

## Salisbury University Police Department

### CHAPTER 33 – TRAINING AND CAREER DEVELOPMENT

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#### **33.1 Administration**

- 33.1.1 Training Committee
- 33.1.2 Training Attendance
- 33.1.3 Training Expenses
- 33.1.4 Lesson Plans for Training Courses
- 33.1.5 Remedial Training
- 33.1.6 Training Records - Individual
- 33.1.7 Training Class Records

#### **33.2 Academy**

- 33.2.1 N/A
- 33.2.2 N/A
- 33.2.3 Relationship Between University Police Department and ESCJA
- 33.2.4 Training on Department's Policies, Procedures, Rules, Regulations, Etc.

#### **33.3 Training Instructors**

- 33.3.1 Instructor Training

#### **33.4 Recruit Training**

- 33.4.1 Training Program Prior to Duty Assignment
- 33.4.2 Recruit Training – Job Task Analysis and Evaluation
- 33.4.3 Field Training Program

#### **33.5 In-Service, Shift Briefing and Advanced Training**

- 33.5.1 Annual In-Service Training
- 33.5.2 Shift Briefing Training
- 33.5.3 Familiarization with Accreditation Process
- 33.5.4 Accreditation Manager Training

#### **33.6 Specialized Training**

- 33.6.1 Assignments Requiring Specialized Training
- 33.6.2 Tactical Team Training Program

#### **33.7 Civilian Training**

- 33.7.1 New Employee Orientation
- 33.7.2 Civilian Positions Requiring Training

#### **33.8 Career Development and Education**

- 33.8.1 Supervisors in Career Development - Training Requirements
- 33.8.2 Promotions – Training Requirements
- 33.8.3 Career Development Program
- 33.8.4 Post-Secondary Education

## Salisbury University Police Department

### CHAPTER 33 – TRAINING AND CAREER DEVELOPMENT

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*This chapter refers to the training and career development of law enforcement personnel; sworn and civilian. Training serves three broad purposes: well-trained officers are generally better prepared to act decisively and correctly in a broad spectrum of situation; training results in greater productivity and effectiveness; and training fosters cooperation and unity of purpose. Training must be consistent with department's mission and values. Career development is a structured process to provide opportunities for individual growth and development at all levels.*

#### **33.1 Administration**

##### **33.1.1 Training Committee**

The University Police Department does not utilize a Training Committee.

##### **33.1.2 Training Attendance**

- A. Attendance by personnel at approved training courses shall be considered a duty assignment and personnel shall attend as directed by a personnel order, email or other means unless excused by the instructor. The Training Officer shall be responsible for registering personnel for training courses in advance. The employee will contact his/her Division Commander prior to the start of the class if he/she is unable to attend.
- B. At times, attendance at training classes may be excused such as for court appearances, sickness or other prudent circumstances. Any absence will be properly excused by the employee's immediate supervisor who shall notify the Training Officer who will contact the appropriate instructor and advise of the employee's absence. Disciplinary action may result from failure to comply with training attendance requirements.
- C. Time lost from training sessions will be made up before any certificate of completion is issued. A certificate of completion or other documentation will be issued to those employee-students who satisfactorily complete all training programs. Employee-students who receive a certificate of completion will provide a copy to the department's Training Officer for inclusion into the employee's personnel file. If certificates are received directly by the Training Officer, a copy of the certificate will be made for inclusion into personnel files and the original will be forwarded to the employee.
- D. Personnel who fail to satisfactorily complete any training program, or portion thereof, will be required to participate in remedial training.
- E. Personnel attending training may wear the departmental uniform or appropriate business attire. Jeans, shorts, t-shirts and other inappropriate attire will not be worn to any training session unless required for the specific course in accordance with the stated criteria.

### 33.1.3 Training Expenses

Reimbursement for an employee's training related expenses will be consistent with the University of Maryland System policy on travel. Training fees and materials (excluding writing instruments and paper) necessary for approved training programs will be paid by the agency upon approval by the Chief of Police. Employees requesting reimbursement for training related expenses must submit a request for pre-approval authorization to the University's Accounts Payable Office consistent with established procedures via the department's chain of command.

Refer to Salisbury University's Travel policy on reimbursement.

