

Other Related Training

208.1 PURPOSE AND SCOPE

This policy supplements Training Policy 203 and identifies training requirements for the University of Maryland, Baltimore Police (UMBPD) to comply with standards promulgated by state, federal, municipal and accreditation entities.

208.2 POLICY

It is the policy of the UMBPD to prepare its personnel to act decisively and correctly in a broad spectrum of situations, to promote greater productivity and effectiveness, and to promote cooperation and unity of purpose. The UMBPD will make every effort to hire, train and retain the best qualified individuals who will communicate effectively with the community in which it serves.

208.3 RESPONSIBILITY

- (a) The Chief of Police will maintain the ultimate responsibility for training with the assistance of the Deputy Chief of Police and Commander of the Support Services Bureau.
- (b) The Education and Training (E & T) Lieutenant will be responsible for managing the development, coordination, and implementation of training programs.
- (c) Training programs at the UMBPD will consist of at least entrance level training, in-service training, supervisory training, range and firearms training, specialized training, remedial training as required, and training stipulated by accreditation standards. Training shall take into consideration the duty position of each member.

208.4 MARYLAND POLICE TRAINING AND STANDARDS COMMISSION (MPTSC) TRAINING

The E & T Lieutenant or authorized designee is responsible for ensuring all applicable mandated MPTSC training requirements are met for sworn members. This will consist of scheduling in-service and specialized training, coordinating entrance level training and planning, and the development of training programs (see Policy 203 for further details).

208.5 TRAINING ATTENDANCE AND RECORDS

- (a) Attendance – See Policy 203.6 for further information.
- (b) All personnel scheduled to attend any type of training will be notified in writing of the date(s), time and location of the training by the E & T Lieutenant or designee. This notification is normally made via a memorandum.
- (c) The E & T Lieutenant or designee is responsible for managing the training records, identifying job-related training, coordinating and ensuring the attendance of attendees, instructor selection and evaluation of the department's training needs, coordination of all outside training, liaisons with the MPCTC/MPTSC, and the maintenance of all training records. Each training class conducted shall include:

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1. Course content (lesson plan);
2. Names of agency attendees;
3. Performance of individual attendees as measured by tests, if administered; and
4. Retention schedule for lesson plans and related records.

208.6 VERIFICATION OF TRAINING

- (a) Training is verified and documented by having the attendees sign an attendance roster for that training provided by the UMBPD or issuance of a certification of completion. Training provided by an outside agency shall be verified by a certificate of completion or signed attendance roster, and it shall be the responsibility of the E & T Lieutenant, or designee, to communicate with the outside agency providing the training to ensure that those members scheduled to attend the training are present.
- (b) When it is necessary for a member to be absent from training (e.g., court, illness, etc.) the individual will notify the E & T Lieutenant or designee and their immediate supervisor as far in advance as reasonably possible (see Policy 203 for additional details).
- (c) Employees unable to attend scheduled training that is provided by an outside agency will notify their supervisor and the E & T Lieutenant that they are unable to attend and why. The training will be rescheduled when possible; however, unexcused absences for scheduled training may result in disciplinary action.
- (d) Copies of certificates of completion or other documentation of training shall be updated and maintained in the employee's training file (e.g., hard copy and/or electronic).

208.7 TRAINING EXPENSES

208.7.1 TRAVEL EXPENSES

Employees who must travel to and from training in and/or outside of the UMBPD service area will be reimbursed in accordance with the University's travel policy. Travel will be by University owned vehicles when possible or privately owned vehicles or commercial transportation when University vehicles are unavailable (See Appendix 12.1.1 Travel Policy).

208.7.2 FEES

Fees (including fees for books and materials) for approved training programs are paid by the UMBPD for all members attending the program.

208.8 REQUIRED ACCREDITATION TRAINING

208.8.1 ACCREDITATION

Department members shall receive information regarding the accreditation process as follows:

- (a) To all newly hired members within 30 days after their employment begins or within 30 days after completing the recruit academy. Newly hired members normally receive this training during new employee orientation.

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- (b) To all department members during the self-assessment phase associated with achieving initial accreditation.

208.8.2 TRAINING CURRICULUM

The training curriculum will consist of the history and background of accreditation, and the department's involvement with the accreditation process, the goals and objectives of accreditation, and the advantages of accreditation and its impact on the UMBPD.

208.8.3 ACCREDITATION MANAGER TRAINING

The Accreditation Manager or the employee fulfilling the duties of the Accreditation Manager shall receive specialized accreditation manager training within one year of being appointed and shall be responsible for providing appropriate training to other department personnel assigned to the accreditation process. The Accreditation Manager or the person fulfilling the duties of the Accreditation Manager should attend at least one CALEA Conference during the self-assessment period or current award period.

