

TAKOMA PARK POLICE DEPARTMENT - GENERAL ORDERS



TITLE: Career Development and Higher Education		Number: 411	
Effective Date: July 11, 2016		Review Date:	
New	X Amends	Rescinds	GO 411 dated March 18, 2002
Authority: Chief Thomas W. Anderson		CALEA STANDARDS 33.8.1, 33.8.2	Total Pages 14

01 Purpose: To describe the Department's career development path.

02 Policy: The most valuable resources of the Takoma Park Police Department are the men and women it employs. The Department recognizes that encouraging and assisting the development of employees will contribute to the quality and professionalism of the Department. The better trained and more educated the members, the more valuable they are to the Department and the community it serves. Career development activities are organized and implemented to assist employees in maintaining and improving basic job skills needed to perform daily tasks, to help prepare employees to achieve desired career objectives such as promotions or specializations, and to provide the opportunity for individual growth and stimulation at all levels. These career development activities may include, but are not limited to: in-service training, career counseling, and temporary assignments when feasible.

03 Career Development Practices and Procedures: The primary objective is to encourage all members to continue their professional education through provided training programs and personal education. The Department offers training courses in the many fields of policing to increase a member's skills, knowledge, and abilities (SKA's). Employees are also encouraged to further their personal education in career oriented college degree programs.

04 Administration:

A. Since the objectives of career development and training are so closely related, the Training Officer has been given the responsibility of administering the career development program. This should provide him/her with direct knowledge of an employee's goals and objectives and will aid in the guidance of the employee toward the proper training needed to fulfill his/her ambitions.

B. The Training Officer will periodically review completed Career/Specialist Interest Surveys (Skills, Knowledge, and Abilities Inventory form), and information from performance evaluations to help identify areas that may require retraining, and assist in the counseling process. The background information listed on the Career/Specialist Interest Survey form will be surveyed to develop areas of expertise that may assist the Department in achieving its objectives.

05 Objectives: The career development/performance evaluation program, in accordance with

General Order 409, will work toward fulfillment of its objectives in two areas and will allow the Department to assess the effectiveness of career counseling. The first is through the use of individual career counseling. The second is by offering training courses designed to assist an employee in the achievement of his/her goals. The objectives of the Takoma Park Police Department's career development/performance evaluation program are as follows:

- A. To provide all employees with a clear understanding of their roles, and what is expected of them in attaining department goals and objectives;
- B. To provide all employees with the opportunity to openly and freely discuss their work performance including areas where they feel improvements may be needed, and how or where the improvements may be made;
- C. To provide all employees the opportunity to receive recognition for accomplishments, and to acquire direction and guidance that may enhance skills and abilities;
- D. To assist all employees in preparing themselves for accepting positions of greater responsibility;
- E. To guide an employee's self-assessment with regard to his/her career goals, such as promotion or specialization;
- F. To assist each employee in achieving personal goals, and
- G. To encourage all employees to continue their education and obtain a degree through a degree granting program at a college or university.

06 Career Counseling:

- A. Career counseling is a vital component of the career development program and an integral step in performance evaluations. Career counseling provides an opportunity for an employee to achieve an understanding of both Department and personal goals and objectives.
- B. Counseling should be a continuous process carried on between an employee and his/her supervisor. Every attempt shall be made to conduct career counseling sessions whenever an employee requests. In any case, each employee shall be given career counseling on an annual basis. This may be done in conjunction with the performance review.
- C. The career development program is not meant to interfere with the supervisor/employee relationship in any way, but rather to enhance it. This shall be accomplished by providing counselors with specialized training in the area of career development. The training shall include Supervisory training will be provided to supervisors. This training and other supervisory level

training will prepare the supervisor for career counseling. Supervisory training includes, but is not limited to: counseling techniques; assessment techniques; educational programs; and record keeping techniques, leadership principles, counseling, performance evaluation, effective communications, and management principles.

D. The training provided can equip the supervisor in his or her career counselor-counseling role with information needed to provide specialized information to employees. Employees can use this specialized information when establishing realistic career goals.

07 Training:

A. Training is an important component of the Department's career development program. In-service training provides an opportunity to maintain and enhance basic skills, knowledge, and abilities. The Department provides regular in-service training days during which members re-qualify in firearms, and receive other work related training. Many other training opportunities are offered by the Department on a regular basis.

