



CAREER DEVELOPMENT AND HIGHER EDUCATION

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I. Purpose

The purpose of this Written Directive is to establish a Career Development Program. It is through career development activities the upward mobility of all personnel may be enhanced by specific opportunities for professional growth and improved job performance.

II. Policy

It shall be the policy of the University of Maryland, Baltimore Police Force (UMBPF) that all members will have the opportunity to develop themselves personally and professionally. To this end, the UMBPF will strive to make training accessible to all members.

III. Career Development

A. Professional Growth

1. The primary objective of the career development program is the improvement of personal skills, knowledge and abilities of all agency personnel.
2. Participation in the career development program is voluntary, but all members are encouraged to participate as career development is directly related to career advancement.
3. All members shall have equal access to training and development opportunities.
4. The focus of career development is to highlight specific opportunities for individual growth at all levels and to improve overall job satisfaction and performance.
5. Supervisors who are responsible for career development activities have undergone a period of orientation to increase knowledge and/or skills in the following areas:
 - a. General counseling techniques;
 - b. Techniques for assessing knowledge, skills, and abilities;

- c. Salary, benefits, and training opportunities of the agency;
 - d. Educational opportunities and incentive programs;
 - e. Awareness of the cultural background of ethnic groups within the organization and in our service area; and
 - f. Record keeping techniques.
- B. Inventory of Career Specialties
1. The Education and Training Section will maintain on file an inventory of the specialty assignments within the UMBPF and the skills, knowledge and ability needed for each specialty. More specifically, career specialties may be determined by identifying the jobs that require special training and knowledge for the performance of specific duties and responsibilities.
 2. Examples of career specialties for sworn members may include, criminal investigator, Safety Awareness Officer, Lieutenant, Captain and from any special section within the UMBPF.
 3. Examples of career specialties for non-sworn members may include Security Supervisor, Policy Analyst, Crime Analyst, Accreditation Manager, UCR classification, and Clery classification.
 4. Skills, knowledge and abilities required for all of the positions within the UMBPF can be found in the Job Description file made available electronically to all members. The information is also available through the UMB HRS website.

IV. In-Service Training

- A. Required Training
1. All sworn officers are required to attend 18 hours of Maryland State mandated in-service training and shall include training specified by COMAR. All affected members shall receive training as specified in the CALEA Standards Law Enforcement Manual. This shall include such courses as legal updates, dealing with persons with mental health issues, lethal and less lethal weapons proficiency, use of force, and bias based policing.
 2. Lieutenants and above will also receive information on technological improvements, revisions in policy, procedures, rules and regulations as well as other supervisory, management and/or specialized training specific to his/her assignment.
 3. The development of the curriculum will be coordinated by any member holding the rank of captain and above, but may seek input from all levels of the organization.

4. The UMBPF shall provide proficiency and career specialty in-service training as an essential component of the career development program. Proficiency training shall provide job-related instruction designed to refresh basic skills and provide additional skills, knowledge, and ability to maintain competence in job assignments. Career specialty in-service training shall concentrate on areas of individual interest and specialization consistent with the employee's career goals, to enhance upward mobility and/or job satisfaction.

B. In-service Training/Seminars

1. The training of personnel in specialized skills assists in developing career specialties and enhances the overall potential of the employee in terms of upward mobility. This training is an essential part of the career development process and will be scheduled on a periodic basis by the Education and Training Lieutenant.
2. The nature of the job demands that our police officers be generalists and be able to deal with a wide range of duties. However, each officer should develop new areas of interest and specialization and in turn be able to share these with other officers who do not possess these skills.
3. The UMBPF provides appropriate training opportunities for all positions. Throughout the year, the Education and Training Lieutenant will identify training opportunities and resources that will increase the member's skills, knowledge and abilities for current or future assignments.
4. These opportunities will be posted via email and on the bulletin board for interested personnel. The Education and Training Lieutenant or designee also maintains a list of specialized training opportunities as they become available.

C. In-service Training/Management Techniques

To further enhance the potential for upward mobility, officers who distinguish themselves through individual achievement will be provided career specialty training as opportunities arise. Supervisory training is available in such areas as oral and written communication, planning and measuring results, project management, counseling, and decision making. Such instruction will normally be conducted by outside instructors.

