

	<h1>Garner Police Department</h1> <h2>Written Directive</h2>	
	Chapter: 300 - Personnel Management	
	Directive: 330.01 - Training & Development	
Authorized by: Chief Brandon Zuidema		Effective Date: December 1, 2016
CALEA Standards: 33.1.1, 33.1.2, 33.1.3, 33.1.4, 33.1.5, 33.1.6, 33.1.7, 33.2.3, 33.2.4, 33.3.1, 33.4.1, 33.4.2, 33.4.3, 33.5.1, 33.5.2, 33.5.3, 33.5.4, 33.6.1, 33.7.1, 33.7.2. (5 th Edition.)		Last Revision: June 1, 2011

330.1.1 - Policy

The Garner Police Department will use all available resources to provide employees with continuous, relevant and innovative job-related training. This directive supplements GPD directive 310.5 – *Career Alternatives & Opportunities Program*.

330.1.2 – Policy Goals

- A. Enhance the overall quality of law enforcement services provided to Town residents and visitors;
- B. Encourage personnel to seek additional training for personal growth, career development and/or professional advancement;
- C. Provide equal and fair access and opportunity for all employees to attend training; and
- D. Develop instructors to teach within the organization and the community.

330.1.3 – Definitions

- A. Career Counseling: Constructive and on-going communication with personnel. The sole purpose is to prepare, guide and/or assist personnel to reach specific career goals.
- B. Career Development: Strategies used to encourage and/or provide opportunities for personal and professional growth.
- C. Education & Training: Any structured learning environment designed to deliver information and evaluate skills needed for personal and/or professional growth.

330.1.4 – Administration

- A. The Personnel and Training Sergeant is responsible for all aspects of the Department's education and training programs.
- B. The Personnel and Training Sergeant's duties include, but are not limited to the following:
 - 1. Continuously managing and updating all personnel education, special skills, training and other related records/files;

2. Coordinating and scheduling training programs and courses according to agency and personnel needs. This includes, but is not limited to, instructor selection, facility and equipment procurement;
3. Researching, developing, reviewing, revising and/or approving all training materials used;
4. Maintaining files for all training materials, lessons and programs;
5. Advertising internal and external training opportunities promptly to all Department personnel;
6. Maintaining and updating the Department Training Calendar. The calendar will be made readily available to all personnel and will include upcoming dates, times and locations for all courses scheduled to be attended;
7. Offering annual career counseling and planning;
8. Evaluating internal and external training programs and courses using survey instruments;
9. Conducting/distributing annual surveys to determine training needs;
10. Generating an annual training budget and administrative reports; and
11. Instructing and delivering training as needed.

330.1.5 - Training Committee (33.1.1)

- A. A working committee will be responsible for evaluating all Department training needs annually. Members will continually seek input from all personnel.
- B. The Training Committee will be chaired by the Personnel and Training Sergeant who is responsible for all meeting logistics and reports.
 1. Committee members will be appointed by the Chief of Police and serve two (2) year terms. Members unable to participate will be replaced by the Chief of Police.
 2. Committee make-up will include the following at a minimum:
 - a. One (1) Command Staff Representative,
 - b. One (1) Criminal Investigations Division Representative,
 - c. Two (2) Patrol Division Representatives,
 - d. One (1) Supervisory Representative, and
 - e. One (1) Support Services Division Representative.
- C. The Committee will meet annually in the last quarter of the year to discuss and begin scheduling the upcoming calendar year's training calendar. Additional meetings may be scheduled as necessary.

330.1.6 – Training Guidelines (33.1.2; 33.1.3; 33.1.6; 33.1.7; 33.3.1)

- A. Personnel and Institutions

1. All Department sponsored training must be delivered by persons who possess valid and government recognized training, instructor licenses, certifications and/or academic credentials relevant to the topic being delivered. All trainers must have training in all of the following:
 - a. Audio & visual aid use,
 - b. Instructional design/techniques,
 - c. Lesson plan development,
 - d. Performance objective development, and
 - e. Testing and evaluation methodologies.
2. To be recognized by the Department, all courses taken must be relevant to identified job tasks and/or functions and sponsored or approved by one of the following:
 - a. A college or university accredited by the US Department of Education & Council of Higher Education and Accreditation (CHEA);
 - b. Any branch of the US military;
 - c. An Institution, company or person officially recognized by the Federal Government, any State Government, CALEA, FBI, IACP, NOBLE, NSA, or PERF; or
 - d. Any local, state or federal law enforcement/criminal justice/public safety agency.

