

<b>PALM BEACH GARDENS POLICE DEPARTMENT</b>		
<b>CAREER DEVELOPMENT PROGRAM</b>		
<b>POLICY AND PROCEDURE 3.1.6</b>		
<b>Effective Date :</b> 03/02/10	<b>Accreditation Standards:</b> CALEA 33.8.1-33.8.3 CFA	<b>Review Date:</b> 05/01/2014

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**PURPOSE:** To establish a Career Development Program (CDP).

**SCOPE:** All members

**REVIEW RESPONSIBILITY:** Training Unit

**POLICY:** This department encourages each member to participate in the Career Development Program to improve personal skills, knowledge and abilities necessary to accomplish the mission of the department. Career development is based upon each member's initiative and desire to further broaden their professional base. Individual growth and professional development are goals of the program. The program is adaptive to the changing needs of both the department and the individual while recognizing that not all police officers will achieve promotion, nor do all members desire supervisory responsibility. Equal opportunity will be afforded all members to select a career path and goal. Career counseling will be provided to any member who requests it, recommending training courses applicable to the career goals. Career goals may be changed at any time as the member grows within the organization.

### **1. PARTICIPATION IN THE CAREER DEVELOPMENT PROGRAM**

- a. The department encourages all members to participate in the career development program.
- b. Certain in-service training blocks will be mandatory for all sworn members, regardless of rank or seniority. These blocks will be required refreshers and for recertification in certain high-liability areas.
- c. In-service training participation may be mandated for certain assignments based upon curriculum and needs of the agency or affected division.
- d. If in-service training is mandatory, attendance will be considered as duty time. Attendance may not necessarily coincide with the officer's normal assigned shift hours.

### **2. COMPONENTS OF THE CAREER DEVELOPMENT PROGRAM**

- a. Career Counseling
  - i. Career counseling shall be provided by the training unit when:

1. An officer completes the FTO program;
  2. A member requests counseling;
  3. An officer is referred for counseling by an immediate supervisor as part of an annual performance appraisal; or
  4. A member is referred for counseling by any direct chain of command having supervisory authority over the area of assignment and an articulate need justifies the referral.
- ii. Career counseling shall be based upon:
1. The member's stated career goal;
  2. The identified career path components leading to the career goal;
  3. Assessment of the department's current job description and task analysis related to the member's current assignment and career goal.
  4. Assessment of the members current training and development record which may include, but not be limited to:
    - a. An assessment of the member's current assignment in the department.
    - b. An assessment of the member's skills, knowledge, and abilities necessary to complete their assignment.
    - c. A listing of available training opportunities necessary to develop and maintain proficiency in the member's current assignment.
    - d. An assessment of the member's personal and professional goals.
    - e. An assessment of an officer's promotional opportunities and for non-officers the Department positions available to the member.
    - f. A review of the skills, knowledge, and abilities necessary for promotion, special assignment, or position upgrade.
    - g. A listing of available training opportunities.
- b. In-service training and specialty training.
- i. In-service training shall be initiated as needed by the training unit based upon needs assessments, required recertification and refreshers.
  - ii. Specialized in-service training may be requested by a Bureau Commander based on an articulated need with an identifiable student population.
  - iii. In-service training may be conducted by other city departments based upon specific need and directed toward a specific purpose, such as budgeting, fiscal management, purchasing, etc.
  - iv. In-service training for specialty positions may be conducted by the Supervisors or designees of specialty units (such as SWAT, K-9 unit, tactical crime unit, etc.) provided that such training does not conflict with scheduled departmental training. A course outline will be submitted to the training unit in advance of the course. At the conclusion of the course, a roster of attendees will be submitted to the training unit for inclusion in the officers' training record.
  - v. In-service training for management specialty positions will be provided through mid-management workshops or appropriate classes through the state criminal justice training commission, local community college or university, or other sources as available.
  - vi. Prior to promotion or as soon afterwards as classes are available, officers promoted to new positions will be provided with training in order that they may fulfill their duties and responsibilities.
  - vii. All members and their immediate supervisor or assigned counselor will conduct a joint review of the member's in-service training record as part of the member's annual performance evaluation.
- c. Advanced Training
- i. Advanced training necessary to meet career goals, maintenance of state certification, or step increases in the state salary incentive plan will be made available to all officers.
  - ii. Advanced training applicable to department needs and officer's career goals is offered by a variety of sources.