D. In-service Training/Record Keeping

The Education and Training Lieutenant or designee maintains documentation of all proficiency and career specialty training of personnel in an electronic database and in the agency training files.

E. In-service Training/Resources

1. The Education and Training Lieutenant or designee maintains an inventory of internal and external resources available to assist the UMBPF in the administration of proficiency and career specialty in-service training of personnel. This inventory is updated annually

to ensure that the employees are receiving timely and professional training. The inventory consists of:

- a. A list of available training opportunities;
 - b. A list of available academies; and
 - c. A list of instructors and their specialties.
2. This information is available to all employees. A joint review can be arranged between the Education and Training Lieutenant and employees.

V. Promotion

A. Required Training

Within one year, all newly promoted members will be provided job-related training commensurate with their new duties and responsibilities, promotion training for sworn members shall meet the requirements of the Maryland Police Training Commission. (Further information can be found in Section 12.04.01.13 of the MPSTC Regulations)

B. First-Line Supervisor's Training

1. The Maryland Police Standards and Training Commission (MPSTC) mandates that all sworn first-line supervisors attend a Commission approved Supervisor's Course within one year of promotion. The curriculum for the Supervisor's Course is set by the MPSTC.
2. The UMBPF has designated the rank of Sergeant as requiring the Supervisor's Course.
3. Corporals, Security Supervisors and other supervisors may also attend the first line Supervisor's Course with permission from a captain or above.
4. The MPSTC shall provide in-service/career development training to all newly appointed sworn supervisory personnel. This training shall consist of:
 - a. Supervision;
 - b. Communications;
 - c. Training/Counseling and Evaluation;
 - d. Stress;
 - e. Civil Liability;
 - f. Budget;
 - g. Complaint investigations;

- h. Ethics; and
 - i. Law Enforcement Officer's Bill of Rights.
- C. Administrative Training
- 1. Administrative training is required for any member who has first-line administrative authority and has completed the Supervisor's Course as described above.
 - 2. The UMBPF requires that all supervisors at the rank of lieutenant shall be required to attend the Administrative Training.
 - 3. The MPSTC curriculum requires no less than 35 hours of Administrative Training.
 - 4. The MPSTC shall also provide in-service/career development training to all newly appointed first-line administrators and Lieutenants. This training shall consist of:
 - a. The Role of the Administrator;
 - b. Problem Analysis;
 - c. Budget;
 - d. Civil Liability;
 - e. Complaint Investigations; and
 - f. Ethics.
 - 5. After completion of approved training by the MPSTC, supervisors and administrators will receive additional supervisory training. Instruction in topics such as leadership, ICS and other courses and training will be made available through outside resources and agencies.
- D. Specialized Training
- If the supervisor is assigned to a specialized unit, they will receive additional specialized training within one year of promotion (see WD 12.6 Specialized Assignment and Training).
- VI. Temporary Assignments and Educational Opportunities**
- A. Temporary Specialized Assignments/Job Rotation
- 1. Temporary specialized assignments are part of the development process.

2. Temporary specialized assignments and job rotations are made by the Deputy Chief in order to accomplish specific short-term projects for career development and as needed for operational purposes.
3. All temporary specialized assignments shall be posted via email or on the information board which shall serve as an advertisement to all members that a temporary specialized assignment vacancy exists. This advertisement shall include the following:
 - a. Identifications of the positions which are available;
 - b. The nature of the temporary vacancy to be filled;
 - c. A short summary of the duties and responsibilities associated with the position;
 - d. Length of assignment;
 - e. Description of the selection procedures;
 - f. Closing date for posting;
4. The criteria for the selection of personnel to a temporary specialized assignment shall include:
 - a. Seniority and experience;
 - b. Work performance;
 - c. Officer's skills, knowledge, abilities and education;
 - d. Specialized needs of a particular function; and
 - e. Management prerogative, based on fairness and what's best for the organization.
5. Personnel meeting the eligibility criteria, who desire to be considered for the vacancy, may apply for the opening by submitting an Administrative Form 95.
6. Police Officers may be temporarily assigned to the positions of Accreditation Team and CID Investigator during periods of increased workload.