### 33.1.4 Lesson Plan Requirements

- A. Lesson plans are required for all training courses implemented. It is the responsibility of the instructor, to provide the Training Officer with a copy of lesson plans prior to the instruction. The department provides each instructor with the guidelines and a format for lesson plan development. The development of lesson plans should ensure that the subject to be covered in training is addressed completely, accurately and is properly sequenced with other training materials. Lesson plans establish the purpose of the instruction; set forth the performance objectives; relate the training to critical job-tasks; and identify the subject matter and instructional techniques. Lesson plans should be required of in-house instructors as well as academy staff.
- B. The lesson plans should also include references, teaching techniques (lecture, group discussion, panel, seminars, debate), relationships to job-tasks, responsibilities of the participants for the material taught, and plans for evaluation of the participants. The instructional techniques that may be utilized are:
  - 1. Conference (debate, discussion groups, panels, and seminars);
  - 2. Field experiences (interviews, operational experiences, and operational observations);
  - 3. Presentations (lectures, lecture-discussion, lecture- demonstration);
  - 4. Problem investigations (committee inquiry); and
  - 5. Simulations (case study, game, and role-play).
- C. Instructors will submit their lesson plans to the Training Officer for approval prior to conducting the training courses. The Training Officer will ensure that all training courses are consistent with department directives and/or external training mandates. The Training Officer will seek approval from the Maryland Police Training Commission for appropriate numbering of the course, if applicable, and all lesson plans will be kept on file. Instructors may seek the assistance of the Eastern Shore Criminal Justice Academy in preparing lesson plans when instruction is given at the academy. Approved courses by the MPTC are assigned a specific course number which will be documented by the Training Officer.
- D. The evaluation of in-house training is handled by testing which may be written, oral, practical, etc. The development of examinations directed and approved by the Training Officer, is similar to that used by the Eastern Shore Criminal Justice Academy in that they are competency based, use performance objectives and measure knowledge and ability for job related skills. All tests will be identified in the lesson plan. Instructors will complete the Training Report form 083 which identifies all attendees receiving a specific course, date attended, their score attained and the instructor for the course. This form will be forwarded to the Training Officer.

### **33.1.5 Remedial Training**

Remedial training, a duty assignment, will be provided to employees when it becomes necessary to improve the employee's performance in a particular area(s). Remedial training may be developed from multiple indicators within the agency which may include: deficiencies noted during inspections or performance evaluations, poor performance in training programs and/or recommendations of supervisors based upon job observation reports.

Remedial training may be used as a means of improving employee productivity and effectiveness through positive and constructive methods.

Additionally, remedial training may be the result of disciplinary action, newly identified trends or an employee's inability to demonstrate a particular practice incumbent of a certain position or function. This training should occur as soon as practical upon detection of a particular performance problem. The department may use in-house training, in-service training, or other courses of instruction outside the department to address remedial training needs.

Employees are encouraged to understand remedial training is not punitive but attempts to provide solutions to the employee's ineffectiveness and enhance overall job performance. Employees must actively participate during this phase of instruction or be subject to disciplinary or performance related action should the employee unsuccessfully complete remedial training. If employees are unable to demonstrate satisfactory performance upon completion of the remedial training, the employee will be subject to disciplinary action.

Refer to 26.1.4 and 35.1.9

### **33.1.6 Employee Training Record Maintenance**

The Administrative Assistant shall maintain records for all department personnel upon completion of training assignments. Individual training records will reflect:

- Date of Training;
- Type of training received;
- Any certificate received;
- Attendance; and
- Test Scores.

Individual training records, held in personnel files maintained by the Administrative Assistant and via the *Skills Manager* program, maintained by the Training Officer, will be updated upon conclusion of all training programs.

The Training Officer will maintain all training reports submitted by the course instructor or training facilitator (ie. Eastern Shore Criminal Justice Academy) which outlines the course approval numbers, attendees and scores attained.

### **33.1.7 Training Class Records Maintenance**

Training class records for all departmental training are maintained by the Training Officer and include, but are not limited to:

- A. Course content (lesson plans);
- B. Names of personnel attending;
- C. Performance of individual attendees as measured by tests, if administered;
- D. Dates of Training; and
- E. Instructor for the course.

