

Germantown Police Department

Policies and Procedures

Number: 1-4
Effective Date: January 1, 2003
Subject: Training: Organization and Administration
Previous Revisions:

I. PURPOSE

The purpose of this policy is to establish guidelines for the Germantown Police Department in providing training to Department members that will aid in achieving goals and objectives by improving the knowledge, skill, and abilities of all personnel.

II. POLICY

It is the policy of the Germantown Police Department to establish a Training Unit to maintain the training records of all Department members. The Training Unit will also assist with providing training opportunities, both within the Department and outside the Department, for all members.

III. PROCEDURE

A. Organization, Administration, and Duties:

1. The Training Officer(s) shall be organized and function as a component of the Administrative Division of the Department under the command of the Administrative Commander. The Training Staff shall be responsible for the administrative activities of the Training Unit. The operational activities of the Training Unit shall be supervised by a designated Training Officer. The unit shall have the authority and responsibility to provide training and the accomplishments of the following goals:
 - a. Increase the level of professionalism within the Department by improving job knowledge, skills, and ability of all personnel
 - b. Enhance interdepartmental cooperation and unity of purpose
 - c. Better prepare all members to act decisively and correctly in a wide range of situations
 - d. Provide consistency of training through the Department

- e. Enable all members to more effectively and efficiently serve the public, carry out assigned duties, and increase the productivity of all personnel
 - f. Ensure that all personnel meet the training requirements of the Tennessee P.O.S.T. Commission.
2. The duties of the Training Unit shall include, at a minimum, the following, consistent with state law, city, and departmental policies:
- a. Planning and developing training programs
 - b. Coordinating attendance of members to state and local training academies
 - c. Notifying personnel of required training and available training
 - d. Maintaining training records
 - e. Ensuring attendance to required training programs
 - f. Implementing training programs
 - g. Selecting and evaluating instructors
 - h. Coordinating training programs
 - i. Selection and assignment of in-house instructors

B. Evaluation of Programs:

- 1. An annual evaluation of all training programs shall be made at the end of each calendar year by the Training Officer in order to allow for the revision and update of training requirements.
- 2. The evaluation shall include, but not be limited to, the following:
 - a. Review of new legislation and court decisions;
 - b. Review of Department written directives;
 - c. Evaluation regarding how training programs are conducted;
 - d. Identification of problems with physical facilities, materials, or scheduling of training;

- e. Consultation with Division supervisors and the Chief of Police;
 - f. Review of the number of people trained and the extent of training provided;
 - g. Recommendations for the updating or alteration of existing training programs and for the creation and implementation of new training programs.
3. The Training Officer shall implement any revised or new programs resulting from the evaluation.

C. Operations:

1. The Training Officer shall consider, but not be limited to, the following resources to be used in the development of training programs:
- a. Inspection reports and other written documents from which indications of existing training needs may be determined. Example: staff reports, general orders, S.O.P.'s, memos from City Attorney and District Attorney, legal issue publications, and disciplinary action reports as approved by the Chief of Police.
 - b. Staff meetings and meetings scheduled with selected personnel for the specific purpose of gaining input for training needs and program direction.
 - c. Consultation with operational personnel or reported or personal observation of deficiencies in tasks being performed in the field.
 - d. Recommendations based upon training program evaluations.
 - e. Recommendations and approval of the Chief of Police regarding training programs.
 - f. Deficiencies found in the program identified through internal investigations, complaints, grievances, etc.
 - g. State law mandates issued through the P.O.S.T. Commission.
2. Experience in other departments has demonstrated that many organizations in both the public and private sectors of our region are willing and able to provide either active or passive support for the Department's training programs. Past support has included the furnishing of instructor/lecturers, provision of facilities and equipment, and assistance with respect to the

resolution of special training programs.