B. The Department offers career specialty training programs. These programs are designed to stimulate employees to prepare for new areas of interest and specialization, to maintain and enhance the skills of members already assigned to specialized units or functions and to increase the overall potential of the employee to advance in the Department.

C. In addition, the Department provides management and supervisory training designed to improve the capabilities of the Department's supervisors and to assist them in seeking higher positions within the department. This training includes various workshops and seminars in management techniques, as well as entrance level supervisory and administration courses mandated by the Maryland Police Training Commission.

D. The aforementioned training is conducted by this Department, the Prince George's Municipal Police Academy, the Maryland Police Training Commission, and other outside agencies specializing in management of police related areas. The Department also convenes training needs assessment committees to examine current training programs and recommend improvements or additions. Suggestions from any member of the Department for new or improved in-service training programs are encouraged.

E. The employee's supervisor will annually conduct a joint review of the officer's in-service training record with each officer. This review is conducted to assess whether the proficiency and skill area in-service training achieved by the officer adequately meets the skills, knowledge, and abilities required to perform present and future jobs within the Department.

08 Career Paths:

A. Members of the Takoma Park Police Department have two alternative paths from which to choose in pursuing their individual career goals and objectives. One is the promotional track, which allows officers to aspire to higher rank and position within the Department. The other track involves specialization of assignment such as becoming a detective, or a member of a specialized unit. There is, of course, an overlap between the two tracks, since one may seek assignment to a specialized unit as a supervisor.

B. The opportunity also exists for career specialization. Functions such as firearms instructor, defensive tactics/Asp baton instructor, radar instructor, first responder instructor, etc. employ volunteers from within the Departments ranks. These volunteers receive specialized training and perform specialized functions in addition to their regularly assigned duties. This specialization assists the Department in meeting all of its objectives.

09 Specialized Units and Functions:

A. While the patrol force remains the most important function in the Takoma Park Police Department there are many specialized functions within the Department. Specialization gives an officer the opportunity to acquire new experiences and a broader appreciation of the Department's operation as a whole.

B. Some specialized functions constitute full time assignments; some are performed on a temporary basis; and some are carried out in addition to an officer's regular assignment. Incorporated into this General Order is a listing of the majority of the specialized units and/or functions of the Department. This information is provided so employees may prepare themselves for assignment to one of these positions by developing skills, thereby making themselves more attractive candidates. The Chief of Police, in order to accomplish specific short-term projects, or as needed in cases where an officer is placed on light-duty status, can temporarily assign officers to special operations or different in-house duties.

C. An officer may express career objectives and interest in specialized assignments by means of the Professional Development section of the annual Performance Evaluation.

D. Members will be contacted and advised of their selection for a specialized position or training, in writing.

E. Specialized training will include development of skills, knowledge and abilities particular to the position for the management, administration, supervision, personnel policies and support services relative to the function. Personnel selected will undergo a period of supervised on-the-job training in which they will be briefed on the performance standards, agency policy, General Orders and Department Rules and Regulations relative to the position.

10 Higher Education:

A. The Department shall make every effort to encourage an employee to pursue a Bachelor's degree from an accredited college or university. In addition to the educational incentive program provided by the City, the Department shall also assist by offering some limited work options to employees. General Orders 403 and 407 outline additional assistance.

B. Officers who matriculate at an accredited institution of higher education and who wish to receive tuition support from the City, may apply for it under the provisions of the City code, and in accordance with General Order 403.

C. In accordance with the City approved job description of the Chief of Police, the Chief must have a Bachelor's degree from an accredited college or university.

11 Career Development Bibliography:

A. To help all members of the Department improve basic job skills, achieve desired career objectives, stimulate individual growth and to prepare for promotions, the Department has prepared a recommended reading list for interested employees.

B. The following list has proven to be a good foundation for promotional exam preparation and career development.

1. Fundamentals of Criminal Investigation, O'Hara, Charles and Gregory, Charles C. Thomas, Springfield , Illinois.

2. Personnel, The Human Problems of Management, G. Straus and L. Sayles, Prentice Hall, Englewood Cliffs, New Jersey.

3. Police Administration, O. W. Wilson and R. McLaren, McGraw Hill, Inc.

4. Supervision of Police Personnel, N. F. Iannone, Prentice Hall, Englewood, New Jersey.

5. The Patrol Operation, Bureau of Operations and Research, International Association of Chiefs of Police.

6. Maryland Vehicle Law, Motor Vehicle Administration

7. Article 27, Annotated Code of Maryland