B. Attendance and Certification Standards

1. Attendance records will maintained by the Personnel and Training Sergeant. Files will include, but not be limited to:
 - a. Attendee name(s);
 - b. Location of training & hosting institution;
 - c. Date(s) attended;
 - d. Copy of lesson materials/outlines to include titles/numbers if applicable;
 - e. Number of hours completed;
 - f. Category (as described in this policy);
 - g. Evaluation/testing methodologies and score(s) if applicable; and
 - h. Participant evaluation of the training course.
2. All Department-sponsored training announcements will list attendance requirements. Nothing in this section prevents the Chief of Police from establishing attendance requirements as needed.
3. All Department training will be classified in one of the following categories of attendance:
 - a. **Mandatory:** Any training needed:

- 1) To obtain or retain sworn law enforcement certifications/licenses (i.e., firearms qualification, juvenile sensitivity, etc.);
 - 2) To obtain or retain essential certifications/licenses related to common, but not essential job duties/tasks (i.e., DCI, General Instructor, Radar, Specialized Instructor, etc.);
 - 3) To comply with specific State and Federal laws and/or regulations (Blood Borne Pathogen, FIT Testing, etc.);
 - 4) To perform specific duties, functions or job tasks as identified by the Department (i.e. SRT operators must complete basic Tactical school before participating in an SRT operation); or
 - 5) To learn and/or review skills needed to perform any duty or job function (i.e., Department policies/procedures, defensive tactics, legal updates, etc.)
- b. **Voluntary/Optional:** Training completed voluntarily. This includes, but is not limited to, any training required to compete in promotion, selection, and/or appointment processes listed in GPD directive 310.5, *Career Alternatives and Opportunities Program*.
4. Make-up dates will be made available for all mandatory training to ensure timely and successful completion. Any employee who is unable to attend mandatory training when scheduled is to coordinate with the Personnel and Training Sergeant to reschedule the training.
 5. All certifications must be renewed according to the guidelines of the issuing agency. Employees must request permission through the chain-of-command to relinquish or not renew any certification. This request must be made in writing prior to the employee losing the ability to successfully renew the certification.
- C. Compensation
1. Employees will be compensated while attending Mandatory Training courses.
 2. Depending on budget allocations, personnel may be compensated while attending *Voluntary/Optional Training* and may be eligible for reimbursement for all associated costs.
- D. Delivery Mediums – the following are recognized and approved of by the Department:
1. **Seminar/Lecture:** The 'traditional' student/teacher environment with visual aids and classroom discussion. This medium includes facilitative learning.
 2. **Practical Exercises:** Hands-on activities designed to develop, enhance or experience needed skills first hand. Practical exercises can be incorporated into any medium, including role playing and other physically dynamic (control techniques, officer safety, etc.) skill development exercises.
 - a. Practical Exercises should possess definitive evaluation methodologies with pass/fail criteria.
 - b. All role play and physically dynamic skill development exercises should include:
 - 1) Scripted role player guidelines;
 - 2) Participant safety guidelines & briefings; and
 - 3) Intended and specific outcomes.

3. **Computer Based:** Training courses delivered using the Internet or other distance learning technology and testing or policy reviews using the Department's directive management software.
4. **Blended:** Any combination of the above during a single course delivery.

E. Evaluation Methodologies

1. When evaluation methodologies are used, minimum passing scores will be 70% (out of a 100% point scale) or higher at the discretion of the instructor unless prescribed otherwise by State standards.
2. The following are common evaluation methodologies that are recommended for use in Departmental training:
 - a. **Written Tests:** Multiple choice, true/false, short answer or other 'traditional' writing measurements. Written Tests should be completed under stated time constraints.
 - b. **Skills Testing:** Established and defined guidelines for the proper/successful completion of specific physical and/or non-physical skills.
 - c. **Job Performance Testing:** Evaluation of specific skills being performed on-the-job.

