



TRAINING PROGRAM DEVELOPMENT

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I. POLICY

The Department's policy is that training programs will ensure that the needs of the Department are addressed and that there is accountability for all training provided. In particular, training must be consistent with the Department's goals and objectives. Training functions are the responsibility of the Training Academy, which is accountable for developing and administering training programs. Program development will include input from several sources, including Department personnel in general, a training committee, the inspections function, and the Chief of Police.

II. DEPARTMENT TRAINING COMMITTEE

This directive establishes a Department training committee. The purpose of the training committee is to assist in developing and evaluating training needs, and to serve as a focal point for input from employees and representatives of Department components.

A. Composition

At a minimum, the training committee will be comprised of members of any rank from each of the following:

1. *Patrol Services Bureau*, two representatives
2. *Administrative Services Bureau*, one representative
3. Fraternal Order of Police, one representative
4. *Police Supervisors Association*, one representative

B. Selection & Replacement of Members

The Chief of Police appoints committee members based on recommendations from the senior command staff. When a vacancy occurs, the Chief will solicit input from the senior command staff regarding the selection of a replacement(s).

C. Relationship to Training Academy; Authority & Responsibilities

The training committee will serve in an advisory role to the Chief of Police through the *Administrative Services Bureau* Commander. The *Administrative Services Bureau* Commander will coordinate training priorities and curricula with the Training Academy after consultation with the Chief of Police. The training matters reviewed by the committee will include entry level curricula, in-service curricula, advanced skill training, career development, supervisory/management training and related topics, as necessary. The training committee will meet as often as necessary (at least once annually) to evaluate training material.

D. Committee Reports

Periodic reports generated by the committee will be made to the Chief of Police through the Commander of the *Administrative Services Bureau*.

Resources to be used in training program development include, at a minimum:

1. Inspection reports
2. Staff reports and/or meetings
3. Consultation with field personnel and field observations
4. Training committee reports
5. Training evaluations
6. Participation and approval by the Chief of Police
7. Internal Affairs investigative reports

In addition to those listed above, the Training Academy Commander will identify potential resources of public and private organizations that may be used in training program development. The Commander will establish procedures for integrating information gained from all available sources into training program development.

III. JOB TASK ANALYSES

Job task analyses will be used in the development of Department training programs, in order to ensure that all such programs are job-related. Training curricula and hours of instruction that are mandated by the Maryland Police Training Commission are not exempt from this requirement.

IV. PERFORMANCE OBJECTIVES

The Academy Commander will establish performance objectives for all training programs. Performance objectives for each training program will:

- A. Focus on the elements of the job task analysis for which formal training is needed;
- B. Provide clear statements of what is to be learned;
- C. Provide the basis for evaluating the participants; and
- D. Provide a basis for evaluating the training programs.

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 approach also enables the instructors to relate training directly to the job performance that will be expected by supervisors.

V. LESSON PLANS

Lesson plans are required for all training courses. The Academy Commander will establish written procedures for the development of lesson plans, including guidelines and format for lesson plan development, and their submission to him or her for approval. All lesson plans will include provisions for the following:

- A. A statement of performance objectives; and
- B. The content of the training and specification of the appropriate instructional techniques.

The development of lesson plans should ensure that the subject to be covered in training is addressed completely and accurately and is properly sequenced with other training materials. Lesson plans establish the purpose of the instruction, set forth the performance objectives, relate the training to critical job tasks, and identify the matters that will be taught. Lesson plans should be required of nonresident instructors as well as resident academy staff.

VI. TESTING

The Academy Commander will establish written procedures for the use of testing in all Department training programs. The procedures will include the basis for testing, the passing and failing scores in training examinations, and guidelines for the development of tests. In most cases, such tests will be competency-based, using performance objectives and measuring participant knowledge of and ability to use job-related skills.

VII. PROPONENT UNIT: Training Academy

VIII. CANCELLATION: This directive cancels Index Code 801, dated 03-14-03.