- a. The Training Officer is encouraged to identify and promote healthy working relationships with organizations of the type addressed by this policy.
 - b. Whenever the Training Officer is preparing a course of instruction, planning for the course shall include a review of subject matter and training objectives in conjunction with the Departmental needs in order to determine if outside resources are available and/or appropriate to the goals and objectives of the training program.
 - c. External Department resources shall also be consulted when help is needed with respect to remedial training and such expertise is not available within the Department.
 - d. The Training Officer may also seek training assistance through local colleges and universities. When training is conducted in association with a college or university, the basis for this affiliation, as well as the rights and responsibilities of each party shall be established through an affiliation agreement approved by the Chief of Police.
3. A cooperative training effort tends to improve coordination, promote understanding, and increase the effectiveness of police operations. It shall be the policy of the Department to participate in training programs conducted by other agencies, as well as to offer these other agencies an opportunity to participate in Department training programs.
- a. The Training Officer shall be authorized to solicit attendance from outside agencies whenever classroom space is available with respect to a Department school.
 - b. When such invitations are accepted, visiting officers shall be treated no differently than members of our own organization. The visiting student's agency shall be responsible, however, for the visiting student's travel, lodging, per diem, and all other expenses associated with attendance. Confirmation of approval from the visiting employee's agency head shall be by letter to the Chief of Police or the Training Officer. The Training Officer shall establish and maintain a listing of contact persons within neighboring agencies for the purpose of coordinating attendance to mutual advantage.
4. The Germantown Police Department shall provide adequate classroom space and equipment for local training programs, either within the Department or at other City facilities such as schools, gyms, auditoriums, etc.

5. Advances or reimbursements for expenses shall be in accordance with City and Department policy regarding training and travel expense.
6. The Training Officer shall be responsible for the creation and control of attendance rosters for all training programs. Excused absences from mandatory training may be granted only under the following circumstances:
 - a. Illness/injury
 - b. Illness/death in immediate family
 - c. Court appearances
 - d. Vacations scheduled prior to notification of training
 - e. Emergency situations that require the employee's immediate attention
 - f. The employee shall be responsible for notifying the Training Officer by memorandum to advise of this impending absence. The memorandum will state the reason(s) for the absence and shall be approved by the signature of the appropriate supervisor. In an emergency, the employee will contact the Administrative Division Commander and advise, submitting a memorandum at the earliest possible convenience. An unexcused absence to attend training, as scheduled, shall result in disciplinary action.
7. Scheduled training that is missed as a result of excused or unexcused absence shall be scheduled for make-up, according to the availability of an alternate training course or the ability of the Training Officer to provide similar training and shall be coordinated by the Administrative Division Commander.
8. Certificates of training shall be issued to all employees satisfactorily completing Department sponsored training courses. Personnel attending advanced courses of instruction will be required to submit the following copies to the Training Officer: A certificate of certification, course outline, and course evaluation (subject to availability), within five working days of completion of the course. It shall be the responsibility of the officers to provide copies of certificates of completed courses of instruction to the Training Officer to be maintained in the Department training files.
9. The Training Officer shall maintain records of all training classes. The training class records shall include, but not be limited to, the following:

- a. Course title/contents
 - b. Lesson plan(s)
 - c. Attendance roster of Department participants
 - d. Test results of participants (subject to availability)
 - e. A listing of each participating instructor and the subjects taught
 - f. A record of any remedial training, make-up work, or supplementary training completed by students because of failed subjects or inadequate class attendance.
10. The Training Officer shall maintain and keep current the training records of each member. Training records shall include, but not be limited to, the following:
- a. Name
 - b. Course title
 - c. Date/location of training
 - d. Hours of instruction
 - e. Grades
 - f. Certificates
11. Employee training records shall not be released outside the Department unless:
- a. Authorized by the employee.
 - b. Required by law or regulation (i.e., State, P.O.S.T. standards, certification requirements).
 - c. Subpoenaed or ordered released by the courts.
 - d. Specifically approved by the Chief of Police.
12. The Training Officer shall develop all training curriculum based on appropriate job task analyses. Training shall be suited to an officer's job

description. Training shall become more specialized as an officer is promoted, gains experience, or is assigned special duties.

13. The Training Officer shall establish performance objectives for all training programs. The objectives shall include, but not be limited to, the following:
 - a. Focus on the elements of the job task analysis for which the formal training is required.
 - b. Provide clear statements of what is to be learned.
 - c. Provide the basis for participant evaluation.
 - d. Provide the basis for evaluating the effectiveness of the training program.
14. The use of performance objectives acquaints the training participants with the information they are required to know, the skills that must be demonstrated, and the circumstances under which the skills will be used. This enables instructors to relate training directly to the job performance that will be expected.