330.1.7 – Education & Training Categories (33.1.4; 33.1.5; 33.2.3; 33.2.4; 33.4.1; 33.4.3; 33.5.1; 33.5.2)

- A. **Advanced:** Continuing education, training and college level courses designed to expand needed job knowledge and skills for specific assignments/duties. Attendance can be mandatory or voluntary.
1. Advanced Training must:
 1. Provide lesson/text materials for all participants;
 2. Possess lesson/text materials that identify author name(s), date(s) created/revised & resources used if any;
 3. Possess identifiable performance training objectives;
 4. Possess defined evaluation methodologies with pass/fail criteria as outlined in 330.1.7.E above;
 5. Issue certificates for participants who successfully complete the course; and
 6. Be approved by the chain-of-command to attend. Submission of an electronic course request (or *Course Request Form* - GPD form 330.1-A) is required.
 2. Certain seminars, lectures, courses and conferences lacking any of the above criteria may be recognized as Advanced Training with prior approval from the Chief of Police.
- B. **Basic:** Required entry level training (i.e., BLET) for officers with no experience or experience deemed insufficient according to the NC Criminal Justice Education, Training and Standards Division.
1. Every officer within the Department must successfully complete North Carolina's state mandated Basic Law Enforcement Training (BLET) certification curriculum before sworn arrest powers can be granted. BLET was created using a 1994 job task analyses and is managed by the North Carolina Justice Academy.
 2. BLET provides the following to all Police Officer Trainees:

- a. Academy organization and structure (Course Orientation lesson);
 - b. Academy rules and regulations (Course Orientation lesson);
 - c. Academy rating, testing, and evaluation systems (Course Orientation lesson);
 - d. Physical fitness and skill requirements, and
 - e. Daily schedule.
3. Because the Department does not administer its own academy, Police Officer Trainees attend BLET as full time, salaried employees. The Department absorbs all other costs to include, but are not limited to, student notebooks, reference books, clothing, and equipment.
 4. Police Officer Trainees enrolled in BLET are considered 'on-duty' and covered by Workman's Compensation and other related employee benefits. Both the Department and the BLET Academy are legally responsible for actions or omissions of respective employees, instructors, or students.
 5. Police Officer Trainees enrolled in BLET must meet minimum BLET Academy standards on all written, practical skill and other scored tests to remain employed by the Garner Police Department.
 6. The Personnel and Training Sergeant will supervise and evaluate all Police Officer Trainees attending BLET. The Personnel and Training Sergeant will be in continuous contact with Police Officer Trainees to ensure appropriate monitoring and supervision.
 7. The Personnel and Training Sergeant will be the Department's liaison for the BLET Academy used to provide training and will attend meetings as needed to maintain current knowledge of all BLET requirements.
- C. **Field/On-The-Job:** First hand observation training provided for newly hired officers, recently promoted personnel or those transferred to non-familiar duty assignments. The Department's Field Training and Evaluation Program is outlined in the FTEP manual and in GPD directive 330.2, *Field Training and Evaluation Program*.
1. Field/On-the-Job Training is designed to develop and evaluate individual skills needed to perform job tasks for any new position obtained. Attendance is mandatory.
 2. The Platoon Sergeant where the Police Officer Trainee will be permanently assigned will supervise and evaluate the trainee during the Field Training and Evaluation Program.
- D. **In-Service:** Training designed to ensure continued proficiency with essential job functions, policies and procedures. Attendance can be mandatory or voluntary.
1. In-Service Training courses must:
 - a. Provide lesson plans that meet the following criteria:
 - 1) Contain job-related performance objectives;
 - 2) Contain the method(s) of appropriate instructional technique(s);
 - 3) Contain text and/or other materials for all participants;

