;

14. 2. 6. 2. submitting [Form 5135](#), for promotion to Level 2, or

14. 2. 6. 3. submitting [Form 3447](#), for promotion to Level 1.

14. 3. Unit Commander

14. 3. 1. Inform your line officer when a member has not been recommended for promotion.

14. 4. Career Development and Resourcing

14. 4. 1. When advised that a member has met the requirements for promotion (unless [sec. 3.7. to 3.7.4.4.](#) apply), promote the member and advise your divisional compensation unit.

14. 4. 1. 1. If [sec. 3.7. to 3.7.4.4.](#) apply, refer the matter to the DMHR for direction.

14. 5. Delegated Manager for Human Resources

14. 5. 1. When a member described in [sec. 14.4.1.1.](#) meets the requirements for promotion, follow the process described in [sec. 3.9.](#) to determine if the member's promotion will be approved.

14. 5. 2. Conduct a final review to determine a member's eligibility to continue in the Cst. rank promotion process, referring to [R. v. McNeil, 2009 SCC 3, OM ch. 20.1.](#), and [sec. 3.9.](#) Assess the relevance of any prior finding that the member has contravened the Code of Conduct to the position in question on a case-by-case basis.

NOTE: The CDRA or promotion coordinator will normally review the employee self-disclosure documentation of the recommended candidate. When a misconduct disclosure is made, the documentation is forwarded to the DMHR for decision. In the case where the employee advises that there is no misconduct, there is no requirement to forward the employee self-disclosure documentation to the DMHR for decision.

14. 5. 3. Consult as necessary, e.g. Professional Standards Unit and line officer/selecting manager, in considering your decision, and when preparing rationale.

14. 5. 4. Advise the member and their line officer of your decision and rationale.

15. Resignation of Rank or Level

15. 1. A non-commissioned RM, S/Cst. member, or CM may resign their rank or level.

References

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