D. Lesson Plans:

1. The Training Officer will operate under P.O.S.T. guidelines regarding procedure for lesson plans development for all training. Said standard operating procedure shall address the following:
 - a. Guidelines and format for lesson plan development.
 - b. Inclusion of performance objectives.
 - c. Lesson content and instructional technique.
2. Lesson plans shall be required on all training received from Department and non-Department instructors.
3. Lesson plans shall, at a minimum, meet the following criteria:
 - a. Establish the purpose of the instruction
 - b. Set forth the performance objectives
 - c. Relate the training to critical job tasks

- d. Identify the matters to be taught
4. To meet the above criteria, the lesson plan shall include, but not be limited to, the following:
 - a. References (bibliographies, etc.)
 - b. Teaching techniques (lecture, group discussion, panel, seminars, debate)
 - c. Relationships to job tasks
 - d. Responsibilities of trainees for the material taught
 - e. Plans for evaluation of trainees
5. Instructional techniques used may include one or more of the following:
 - a. Conferences (debate, discussion groups, etc.)
 - b. Field experience (field trips, interviews, operational experiences, operational observations, etc.)
 - c. Presentations (lecture, lecture-discussions, lecture-demonstration)
 - d. Problem investigations (committee inquiry)
 - e. Simulations (case study, games, role playing)
6. Lesson plans used by instructors in Department training programs shall be submitted to the Training Officer for approval no later than two weeks prior to the classes. Lesson plans shall be approved by the Training Officer to ensure that the plans are consistent with Department guidelines and satisfy existing state requirements and Department policies. All Department instructors conducting classes or representing the Department in any manner must advise the training staff of course topic, course location, and materials used.
7. The Training Officer shall either approve or reject the lesson plan and shall notify the submitting instructor of the action taken. If the lesson plan is not approved, the instructor shall be informed of the reason and given a reasonable amount of time to correct and resubmit the lesson plan.
8. Instructors are cautioned to exercise due care in the assembly of lesson plans in order to avoid the following common causes for rejection:

- a. Faulty format: Lesson plan substantially deviates from construction guidelines provided by the Training Officer
- b. Training objectives containing ambiguous language or exceeding the scope of the lesson purpose
- c. Bibliography missing or incomplete
- d. Proposed instructional methodology inappropriate to topic or lesson purpose
- e. Inappropriate visual aids: lesson plan omits mandated visual aids or calls for the use of aids that have been provided

E. Testing:

- 1. Examinations shall be developed for all in-house training programs in order to effectively measure the participant's knowledge of the training performance objectives.
- 2. The basis for all tests used in the Department training program shall consist of the training objectives established for the particular course and its various lesson components. Each test item developed by staff or submitted by instructors shall be demonstrably related to one of the training objectives.
- 3. The testing format shall be either a written exam or a performance exercise. Written exams may include multiple choice, true or false, fill in the blank, or essay questions.
- 4. All testing shall have a pass/fail cutoff score. A 75% grade shall be necessary to pass a Department training program. Courses that expose the Department's vicarious liability shall require a grade not less than 100% (i.e., Use of Force, Deadly Force, Pursuit Policy).
- 5. Test development shall be a cooperative effort between the instructor and the Training Officer. Final approval of testing procedures shall be the responsibility of the Training Officer or shall be required before administering the test to trainees.

F. Remedial Training:

- 1. Remedial training defined: From a trainee's point of view, remedial training is a process involving supplemental instruction to correct a trainee's known deficiencies. The remedial training given shall supply either items of

information the trainee requires to achieve subject mastery, or the additional practice required to reach a standard level of performance with respect to job skill.