- 4) Identify tests used during training, if any; and
 - 5) Has been approved by the Personnel and Training Sergeant.
 - b. Provide teaching materials that identify author name(s), date(s) created/revised & resources used if any;
 - c. Include a course title/name and the number of hours of training provided.
 2. In-Service Training topics include, but are not limited to;
 - a. Department policy/procedure reviews,
 - b. Hazardous Material Emergency Response and ICS (required annually),
 - c. Investigative Techniques,
 - d. Leadership, Supervision and Management,
 - e. Legal updates/case law reviews (required annually),
 - f. Officer Safety,
 - g. Partnership and Problem Solving activities, and
 - h. Use of Force (required annually).
 3. All sworn personnel are required to complete an annual retraining program, to include legal updates.
- E. **Remedial:** Training designed to improve specific job performance. Attendance is mandatory.
1. Supervisors are ultimately responsible for identifying and documenting subordinate job performance deficiencies. Deficiencies must be recorded using the Town's performance appraisal and disciplinary action systems. The Personnel and Training Sergeant will also be notified so he/she can begin making preparations for remedial training.
 2. In circumstances where successful remediation of a training topic(s) is required in order to maintain law enforcement certification or the employee's employment status, the following must be performed:
 - a. The affected employee's supervisor will schedule a joint meeting with the employee, the supervisor and the Personnel and Training Sergeant;
 - b. Using suggestions offered by the employee and supervisor, the Personnel and Training Sergeant will complete written documentation to include:
 - 1) The meeting time, date and persons present;
 - 2) The specific deficiency(s) observed to include date(s), time(s) and related discussion(s) with employee (this should already be documented in the Town's Performance Appraisal System);
 - 3) The reason(s) why the deficiency must be corrected (the essential job tasks/functions impacted should be listed);

- 4) The forthcoming actions to correct the deficiency, specifically identifying the training category, course topic(s), etc.;
 - 5) A detailed explanation of all testing and evaluative methodologies used to measure performance after the successful completion of the remedial training;
 - 6) The specific time frame allowed to correct the deficiency(s); typically 45-60 days following successful completion of the remedial training; and
 - 7) Any possible consequences for failure to successfully complete the remedial training or any other evaluation methodology used to measure performance. Verbiage may include 'disciplinary action up to and including termination.'
- c. Written documentation shall include signature and date fields for the employee to indicate they understand and agree to all conditions outlined.
 - d. A copy of the written documentation will be provided to the employee.
3. The Personnel and Training Sergeant will enter all remedial training dates, course topics, times, test scores and other applicable information into the employee's training record.
 4. Nothing in this section prevents a supervisor from using the Town's formal discipline system to document poor job performance.
- F. **Roll Call:** Brief, 5-15 minute training sessions delivered at the beginning, middle or end of a work shift. *Roll Call Training* is designed to be date, time and topic flexible. It can be used to supplement, disseminate or review job/agency related information as needed. Attendance can be mandatory or voluntary.
1. Administration & Responsibilities
 - a. The Platoon Supervisor and/or his/her designee are to deliver at least one *Roll Call Training* session per week. All training shall be documented on the Roll Call Training Form (GPD form 330.1-A) and submitted to the Personnel and Training Sergeant for data entry.
 - b. The Personnel and Training Sergeant and Patrol Supervisors are responsible for scheduling and developing mandatory weekly *Roll Call Training*. Topic suggestions and/or information provided by Department personnel, occupational trends and/or current events may be used as needed.
 2. Delivery Mediums, Categories & Structure
 - a. *Roll Call Training* will primarily assume Lecture/Seminar or online delivery mediums given time constraints.
 - b. *Roll Call Training* will primarily assume In-Service or Advanced categories given time constraints.
 - c. *Roll Call Training* topics may extend into several months, with each lesson building on the next.
- G. **Self Study/Research Projects:** They include, literature reviews, book readings, written exams, community and agency projects. Completion of *Self Study/Research Projects* is voluntary. Additional information is located in policy 310.5 – *Career Alternatives and Opportunities Program*.

330.1.8 - Career Counseling

The Personnel and Training Sergeant is responsible for assessing all personnel career growth needs and providing appropriate guidance. He/She will also:

- A. Maintain and update individual training skills, training and experience on the Department's *Personnel Inventory Form* (GPD form 330.1-B);
- B. Schedule or provide an opportunity for personnel to seek counseling or guidance with individual career goals annually;
- C. Evaluate the progress of and forward findings to an employee's immediate supervisor;
- D. Assist in providing or coordinating career development training required for supervisors; and
- E. Upon request, schedule additional meetings and/or meet with personnel as needed