1. Available training will be posted by the training unit.
2. Announcements of upcoming training courses will appear in the department bulletin board.
- iii. If requesting an advanced training course, the member's consideration will be based on the following:
  1. Course relationship to career goals;
  2. Needs assessment;
  3. Manpower constraints;
  4. Fiscal constraints; and
  5. Relationship to current assignment.
- d. Short-Term Training Assignment
  - i. A short-term assignment may be implemented to provide the member with relevant work experience, and to acquaint the member with duties, responsibilities, skills, and knowledge pertinent to the area of short-term assignment.
  - ii. To participate, members must:
    1. Currently meet performance evaluation standards within their regular duty assignment.
    2. Have not received disciplinary action at the divisional level or above for twelve-month period immediately preceding the date the member is scheduled to begin the assignment.
    3. Have obtained the approval of chain of command prior to participation.
    4. Not have served on a short-term career development assignment during the six-month period preceding their application request.
    5. Officers having previously worked in a department division/unit designated as a "Career Development Assignment Area" will not be considered for a short-term assignment in that area.
- e. Selection Procedure
  - i. All eligible members who are interested in a short-term assignment under the career development plan will submit their request in memorandum form to their immediate supervisor, indicating their desire for a particular assignment area.
  - ii. The member's immediate supervisor will review the request, discuss it with the member if necessary, and then forward the request with recommendations through the chain of command for approval. The Chief of Police via the Training Sergeant will receive all requests for approval or disapproval.
  - iii. When a career development request is disapproved, the applicant will be informed as to the reason(s) for disapproval. This responsibility will rest with the highest level of authority at which the application was disapproved.
- f. Responsibilities of the training unit with respect to selection and assignments.
  - i. Upon receipt of applications for career development assignment the training unit will date and stamp the requests. The requests will then be filed in the order which they were received. A separate file will be maintained for approved and disapproved requests.
  - ii. On or about the 15th day of each month, the Training Sergeant will review all applications approved by the Chief of Police. A determination will be made as to the number of career development slots to be available on the first day of the following month and the members to be assigned. Guidelines for assignment:
    1. Only one officer, regardless of rank, will be assigned from the same platoon at any time without the written permission of the Bureau Commander, Assistant Chief and Chief of Police.
    2. In the event that two (2) or more members from the same platoon are eligible to participate at the same time, the affected Bureau Commander will be notified and will make the decision as to which applicant is to be assigned. In reaching this decision considerations may include the factors of seniority, rank, date of next performance appraisal and the aptitudes of each applicant applying to the particular assigned area.
    3. Applicants not selected may be reconsidered preceding the expiration of the selected member's assignment.

## g. General Program Information

- i. All career development program requests will remain active until:
  1. The applicant is assigned to a career development slot.
  2. The applicant is transferred to a permanent position outside the operations bureau.
  3. The applicant is promoted to a rank higher than police sergeant.
  4. The applicant leaves this department through resignation or employment termination.
  5. The applicant withdraws his/her request to participate and forwards a written notice to that effect.
- ii. Members may submit a request and be placed on the eligibility list at any time after they become eligible to participate. Reinstated officers will be required to wait a period of six (6) months beyond their reappointment date before applying for career development.
- iii. For an officer to be eligible to participate in the CDP he/she must have completed probation and served two (2) years as a permanent member, unless otherwise designated by the Chief of Police.
- iv. When feasible, the department may arrange the working schedule of sworn personnel attending college courses so there will be no interruption of their studies.
  1. It will be the officer's responsibility to notify his shift and/or division commander of his projected college schedule and make the necessary scheduling adjustments.
  2. Any school or workshop notifications received by the training authority will be posted on the training bulletin board and included in the training bulletin.

**3. ADMINISTRATION OF THE CAREER DEVELOPMENT PROGRAM**

- a. The program will be administered by the training unit.
- b. The Training Unit will:
  - i. Develop and maintain career path criteria for each specialized assignment within the department based upon:
    1. Job task analyses conducted by the department;
    2. Input from subject matter experts in each assignment,
    3. persons currently or previously holding the assignment;
    4. Input from supervisors and mid-managers in the direct chain of command for the position; and
    5. Analysis of current available training courses applicable to the skills, knowledge, and abilities necessary for the position.
  - ii. Maintain a personal profile on each member that contains the educational achievements and professional progress of the officer in relationship to their career path.
  - iii. Maintain an annual inventory of resources used to develop in-service training for the career development program. The inventory may provide a brief description of the training opportunities offered by the resources listed and other contact information.
  - iv. Provide career counseling.
  - v. Conduct an annual survey and maintain an inventory of specialized skills, knowledge, and abilities of all department personnel. This file inventory will be located in the training unit and may contain educational background, special skills and foreign language skills.
  - vi. Maintain written records of all proficiency and career specialty in-service training conducted with department personnel.
  - vii. Develop and utilize an evaluation check list to assess the effectiveness of the career counseling process (check list may include those items identified in career counseling section).
  - viii. Ensure that all supervisory personnel receive training that will enable them to carry out their career development program responsibilities. This training may include, at a minimum, the following:
    1. General counseling techniques;
    2. Skills, knowledge and abilities assessment;
    3. Salary, benefits and training opportunities;

- 4. Education opportunities and incentive program;
- 5. Awareness of cultural background of ethnic groups;
- 6. Record keeping techniques;
- 7. Availability of outside resources.
- ix. Evaluate the program annually and revise it as necessary. A written evaluation of the program shall be submitted to the Chief of Police when the annual review is completed.