## **33.2 Academy**

### **33.2.1 N/A**

*and*

### **33.2.2**

### **33.2.3 Relationships between the University Police Department and ESCJA**

The University Police Department utilizes recruit, in-service and specialized training at the Eastern Shore Criminal Justice Academy (ESCJA), a regional, certified police academy. As such, the ESCJA must meet training mandates of the Maryland Police Training Commission, i.e. to provide at a minimum, the MPTC mandated minimum standards for the Entrance Level Police Training Program. The ESCJA is subject to periodic audits to assure performance objectives are covered, etc.

The Chief of Police, or his designee, may serve as a member of the Program Advisory Committee (PAC) which provides a viable means for department input into the academy programs. The Training Officer works closely with ESCJA staff and through recommendations of both the Chief of Police and Training Officer, specific areas of instruction may be included in specialized and in-service programs provided by the academy.

The Department supports and actively participates in the training furnished at the ESCJA by providing instructors as well as curriculum input. All fees for entrance level training and in-service courses for sworn and civilian personnel, if applicable, are paid by the department.

Officers who attend the ESCJA are on-duty and if injured during practical exercises such as defensive tactics, they are covered by worker compensation.

### **33.2.4 Training on Department's Policies, Procedures, Rules and Regulations, etc.**

All non-certified police officers employed by this agency shall receive entry level training at the ESCJA. Prior to or upon conclusion of entry level training, all police officers as well as civilian or new officer employees will receive training on the department's policies, procedures, rules and regulations during the employee's orientation period with the University Police Department.

### **33.3 Training Instructors**

#### **33.3.1 Instructor Training**

The department's Training Officer serves this function in a part-time capacity in addition to other duties and areas of responsibility. All personnel who wish to serve as instructors for the department shall be required to attend a Basic Instructor Training Course. Personnel selected for instructor training school attendance must meet the requirements outlined in COMAR 12.04 – Instructor Certification standards. Officers who wish to seek instructor certification must receive recommendation by his/her Supervisor and approval from his/her Division Commander. The department does not maintain instructors in a full-time capacity.

At a minimum, instructor training will include the following subjects:

- A. Lesson Plan development;
- B. Performance Objective Development;
- C. Instructional techniques;
- D. Testing and Evaluation Techniques; and
- E. Resource Availability and Use.

No employee will be permitted to instruct courses until the above requirement is satisfied. Instructors must maintain a level of proficiency in their chosen topic area(s) and must instruct at least one course per year.

Instructors will attend any specialized training or recertification courses as necessary to maintain or enhance their level of proficiency. The Training Officer will ensure that instructor renewal is completed prior to expiration of instructor status for each agency instructor.

### **33.4 Recruit Training**

#### **33.4.1 Entry Level Training Required**

All newly sworn officers of the University Police Department must have successfully graduated from an entry level training or comparative compliance program and must complete the departmental field training program prior to a duty assignment in any capacity in which the officer is allowed to carry a weapon, enforce laws or make arrests. The only exception is those officers who are participating in formal Field Training programs outlined in 33.4.3.

#### **33.4.2 Recruit Training – Job Task Analysis and Evaluation**

The ESCJA provides performance based training and evaluation as mandated by the State of Maryland. The curriculum is based on tasks of the most frequent assignment associated with the duties of police officers who complete recruit training and the ESCJA also uses evaluation techniques designed to measure competency in the required skills, knowledge and abilities. A copy of the regulations for the Maryland Police Training Commission may be located in the office of the Administrative Commander as well as on-line at [www.dpccs.state.md.us](http://www.dpccs.state.md.us).

The ESCJA provides for entrance level instruction as mandated by the MPTC. This instruction includes pertinent practical problems and assessments. Officers receive instruction in related subject areas during entrance level training and during the field training program upon graduation from ESCJA. These areas include tasks and information associated with police operations and administration. A copy of the current recruit orientation handbook, given to all recruit personnel at the ESCJA, can be located in the office of the Training Officer.