330.1.9 – Training with Other Organizations and Agencies

- A. Training in conjunction with other criminal justice and public safety agencies is encouraged by the Department to increase effectiveness, improve coordination, and promote better relationships.
 - 1. Resources from educational institutions, local businesses, and other public and private organizations may also be utilized to provide training to Departmental personnel. All applicable Town and Departmental Directives and procedures will govern training provided to Departmental personnel through all other agencies.
 - 2. Application for in-service training provided by outside agencies is to be made by individual members through the use of an electronic course request (or *Course Request Form* - GPD form 330.1-A). The form is to be submitted through the chain-of-command, with each supervisor indicating his/her approval or denial of the request.
- B. Department of Labor Apprenticeship Program
 - 1. The Department participates in the apprenticeship program for employees who are veterans of service with the United States Military. The program is coordinated by the North Carolina Department of Labor and is funded through the G.I. Bill.
 - 2. The program is a training strategy for officers with less than 2.5 years of experience. The goal is to ensure that the apprentice candidate receives both advanced and on-the-job training so that they can become a valuable and skilled professional for the organization. The program issues "Journeyman" certificates for successful completion.
 - 3. The Personnel and Training Sergeant is responsible for supervision of the apprenticeship program. He/she will be the certified official to act on behalf of the sponsor and will receive and review all necessary documentation associated with this program. The Personnel and Training Sergeant will also periodically review the operation of the program and make any recommendations for revision to the sponsor.

330.1.10 – Accreditation Training (33.5.3; 33.5.4)

- A. The Department's Accreditation Manager will receive training on the essential components of the accreditation process, to include the standards manual, file maintenance and the panel review process. The Accreditation Manager must obtain this training within a year of being assigned to the position. In addition, the Accreditation Manger should make every attempt to further advance their

knowledge and skills by attending CALEA conferences where feasible. At a minimum, attendance at a CALEA conference should occur once during the Self-Assessment phase, and again during the reaccreditation cycle. The Accreditation Manager should also join and subsequently, participate in their local Police Accreditation Coalition (PAC).

- B. All Department personnel will receive training on the Accreditation process, to include an overview of the required standards, its importance and processes. Delivery methodologies and categories for delivery may vary.
- C. Training on the accreditation process will be provided to all new employees during their orientation week.
- D. In addition to general information about the Accreditation process, all employees will receive training during self-assessment phases associated with achieving initial accreditation.
- E. Department personnel will receive refresher training on Accreditation just prior to on-site assessments associated with initial accreditation and each re-accreditation thereafter.

330.1.11 - Specialized Training (33.6.1)

- A. Certain positions within the Department require skills in addition to the skills, knowledge, and abilities gained in basic or other in-service training.
- B. Specialized training is required and must be successfully completed prior to assuming the duties of the assignment for the following specialized positions:
 - 1. Canine Handler – must successfully complete canine handler basic training with the Department's contracted vendor.
 - 2. Special Response Team (SRT) Operator – must successfully complete a basic tactical operator course approved by the SRT Commander.
- C. Specialized training will be provided to personnel in other positions in the Department as budget and staffing allow. Attendance will be determined based on relevance to assigned duties; however, there is no requirement for completion of such training prior to assignment to the position.

330.1.12 – Training for Non-Sworn Personnel (33.7.1; 33.7.2)

- A. The Personnel and Training Sergeant is responsible for providing training to non-sworn personnel. Training will include, but is not limited to the following:
 - 1. Orientation to the Department's role, purpose, goals, directives, and procedures;
 - 2. Working conditions and regulations;
 - 3. Responsibilities and rights of employees, and
 - 4. Public relations skills.
- B. In addition to orientation, certain non-sworn positions require additional technical training prior to assuming full duties and tasks associated with the position. These include:
 - 1. Criminal Records Clerk, i.e. RMS Training;
 - 2. Animal Control Officer, i.e. Town Ordinances, State Law and Traffic Direction;

3. School Crossing Guard, i.e. Traffic Direction; and,
 4. Services Officers, i.e. Town Ordinances, State Law and Traffic Direction.
- C. The Personnel and Training Sergeant will solicit assistance (for training purposes) from those Department personnel who are responsible for supervising non-sworn employees.
- D. The Personnel and Training Sergeant shall coordinate and seek periodic in-service and advanced training for non-sworn personnel for continued career and skill development.