B. Educational Leave

Educational Leave may be approved by the Chief of Police. Educational Leave may be used for the Federal Bureau of Investigation's National Academy (FBINA), International Association of Chiefs of Police sponsored courses, Johns Hopkins Programming and other training opportunities. Requests regarding Educational Leave should be submitted to the Chief of Police. The educational leave must be further approved by the President of UMB. Further information on this program is found in **USM Policy VI-3.10, Policy on Employee Development for Nonexempt and Exempt Staff Employees.**

C. Educational Benefits

1. The University provides the best in instructional staff and facilities for learning and the self-improvement process. To take advantage of this environment, the University encourages employees to enroll in University courses of instruction and to seek guidance about the waiver of tuition program. The "Waiver" applies only to stated credit hour charges as established for part-time students by the campus on which the instructional course is given. All other required fees and materials will be paid by the employee.
2. Employees desiring to enroll in regular University course(s) must be fulltime, permanent employees, and must meet the prescribed academic standards required for admission to the University.
3. An employee will not be permitted to enroll for a total of more than 8 credit hours at any one time at the University of Maryland, Baltimore or at any other two or four-year college or university.
4. The primary purpose of the Career Development Program's educational benefits is to contribute to the growth and welfare of both the individual and the UMBPF. Members having any questions concerning educational benefits should contact the Education and Training Lieutenant. Further information on the UMB tuition remission / reimbursement program can be obtained from **USM Policy VII-4.10, Policy on Tuition Remission and Tuition Reimbursement for Regular and Retired Non-exempt and Exempt Staff and Faculty Employees of the University System of Maryland.**

D. Program Review

The Support Services Commander or designee shall conduct an annual review of the Career Development Program and all training received by UMBPF members and submits a report to the Deputy Chief. This report may include input from all levels of rank and assignments and will be submitted by January 31st of each calendar year.

VII. Succession Planning

A. Succession Planning Program

1. A Succession Plan provides for strategic leadership and management that eliminates gaps in institutional memory, knowledge, and leadership to improve organization performance.
2. Succession Planning is the process of reviewing the agency personnel for leadership talent, identifying possible successors, and providing the identified individuals with training, education, mentoring and support they need to prepare themselves for critical roles within the agency when vacancies occur.

B. Mentoring

Members identified as having leadership potential shall be mentored and groomed through the course of their career, in hopes of one day fulfilling a leadership role within the agency as

vacancies occur. They may participate in informal, face-to-face communication for a sustained period of time, with the intent to build a strong relationship to facilitate the transfer of expertise, experience, institutional knowledge and career development.

C. Cross-Training

It is incumbent for leaders to cross-train their subordinates, so that they are capable of stepping in and performing their job when they are on leave. This also helps the subordinates grow, enhancing their knowledge, skills, and abilities within the respective area of expertise.

D. Training and Career Development

Training and development will enhance the knowledge, skills, and abilities of those individuals identified through the successive planning process. For example, a corporal who has been identified as having strong leadership skills should attend First-line Supervisor School to help him/her become an Officer-In-Charge (OIC). This will prepare the corporal for the next rank of Patrol Sergeant. This is also applicable to non-sworn positions. For example, when a higher level administrative position is forecasted to become vacant, it is incumbent to identify an employee through the successive planning process, so that he/she could attend the training that would enhance his/her skillset to effectively perform the duties of the higher classification. Much of this information is outlined in **Sections III, IV, and V** of this directive.

E. Education

Education and the pursuit of secondary and advanced degrees is essential to advancement and career development within the agency. In today's field of law enforcement, it is highly recommended that command level positions have at least a bachelor's degree.

F. Promotion

Those individuals, who have enhanced their knowledge, skills and abilities through mentoring, training, career development, and education, increase their ability to advance their career through the promotional process. The information outlined in **Section V** of this directive provides further information on promotions and career development.

Written Directive System Impact

Upon approval and publication, this edition of WD 4.13 supersedes all previous editions. Additionally, WD 4.13 shall incorporate and replace SOM 4.15, Career Development and CSM 4.15, Career Development.

Martinez Quteaz Davenport, Sr., MS
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CALEA Standard (s): 33.5.1; 33.8.1; 33.8.3;