### 33.4.3 Field Training Program

The department utilizes a Field Training Officer (FTO) Program which focuses on patrol experiences after the completion of entry level training and agency orientation. This includes training of officers who have been certified at other (MD) police agencies or those who complete the requirements of a comparative compliance course (certification from other states) pursuant to MPTC standards. MPTC mandates that field training will be no less than two weeks. The FTO program will be the responsibility of the Administrative Commander who will ensure coordination and administration of the program. Provisions of the FTO program, with curriculum based on tasks of the most frequent assignments, are as follows:

- A. Field training for recruit or newly appointed officers of this agency will be no less than 4 calendar weeks, during and/or after the required academy training. The FTO program may be extended as necessary.
- B. Field Training Officers are critical to the program as their attitudes, values and tactics set the example for new officers. The selection process for FTOs is critical and will meet the following standards:
  1. The FTO should be recommended by his/her immediate supervisor and approved by the Patrol Division Commander;
  2. The FTO must have a minimum of two years experience as a Salisbury University police officer; and
  3. The FTO must possess a current satisfactory performance evaluation.
- C. The Squad Supervisor has the responsibility of providing direct supervision to the FTO and the recruit assigned to his/her squad. The Training Officer, along with the Patrol Commander, will coordinate discussions with both FTO and recruit to assess progress as necessary.
- D. The Training Officer will maintain liaison with the Eastern Shore Criminal Justice Academy staff.
- E. FTOs will receive initial training and orientation of the department's FTO program from the Training Officer. FTOs will receive periodic in-service training from the ESCJA, the MPTC or other certified course.
- F. Recruits should be assigned to and remain with a single FTO for the duration of field training unless circumstances exist that require the recruit to receive training from another trained FTO. Recruits should be exposed to and perform all aspects of police work and frequently performed tasks while accompanied by their FTO. These duties are outlined in the department's *Field Training Manual*.
- G. Guidelines for evaluation of recruits by FTOs are located in the FTO manual. Upon completion of the field training period, these manuals will be reviewed by the Training Officer and maintained in the officer's personnel file.
- H. Reporting responsibilities of field training officers are located in the FTO manual which also contains additional criteria and standards. Upon the successful conclusion of the field training period, the department's Training Officer will ensure the completion and submission of form DPSCS-PCTC-15 – certification of field training for police officers – to the MPTC.

### 33.5 In-Service, Shift Briefing and Advanced Training

#### 33.5.1 Annual Retraining (In-Service) Program

All sworn personnel will attend required annual retraining – a minimum of 18 hours - as mandated by the Maryland Police Training Commission. Many in-service courses are offered at the Eastern Shore Criminal Justice Academy as well as other agencies and/or locations including in-house courses approved for in-service hours. Officers will receive training announcements regarding available training courses and personnel interested in attending may submit a request to his/her immediate supervisor who, if approved, will forward the request to the Training Officer. Officers may be scheduled for requested training courses in consideration of available resources during duty hours; fiscal constraints of the agency; and the need, appropriateness and suitability of the training.

Retraining topics may include, but are **not** limited to:

- Leadership, Supervisory and Management training;
- Ethics and integrity;
- Critical Incidents and special operations tactics;
- Technological improvements, agency policies and procedures;
- Any other deemed necessary to promote the goals, performance and professionalism of the department.

*Training on any new laws or legal updates is required and shall be documented and contained within the employee's personnel file.*

Special advanced outside training opportunities are occasionally available to sworn personnel such as the FBI National Academy, Law Enforcement Executive Development Association, etc. Nominations for attendance at these courses must be made by the Chief of Police. Criteria for selection may include:

- Officers with the demonstrated ability and interest to teach others the skills learned;
- Officers who possess superior leadership skills;
- Upon completion of training, the officer will be assigned to duties which maximize the skills acquired.

Officers selected to attend any specialized training courses, which must be approved by his/her Division Commander, shall be required to continue their employment with the department for a period of two years following the training course or the employee will be required to submit reimbursement to the University for all expenses associated with the specialized training course. Any exceptions to this policy must be approved by the Chief of Police. Refer to 33.6.1

#### 33.5.2 Shift Briefing Training

Shift Briefing or Roll call training is an opportunity to keep officers apprised of changes in the laws, legal updates, agency policy and procedures, and other department matters. It can also be a time to conduct more formalized training depending on time constraints. The time/shift when a specific topic is to be presented will be developed by the Squad Supervisor, Training Officer and/or specialized instructor as needed. All training must be approved by the Training Officer in advance.