#### **4. PROGRAM OBJECTIVES**

- a. The principle components of the career development program will consist of career counseling, in-service training, and short-term training assignments to areas of the department compatible with the general career interests of personnel who choose to participate.
- b. The components identified above are intended to assist with the achievement of the following program goals and objectives:
  - i. To assist sworn members in making well-informed decisions with respect to career paths appropriate to their career interests and abilities.
  - ii. To ensure that the department retains its ability to make necessary staff replacements without appreciable loss of efficiency or interruption of service.
  - iii. To have 5% of the eligible sergeants/officers participate in the CDP annually.
  - iv. To encourage and monitor the progress of officers enrolled in college as Associate or Bachelor Degree seeking students.
  - v. To establish the achievement of career path goals as a requirement for short-term assignment and promotion as needed until that date.
  - vi. To provide a means whereby sworn members who demonstrate continued interest and ability within a particular area of the department may come to realize professional excellence within the chosen area.
  - vii. To ensure that in-service training and educational opportunities provided by the department are equitably distributed with respect to the department's equal employment opportunity and affirmative action program objectives.
  - viii. To provide the means whereby sworn members are able to gain meaningful work experience in areas outside their regular departmental assignment, as provided by temporary duty assignments and goal-directed job rotation.
  - ix. To offer short-term training assignments to officers as a component of the CDP.
  - x. To offer annual career counseling to all sworn members of the department.

#### **5. REQUIREMENT FOR ASSIGNMENT TO THE TRAINING UNIT**

- a. Requirements in education, training, and experience of personnel assigned to the training unit will be pursuant to the provisions prescribed by the Chief of Police and current job descriptions.

#### **6. RESPONSIBILITIES**

- a. The following responsibilities are outlined for each level involved in the career development process as it relates to advanced training or criminal justice standards and training career development courses:
  - i. Responsibilities of Requesting Officer:
    - 1. Indicate interest in a course by completing a request to attend advanced/college courses form at least 45 days in advance of the scheduled date of the course.
    - 2. Complete all registration forms and hotel forms (if required) and attach to the request.
    - 3. Forward completed appropriate form to supervisor for routing through approval chain.
    - 4. After completion of course, forward copies of any certificates received to the training authority for inclusion in the officer's training record to include training evaluation form.
  - ii. Responsibilities of approving authorities:

1. Review for conflicts in scheduling that would preclude attendance.
  2. If the course is out-of-town, indicate if the officer will use a city car or personal vehicle.
  3. Mark approved or disapproved. If disapproved an explanation must be given.
  4. In all cases, whether the course attendance is approved or disapproved, the signed request form will be forwarded to the training unit with five (5) working days.
- iii. Training Unit Responsibilities:
1. Confirm that the course is budgeted or that funding is available in the law enforcement education fund or other accounts.
  2. Submit registration and hotel forms to the appropriate places in a timely manner.
  3. Complete and submit request for advanced travel and per diem, if needed.
  4. Complete and submit appropriate requisitions for payment of tuition and registration costs, etc.
  5. Assure that appropriate mandatory retraining or salary incentive levels are recorded with the appropriate agency or authority.
  6. Update the officer's training records and career development plan to reflect the completion of the course.

## **7. HIGHER EDUCATION TUITION REIMBURSEMENT**

- i. Where practical and feasible, the City will assist regular full-time members with training or educational programs designed to strengthen their abilities and improve job performance. Accordingly, the City may reimburse members for tuition and books as described in City Policy and Procedure 9.4 – Tuition Reimbursement.

## **8. SAVINGS CLAUSE**

- a. Changes enacted by the legislature that affects the statute number of any citation contained herein, without substantive change that creates a conflict with this order, shall not render the order invalid. Any substantive change will void only the affected section, leaving all other components in force.

## **9. GLOSSARY**

**Advanced Training** - (expanded) any course of training designed for presentation to law enforcement personnel to enhance the skills, knowledge and abilities necessary to accomplish law enforcement tasks; or any course designed to enhance skills, knowledge and abilities in related areas, such as management, computer science, finance, accounting or any other field that relates to support services. Some of these may not carry college credits, but may carry Continuing Education Units (CEU's).

**In-service Training** - (expanded) any course of training, designed, developed, contracted, or implemented solely for presentation to members of the Department.

**Higher education** - any course of study conducted at any accredited college, community college, or university that carries college credits that can be applied toward a degree.

**SKA's** - Skills, knowledge and abilities, relative to job task or performance proficiency.

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**APPROVED:**



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**Stephen J. Stepp**  
**Chief of Police**

03/02/10  
**Date**