208.9 CIVILIAN TRAINING

Training of civilian and non-sworn uniformed members will be as much of a priority as training sworn officers. As such, newly employed civilian and non-sworn uniformed members will receive orientation training that will include, but not limited to:

- (a) The role, purpose, goals, policies and procedures of the UMBPD.
- (b) A specific job description of their position.
- (c) UMBPD working conditions, rules and regulations.
- (d) Responsibilities and members rights.
- (e) Familiarization with accreditation process

208.10 ORIENTATION TRAINING

New employee orientation for all agency members shall be documented on the New Employee Orientation Form. The form shall be maintained in the employee file (see Appendix 12.1.2 New Employee Orientation Form).

208.11 PRE-POSITION CIVILIAN TRAINING

In addition to orientation training, the civilian positions that require pre-service and in-service training are the Police Communications Operators (PCO), Police Communications Operator Supervisors, Security Officers, Quartermaster, Administrative Assistant I, Administrative Assistant II, Program Management Specialist, Program Administrative Specialist, Clergy Compliance/ Records Manager, and the Business Operations Specialist. Training stresses not only the skills necessary to perform the technical aspects of their positions, but also the importance of the communication link they provide between the University and the UMBPD.

208.12 IN-SERVICE TRAINING

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208.12.1 REQUIRED IN-SERVICE TRAINING

- (a) All sworn personnel are required to complete an annual in-service training program, every calendar year, consistent with the position held and functions performed, including legal updates.. The curriculum will reflect the Maryland Police Standards and Training Commission (MPSTC) requirements and the current needs of the UMBPD.
- (b) The in-service training program shall include reviewing changes and revisions in the Annotated Code of Maryland, legal updates, dealing with persons with mental issues, supervisory and management training as required by the Chief of Police, and training to maintain accreditation status. Firearms training and range qualifications will also be required annually by the MPSTC and the UMBPD. Other requirements may include:
 - 1. Any changes, revisions and/or additions of UMBPD policies and procedures;
 - 2. Statutory or case law affecting operations;
 - 3. Use of discretion in the performance of duties;
 - 4. Interrogation and interviewing techniques;
 - 5. Use of force, including the use of deadly force;
 - 6. Crime prevention policies, procedures and programs;
 - 7. Collection and preservation of evidence;
 - 8. Report writing and record systems procedures;
 - 9. Programs structured to motivate officers and promote professionalism;
 - 10. Programs in support of security guard operations and staff;
 - 11. Programs in support of the Communications Section and staff;
 - 12. Programs in support of the agency administrative functions and staff.
- (c) In-service training will not be required during the first calendar year of employment if sworn entrance-level training is received during that time. Sworn members who are eligible and receive a Certificate of Comparative Compliance for entrance-level training shall receive in-service training during the first calendar year of employment and every calendar year thereafter. All non-sworn members shall attend required in-service training at the opportunity.
- (d) The curriculum for the proposed In-Service Training Programs for sworn members, submitted to the MPSTC for approval, will cite the topics to be studied, the time allocated to each topic and a brief rationale as to why the topic has been included in the curriculum. The program shall include all training mandated by law as published by the MPSTC and MPSTC specified topics.

208.12.2 INSTRUCTORS

- (a) UMBPD and outside instructors are selected from candidates that have a desire to instruct in a specific subject area, possess expertise in the subject area and have completed a MPSTC approved instructor program.

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- (b) Instructor Training – The MPSTC Instructor Training Program will include topics such as lesson plan development, preparation and use, performance objective development, instructional techniques, learning theory, testing and evaluation techniques and resource availability and use.
- (c) Instructors are required to coordinate their training with the E & T Lieutenant and submit a completed lesson plan and test mechanism prior to conducting training. The E & T Lieutenant or designee will submit the lesson plan to MPSTC for approval. When approved by MPSTC, they will issue a “P” number, which affords members to receive in-service training credit hours for the instruction received.
- (d) Instructors will be evaluated at the end of their block of instruction by the members of the training class on the Instructor Evaluation Form. First-time instructors will also be evaluated by the E & T Lieutenant or other certified instructors.
- (e) UMBPD instructors are not assigned full-time to the Training Division. Members conducting training in UMBPD training programs will do so in lieu of or in addition to their regular duty assignment.
- (f) UMBPD members instructing in training programs are expected to maintain their instructor qualifications. Instructors are normally tenured for the length of their instructor's certifications or length of time designated as instructors by the E & T Lieutenant.

208.13 LESSON PLANS

Lesson plans are required for all training courses. It is the responsibility of general and specialized instructors to provide the E & T Lieutenant with new or revised copies of their lesson plans for the subjects of instruction. Each instructor will be provided with the guidelines and a format for lesson plan development to ensure that the subject being taught is addressed completely and accurately, and is properly sequenced with other training materials.