- A. Techniques for presenting roll call training include, but are not limited to:
1. Presentation by an instructor, supervisor/officer with expertise in a particular subject matter, or guest lecturer;
  2. Distribution and discussion of training bulletins and/or policies; and/or.
  3. Use of videos, computers, or other technological aids.

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- B. The Supervisor/Instructor conducting the training will record the date/time, names of employees present and the topic(s) covered on Training Report form 083. This information will be forwarded to the Training Officer for inclusion into training files. Supervisors will ensure employees absent from roll call will receive the same instruction or information at a later date.
- C. The Supervisor/Instructor conducting the training shall have a mechanism for evaluation and feedback by those attending the training.

Refer to 41.1.2

### **33.5.3 Familiarization with Accreditation Process**

Familiarization with the accreditation process is provided to departmental personnel by the Administrative Commander or Accreditation Manager as follows:

- A. To all newly hired personnel within 30 days after their employment begins or after completion of the recruit academy;
- B. To all agency personnel during the self-assessment phase associated with achieving initial accreditation; and
- C. To all agency personnel prior to an on-site assessment associated with each re-accreditation.

Familiarization will include, but is not limited to, the following:

- A. History and background of accreditation and the department's involvement in the process;
- B. The accreditation process;
- C. The goals and objectives of accreditation; and
- D. The advantages of accreditation and its impact on the department.

Familiarization may be achieved by such means as orientation of new employees, classroom instruction, roll call training, newsletter, memo and/or periodic attendance by command staff at CALEA conferences.

### **33.5.4 Accreditation Manager Training**

The Chief of Police will select a command or civilian staff member to serve as the agency's Accreditation Manager. The individual selected for this position shall attend at least one CALEA conference during the self-assessment or current award period as well as participate through membership in the local Police Accreditation Coalition (PAC).

## **33.6 Specialized Training**

### **33.6.1 Assignments Requiring Specialized Training**

Specialized training is any training that is designed to enhance the employee's skills, knowledge and abilities in addition to those taught in the recruit, roll call or annual training programs. Specialized training may be provided by outside agencies such as the Maryland Police Training Commission, Federal Bureau of Investigations, Drug Enforcement Administration, or others. The department will also identify potential resources of public and private organizations and use them to enhance agency training programs. Officers selected to attend any specialized training courses, which must be approved by his/her Division Commander, shall be required to

continue their employment with the department for a period of two years following the training course. Otherwise, the employee will be required to submit reimbursement to the University for the total cost of the specialized training course and associated costs. Any exceptions must be approved by the Chief of Police.

- A. Specialized training shall be provided to those employees selected by the respective Division Commander once approved by employee's Squad Supervisor or to those employees required by virtue of promotion or assignment to have specialized training.
- B. Pre- and post-appointment specialized training may be provided as required.
- C. Specialized training provided to employees should include, but not be limited to:
  - 1. Development and/or enhancement of skills, knowledge, and abilities particular to specialization;
  - 2. Management, administration, supervision, personnel policies, or the provision of support services to any function or component;
  - 3. Performance standards of the function or component;
  - 4. Department directives, University policies, or other regulations specifically related to the function or component; and/or
  - 5. Supervised on-the-job training.
- D. Selection for specialized training will be prioritized based on the assignment of the employees involved as well as their general work performance.
  - 1. Employees interested in attending specialized training may submit a request to his/her immediate supervisor who will forward the request to the Training Officer. The Training Officer will confer with the employee's respective Division Commander regarding the request in consideration of available resources during duty hours; fiscal constraints of the agency; and the need, appropriateness and suitability of the training as well as requirements of the Memorandum of Understanding between Salisbury University and the MCEA for Sworn Officers
  - 2. The Division Commander will review the request to make a decision based upon:
    - a. Job task analysis, if available, for the employee's current position;
    - b. Relevance to any prior advanced training or the employee's current position;
    - c. Overall job performance of the employee; and/or
    - d. Personal/university goals which are set annually during the evaluation period.
- E. Upon completion of any specialized training, the personnel involved may be assigned where they can best benefit the department with the training they have received.
- F. Personnel receiving specialized training in a respective area may also be required to provide training to other personnel.
- G. Specialized training associated with an assignment requiring technical skills not covered during normal training programs shall be completed as soon as practical such as Instructors Training for new instructors, and Supervisor's School for those new to this position and Administrator's School for those who are new to the rank of Lieutenant or above.