2. Traditionally, remedial efforts to correct below standard performance are addressed at the entry level of the Department, specifically at the level of the Police Officer Trainee during probation. These procedures do not ignore the entry level employee, but are expanded in scope to include all employees.
3. The Department recognizes that the attendance and apparent satisfactory completion of a prescribed training program is not an absolute assurance that the "trained" employee will perform satisfactorily in all aspects of his/her duties and responsibilities.
4. It shall be each supervisor's responsibility to determine the existing training needs of personnel within their areas of supervision and to retrain or recommend retraining when such action is warranted by the circumstances surrounding an employee's inadequate performance.
5. Prior to recommending remedial training or performing direct action to remedy an employee's training needs, the supervisor shall make a reasonable effort to determine the extent of the performance inadequacy. This may be done by review of the employee's annual performance appraisal or quarterly performance appraisals, by direct observation of the employee's performance, through consultation with other Department staff, and by examination of inspection reports pertinent to the employee's performance. Once it has been determined that an employee's inadequate performance is linked to a lack of required knowledge or skill, the supervisor shall, through personal supervision or other means, take the necessary steps to supply the missing knowledge or to develop the employee's skill.
6. The criteria used in determining the need for remedial training shall be a comparison of the employee's performance to the job standards established for his/her position. Employees whose performance is judged below standard due to a lack of requisite knowledge and/or skill are candidates for remedial training.
7. When it is determined that an employee's performance inadequacy is one which, if not corrected, would expose the public to unnecessary danger or the Department to substantial liability, steps to correct the inadequacy shall be taken immediately. The supervisor shall either correct the problem or arrange with the Training Officer to supply the required remedial training.
8. Performance inadequacies that pose no clear and present danger to the public or to the Department shall be corrected at the earliest possible opportunity, at

the discretion of the affected division/unit.

9. Employees scheduled to remedial training sessions shall be required to attend. Willful non-attendance shall result in disciplinary action.
10. Although remedial training is a viable means of correcting some work-related deficiencies, the process shall not be considered the only means available to the Department for coping with an employee's inadequate performance. Other means (i.e. transfer, demotion, termination) may be utilized when judged more appropriate for the particular circumstances surrounding the inadequate performance.
11. Remedial needs of individual employees usually come to the attention of the Training Officer as the result of disciplinary action or a supervisory request for training to resolve some performance discrepancy the supervisor has identified. The guidelines given below shall pertain to the Training Officer's response to this type of result:
 - a. Assist the supervisor in identifying as concisely as possible the specific employee behavior(s) that indicate a need for remedial training.
 - b. Determine to what extent the employee's performance may be corrected through supervision as opposed to formal training.
 - c. Write or assist the supervisor in writing measurable training objectives pertinent to the employee's need for remedial training.
 - d. With the supervisor's assistance (and the assistance of others, if necessary), determine the impact of the employee's substandard performance upon public safety and Department regulation.
 - e. If a determination is made that the performance deficiency represents a clear and present danger to the public or to the Department in any respect, the Division Commander will be immediately notified.
 - f. Depending upon the need for immediate or delayed action, either arrange training for the employee and/or place all documentation in the file pertinent to planning for annual in-service training.
 - g. If the employee's need for remedial training is deemed urgent, the Training Officer shall consult resource files and other sources to determine if appropriate training programs are available for the employee, or shall arrange for in-house training based upon the developed training objectives.

- h. If the remedial training attempt is to occur as in-house training, every reasonable effort shall be made to select an instructor or trainer possessing the personal and professional skills required to achieve the training objectives specified for remedial training.
- i. Upon development of the remedial training session outline, the Administrative Division Commander shall coordinate the date, place, and time of instruction with the affected division/unit and shall notify the affected employee's supervisor by memorandum. It shall be the affected division/unit's responsibility to arrange attendance of the training session by the affected employee(s). Employees shall be notified by memorandum by their immediate supervisor of the location, date, and type of training.
- j. Upon completion of remedial training, the employee's training record shall be updated per usual procedures and a copy of the remedial training outline retained in the employee's file.
- k. A written memorandum shall be forwarded to the trainee's division/unit. This report shall contain the instructor/trainee's assessment of the employee's response to the remedial training and the extent to which training objectives were accomplished.

IV. REVIEW PROCESS

An annual review of this policy will be conducted to determine if it should be revised, cancelled or continued in its present form.

This order shall remain in effect until revoked or superseded by competent authority.