

## 6.1 Training

The purpose of this directive is to establish standards and guidelines regarding training of Sheriff's Office personnel.

### 6.1.1 Administration of Training

The Office training function shall come under the Administrative Bureau. Office training goals and objectives are:

- To obtain entrance level training for new employees.
- To develop and provide annual in-service training according to local, state, and professional standards.
- To ensure that all Office personnel receive the training which is necessary and appropriate to their job assignment.
- To increase the professionalism of the Office and enhance employees' career development by providing or facilitating advanced training and educational opportunities.

### 6.1.2 Responsibilities

*Instructors* are responsible for the development and updating of lesson plans, conducting specific training as assigned, and forwarding attendance records to the Training Administrator.

The *Training Administrator* is responsible for maintaining individual training records on all sworn Office personnel, coordinating training schedules with the Bureau Commanders, administering and scoring examinations, ensuring that all sworn certifications are facilitated and maintained, making training recommendations, and acting as a liaison with training facilities, providers, and certifying organizations.

### 6.1.3 Lesson Plans

In order to ensure that subjects to be covered in any training session are addressed completely and accurately, lesson plans will be required for all training conducted by this Office, regardless of whether the instructor is a member of this agency or not.

Lesson plans will be developed in a recognized format, and should include:

- Statement of all performance objectives
- Outline of training content
- Specification of appropriate instructional techniques
- List of references used
- Statement of learning objectives
- Responsibilities of students for material taught
- Method of testing or evaluation based on performance objectives

All lesson plans will be approved by the Training Administrator prior to being used.

#### 6.1.4 Retesting

During in-service training, an employee shall be afforded two (2) opportunities to successfully pass a written or practical examination. On the third (3<sup>rd</sup>) failure, the employee will repeat the blocks of instruction that the examination covers and/or may be referred to remedial training. An employee must achieve a minimum score of 70 percent to successfully pass a test.

#### 6.1.5 Remedial Training

*Remedial training* is directed at solving a particular deficiency in performance or knowledge in a specific area. Remedial training can be used at either the field-training or in-service levels. Circumstances and criteria used to establish the need for remedial training include, but are not limited to, test scores, job performance, observations of a supervisor, instructor, or field training officer, or by observations made during inspections.

Remedial training at the entrance level will be the responsibility of the academy conducting the training. Requests for remedial training at the in-service level must be submitted to the Training Administrator and must be justified by clearly describing the deficiency. The Training Administrator reviews such requests and consults with the employee's unit supervisor, Bureau Commander and/or the Chief Deputy in order to determine the best method of providing the needed training. Remedial training should take place as soon as possible after the identification of a deficiency. Reasons for any delay over 30 days must be clearly documented. Failure to attend or successfully complete assigned remedial training will be grounds for further personnel action, up to and including dismissal.

#### 6.1.6 Training Records

The Training Administrator will be responsible for the maintenance of all sworn training records and employee training files. Such records will include date(s) and type(s) of training, copies of certificates, performance documentation (including copies of tests), and MPCTC approval numbers and hours.

The Training Administrator will maintain records of all training conducted by this Office, to include copies of all lesson plans and attendance rosters. Personnel attending outside training shall be responsible for forwarding copies of any certificates, diplomas, or transcripts to the Training Administrator, to include the MPCTC approval number and hours, where applicable.

Personnel may review and copy training records from their training files. They must contact the Training Administrator at least two (2) days prior to such an examination. All documents must remain in the file and cannot be removed by an employee for any reason other than to photocopy.

#### 6.1.7 Instructors

A qualified instructional staff is critical to the operation of a successful training program. As such, the Sheriff's Office is committed to providing instructors who possess the skills, knowledge, and abilities necessary to be effective teachers. The Training Administrator shall facilitate the selection, approval, and assignment of training instructors for the Office. The Training Administrator shall maintain an *instructor file* for each current instructor, and shall keep records of all updated credentials and relative training.

The Training Administrator may terminate the services of an instructor for cause. Reasons include:

- Consistent failure to comply with the policies, procedures, and regulations regarding instructor responsibilities;
- Unprofessional or indiscriminate acts leading or contributing to the failure, misconduct, or unsatisfactory performance of an employee;
- Lack of continued need for services; or
- Consistent unavailability to participate in training programs.

#### 6.1.9 New Employee Orientation and Field Training

All new employees are required to participate in and successfully complete on-the-job or field training. Training regarding Sheriff's Office policies, procedures, rules, and regulations will be provided to every new employee as part of Office orientation and/or field training. To ensure consistency of training, Field Training Officers will liaison with prior instructional staff where applicable and necessary (also see Chapter 6.2, *Field Training Program*, in this General Orders Manual).

#### 6.1.10 In-Service, Roll Call, and Advanced Training

Sworn personnel are required to complete 18 hours of *in-service* training annually, which must be approved by the Maryland Police and Correctional Training Commissions (MPCTC). Civilian personnel may also be scheduled to attend specific blocks of annual in-service training (e.g., sexual harassment or CPR). It is ultimately the responsibility of the Training Administrator to ensure that all sworn staff are properly trained and complete the required number of annual in-service training hours. Supervisory personnel may be required to attend additional training, to include instruction and awareness of career development activities and opportunities for subordinates.

*Roll call* training will be used to supplement in-service training. Roll call training should be used to cover contemporary or pressing topics which are not covered in the In-Service program for any given year. Roll call training will be planned and implemented at the bureau level. Topics and training materials may be provided by the Training Administrator, commanders, supervisors, or any personnel who have expertise in a particular area.

Specialized or advanced training may be offered to teach employees new skills, or to maintain or upgrade current ones. Employees who gain a specialty through course participation, and require periodic refreshers or re-certification, will be scheduled accordingly. Topics covered under advanced training range from technical specialties to administrative programs (i.e., word processing courses, tactical skills, Field Training Officer courses, supervisory, managerial, and administrative programs). Employees selected for special or "higher-level" Office assignments necessarily requiring advanced training participation include those of: employee background or internal affairs investigator; canine handler; teletype operator; field training officer; hostage negotiator; and training, defensive tactics, or firearms instructor.

When possible, upcoming training opportunities will be conspicuously posted in each Office bureau at least ten (10) business days prior to the start of the courses. Requests for consideration for specialized or advanced training may be submitted by any employee via chain-of-command to the Training Administrator. The Sheriff reserves the right to approve or disapprove any such requests or nominations or requests. Employees who attend the aforementioned training will, within five (5) business days of their return to regular assignment, forward a brief synopsis and critique of the training to the Training Administrator. Critiques will be used to determine if programs meet the needs of the Office and whether specific training endeavors should continue in the future.

#### 6.1.11 Civilian Training

All newly-employed civilian personnel will receive instruction in the Office mission, policies and procedures, working conditions and regulations, and the responsibilities and rights of employees. Responsibility for this type of training will be shared by the Office of Personnel, the Sheriff's Office Training Administrator, and the Sheriff's Human Resources Coordinator.

All civilians who are required to do so according to their particular job assignment, will attend and successfully complete MILES/NCIC/CJIS training.

The Office of Personnel periodically advertises training opportunities for all county employees or specific classifications of employees. The Training Administrator will be the liaison between the Sheriff's Office and the Office of Personnel for county training opportunities. Any employee interested in attending must contact the Training Administrator in order to submit a registration request for the training. The Training Administrator will coordinate all communications and registrations regarding county-offered training opportunities.