- H. The following are examples of specialized functions which require specialized training:
1. Firearms/General/RAD Instructor;
  2. Bicycle Officer;
  3. Detective;
  4. Crime Prevention Officer;
  5. Crime Scene Technician;
  6. Police Communications *Operator*;
  7. Accreditation Manager.
- I. If retraining/recertification is required, the Training Officer in conjunction with the individual employee, will ensure those requirements are met if they are to continue in that position/function.

### **33.6.2 Tactical Team – Training Requirements**

The University Police Department does not maintain its own Tactical Team *nor do personnel participate in any tactical unit.*

## **33.7 Civilian Training**

### **33.7.1 New Employee Orientation**

The Office of Human Resources conducts orientation for all new classified civilian employees of the University. Specific information relative to employee benefits, university policies and the facilities are given at this time and includes topics such as:

- A. The department's purpose, goals, policies and procedures;
- B. Working conditions and regulations; and
- C. Responsibilities and rights of employees.

Additionally, all newly employed personnel of the University Police Department will receive orientation training at the agency.

### **33.7.2 Civilian Pre-Service and In-Service Training**

The civilian positions that require training in addition to orientation, prior to assumption of job responsibilities, are:

- Police Communications Operator
- Security Guard
- Administrative Assistant
- Student Patrols

Civilian personnel will receive initial and continuous training required for their duties and responsibilities. Training will include skills necessary to perform the technical aspects of their respective positions as well as the importance of the link they provide between the department and the campus community served.

Field Training manuals, as appropriate, will be completed; documenting skills performed depending upon the job classification and required duties (ie. security guards, police communications operators.)

*(Revised 06/09/2016)*

## **33.8 Career Development**

### **33.8.1 Supervisors in Career Development - Training Requirements**

All Command staff members and/or their trained designees are responsible for career development of personnel assigned to their respective command. Personnel assigned to career development activities will have undergone a period of orientation to increase their skills and knowledge in at least the following areas:

- General Counseling techniques;
- Techniques for assessing skills, knowledge and abilities;
- Salary, benefits and training opportunities within the department;
- Educational Opportunities and incentive programs;
- Awareness of cultural background of ethnic groups in the department's program;
- Recordkeeping techniques;
- Career Development programs of other jurisdictions;
- Availability of outside resources to include University courses available.

### **33.8.2 Skill Development Training Upon Promotion**

Upon promotion, new supervisors and commanders will complete specialized training in Supervision, Management and specialized functional areas depending on the assignments. The Maryland Police Training Commission mandates that all first line supervisors attend the two-week Supervisor's School (Corporals and Sergeants) and Commanders (Lieutenant and above) attend the two-week Administrator's School within one year of promotion. The Commission establishes the curriculum for both courses. The Chief of Police may approve other specialized courses designed to enhance the knowledge and performance of the individual promoted.

### **33.8.3 Career Development Program**

The training and career development afforded Department employees will benefit both them and the Department's internal and external service delivery. All personnel shall have equal access to training and development opportunities. The focus of training and career development will be to highlight specific opportunities for individual growth at all levels and to improve overall job satisfaction. The Department will assist employees in planning their career paths through the utilization of formal schooling opportunities and law enforcement related training courses to improve their skills, knowledge, and abilities so that they can successfully perform the tasks assigned to them. Consideration for specialized courses will be given to those whose enhanced skills, knowledge and abilities will be beneficial to the employee's assignment, the department and the University.

Training opportunities are available through the Eastern Shore Criminal Justice Academy, the Maryland Police Training Commission and other resources as available. Additionally, the University offers tuition-free courses for employees in pursuit of a post-secondary education.

#### **33.8.4 Post-Secondary Education**

All regular employees of the University of Maryland system have the availability of tuition remission for post-secondary educational opportunities as outlined in the Staff and Administrative Employee Handbook. The University Police Department does not require a post-secondary degree for employment in non-exempt positions. The rank of Lieutenant or higher, which are exempt positions, do require a minimum of a Bachelor's degree.

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Edwin L. Lashley  
Chief of Police