208.14.1 Lesson plans shall include the following at a minimum:

- (a) A statement of the performance and job-related objectives;
- (b) The content of the training and specification of the appropriate instructional techniques;
- (c) List of resources used in the development of the curriculum;
- (d) A list of resources required in the delivery of the program;
- (e) A process for approval of lesson plans;
- (f) Identification of any tests used in the training process;
- (g) References and responsibilities of the participants for the material taught;
- (h) Plans for evaluation of the participants.
- (i) Shall meet MPSTC and CALEA standards and shall be reviewed and approved by the E & T Lieutenant.

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208.14 TESTING

In service testing is performance and competency based and requires a minimum passing score of 70%, for in-person training. Web-based or virtual training requires a minimum passing score of 80%. The examinations will be approved by the E & T Lieutenant and will be used to measure performance objectives and knowledge and ability for job related skills.

208.15 REMEDIAL TRAINING

The purpose of remedial training is to improve performance in a particular area, within a given timeframe and with the expectation of improved performance. Criteria used to determine the need for remedial training may be obtained from the employee's annual performance evaluation, test scores, counseling reports, or in the case of new recruits, the FTO'S evaluations.

- (a) When counseling employees in reference to substandard performance, supervisors should confer with the E & T Lieutenant and attempt to find training opportunities that can remedy a specific problem. This recommendation should be included in the counseling report.
- (b) Remedial training assignments are duty assignments requiring the applicable member to participate in the remedial training. Members that fail to participate in remedial training as directed are subject to disciplinary action.
- (c) Remedial training shall be documented with timeframes for training and evaluation clearly identified.

208.16 WAIVER OF TRAINING REQUIREMENTS

If any member of the UMBPD has attended the FBI National Academy, Southern Police Institute, Northwestern University Traffic Institute, or any other training program which is equivalent to those previously mentioned; the in-service mandate for this period may be waived.

208.17 ROLL CALL TRAINING (SHIFT BRIEFING TRAINING)

Roll call training is the training of sworn officers and non-sworn officers during the briefing period prior to the beginning of their tour of duty (e.g., Roll Call). The primary goal of this training is to keep members up to date between formal in-service training sessions. The training will primarily cover subjects that directly assist personnel in the performance of their duties and can easily be covered in a short period of time.

Patrol supervisors will document the roll call training on the Roll Call Sheet. Additionally, the Patrol Supervisor conducting the training will forward documentation of the Roll Call Training to the E & T Lieutenant for the training files. The documentation shall include, at a minimum:

- (a) Course content (training subject and synopsis of training)
- (b) Personnel attending
- (c) Date and time of training

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208.18 SPECIALIZED TRAINING

The UMBPD has identified functions for which pre-assignment and post assignment specialized training is required. The description of training and re-training requirements for assignments, programs, or functions that have been designated as specialized are found and described in Appendix 12.6.1, Specialized Training Matrix (see below matrix).

Efforts will be made to initiate specialized training within thirty (30) days but not longer than one (1) year of members being assigned to these positions. Specialized training shall include:

- (a) A description of the initial required training;
- (b) Ongoing in-service requirements, if any; and
- (c) Supervised on-the-job training, if applicable.

208.19 DEVELOPING SPECIALTY COMPONENTS

- (a) All UMBPD members are encouraged to develop specialty skill areas as components of their individual career development efforts.
- (b) Commanders and supervisors are encouraged to allow the development of the skills, knowledge, and abilities of personnel under their command.
- (c) Employees developing specialized skills are expected to utilize their knowledge of specialized skills to teach others when authorized to do so.
- (d) Opportunities for specialized skill training should be filled on the basis of both unit and the individual member's needs and preferences.
- (e) Subsequent opportunities for advanced skill development should be sought for employees having achieved basic skill performance levels.

208.20 EDUCATIONAL PROGRAM

The UMBPD affords every member the opportunity to obtain a college education. Members desiring to enroll in regular university courses must be a full-time permanent member and must meet the prescribed academic standards required for admission to the university.

- (a) A member will not be permitted to enroll for a total of more than 8 credits hours at any time in a combination of tuition waiver programs at the University of Maryland, Baltimore and reimbursement of tuition fees at another 2 or 4-year college or university. Further information may be found in **Appendix 4.6.1, USM Policy VII - 4.10 - Policy on Tuition Remission and Tuition Reimbursement for Regular and Retired Nonexempt and Exempt Staff and Faculty Employees of The University System Of Maryland**, and on the UMB HRS website under Benefits.
- (b) Members may register for classes offered by the University of Maryland System with tuition fees waived. All other fees and charges shall be paid by the member.
- (c) Members shall attend UMBPD approved training programs and/or sponsored programs during regular duty hours. The UMBPD will pay the costs of tuition, textbooks and reference materials related to the attendance of sponsored training programs.

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208.21 SPECIALIZED TRAINING MATRIX

208.22 SUCCESSION PLANNING PROGRAM

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.

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.