

TRAINING AND CAREER DEVELOPMENT

13.1 ADMINISTRATION

PHILOSOPHY: The Lakewood Police Department recognizes its role to provide training on critical police practices, current trends, and successful organizational components. The Department and its members share this responsibility in achieving the department mission. Training improves both the individual's and the organization's ability to adapt to changing community expectations. The following principles and practices are intended to permit the Police Department to provide training in a fair, consistent, and professional manner.

13.1.1 Training Committee

Principle: The Lakewood Police Department utilizes a Training Committee to assist in the development of training programs that facilitate the department in the achievement of its goals. The Training Committee will be established and operated pursuant to the following practices:

Practices:

- A. Committee Composition: The committee will consist of representatives from a cross-section of the department in order to provide insight into the training requirements of all departmental members. Representation will be selected as follows:
 - All Unit Lieutenants
 - The Professional Standards Section Sergeant
 - The Training Officer
 - A Community Service Officer (CSO)
 - A representative of the Firearms, Defensive Tactics, and Emergency Vehicle Operations (EVOC) Instructor cadre
- B. Selection Process: Committee members will be appointed by the respective positions. The Neighborhood Policing Section Sergeant will select the CSO who will serve a two-year term. If there is not a representative of the Firearms, Defensive Tactics or EVOC Instructor cadre then the Professional Standards Sergeant will select a representative to serve a two-year term. Committee members may serve consecutive terms.
- C. It shall be the purpose of the Training Committee to develop advisory recommendations on the type and method of training and the training needs of the Police Department. Committee members should solicit suggestions from those they represent. Ideas and suggestions should be discussed and recommendations made based on the merits of the suggestions, and the identified training needs of the department. The Committee will meet annually.
- D. Authority and Responsibilities: The Training Committee is a special program of the training function and serves in an advisory capacity to the Chief of Police in the formulation of department training.
- E. Committee Coordinator: The Training Officer coordinates the committee.

13.1.2 Training Attendance

Principle: The attendance of scheduled training is necessary to perform training in an efficient and effective manner. Police Department employees selected to attend external training are not only receiving training for the benefit of their personal growth and the agency's development, but each employee is acting as a representative of the department. In order to achieve excellence in the training program, the following practices will apply:

- A. Mandatory Training Attendance: All employees scheduled to attend mandatory department training shall attend

at the scheduled time. Employees may be excused from attendance by their unit Lieutenant if any of the below conflicts exist. Any employee missing mandatory training will be rescheduled at the time their absence is excused.

In the event that an employee cannot attend scheduled training, whether the training was directed by the department or requested by the employee, the employee shall first receive their Lieutenant's approval to not attend. The only exception to this requirement is when exigent circumstances require an employee to respond to an in-progress incident during the scheduled training event. If illness or a personal emergency prevents an employee from attending scheduled training and the employee cannot reach their supervisor, the employee must notify the on duty supervisor at a minimum. An e-mail or department memo will be provided to the Professional Standards Section through the chain of command explaining the circumstances requiring an employee to be excused.

- Court appearances
 - Approved leave
 - Other extenuating circumstances that could not be anticipated
- B. Non-Mandatory Training Attendance: Refer to practices described above in Section A. Employees approved to attend non-mandatory training might not be provided an opportunity to make-up the training.
- C. Documentation: Employees attending training hosted by an outside agency or organization will complete a Receipt of Training form, and a copy of their certificate, if applicable, and forward them to the Professional Standards Section for inclusion in the employee's training file.

13.1.3 Training Costs

Principle: When an employee is selected to attend a department approved training course or school, the Police Department will pay for the following costs. The Professional Standards Section will make all travel and lodging arrangements.

Practices:

- A. Transportation:
1. Airfare to and from the training, or rental car or shuttle service
 2. Provision of a department vehicle, or
 3. Payment of mileage at the current City mileage rate in those cases where a private vehicle is pre- approved for use.
- B. Tuition Fees
- C. Lodging Expenses
- D. City authorized per diem, if authorized.
- E. Additional Expenses: Additional expenses may be provided with approval of the unit lieutenant depending on the peculiarities of the school and nature of the expenses incurred. Employees must submit properly completed expense records to the Professional Standards Section within one workday upon return to work.
- F. Any approved expenses not pre-arranged for will be reimbursed to the employee by completing a Claim for Reimbursement form, which is available on the Intranet. The employee must also turn in original receipts with the completed form.

13.1.4 Lesson Plans

Principle: The Lakewood Police Department requires a lesson plan for all training conducted or sponsored by the department. The purpose of the lesson plan is to ensure the topic of the training is thoroughly and accurately presented.

Practices: All lesson plans shall include the following information:

- A. Statement of Training Objectives: A clear and concise statement of the objectives of training. This will include information regarding the relationship of the training to specific job tasks or performance areas.
- B. Training Content and Instructional Techniques: The plan will provide an outline of the information/content of the training and the instructional techniques used to communicate/teach the information. The method of instruction should correlate to the subject matter being presented. The following instructional techniques may be included:
 - Conferences: Debates, discussion groups, panels, and seminars.
 - Field Experiences: Field trips, interviews, operational experiences, and operational observations
 - Presentations: Lecture, power-point presentation, lecture discussion, and lecture demonstration
 - Problem Investigations: Committee inquiries
 - Simulations: Scenario Based Training, case studies, games, and role-playing
- C. Lesson Plan Approval and Retention: PSS shall be responsible for approving all lesson plans, presentations, videos, and other training materials prior to training being conducted. The Training Officer shall maintain a copy of all lesson plans for approved department training.
- D. Identification of Tests: Certain departmental training programs will require competency testing of the employee upon completion of the training program. The following procedures will apply when testing is conducted.
 1. All tests will be graded pass/fail. Written exams will be graded using 70% as the minimum passing score, unless otherwise designated. Records of pass or fail will be listed in the employee's training record.
 2. All master test copies will be maintained with the lesson plan.

13.1.5 Remedial Training

Principles: Many types of performance shortcomings can be improved by providing additional training. The Lakewood Police Department utilizes remedial training to assist employees in improving performance. The following practices will apply:

- A. Identification of Necessary Remedial Training: The necessity of remedial training may be identified by several departmental mechanisms. These mechanisms include:
 1. Supervisor observation in the field.
 2. A Professional Standards review or inspection.
 3. Performance of the employee during competency testing.
 4. Evaluation of police conduct in the field by command staff.
 5. Interviews/questionnaires with sources both within and outside of the department.
 6. Departmental records.

- B. Criteria for Remedial Training: The criterion for remedial training includes but is not limited to the following:
 - 1. Test scores on mandatory proficiency training below the acceptable range.
 - 2. The establishment of substandard performance, as indicated by the departmental mechanisms noted above.
- C. Determining if Remedial Training is Appropriate: In order to determine if remedial training may provide a resolution to a particular problem, the affected supervisory personnel shall consider the following:
 - 1. Whether or not the questionable action is actually a training issue.
 - 2. Whether or not training has been given on the subject in question.
 - 3. Whether or not effective training can be provided.
- D. Supervisor's Responsibilities: Once the decision is reached that remedial training is required, the involved supervisor shall take the following steps:
 - 1. Meet with the Administrative Lieutenant or designee to plan a course of training to resolve the employee's deficiencies.
 - 2. Establish a timetable for achievement levels.
 - 3. Require the employee to reach the minimum acceptable level.

An employee who fails to participate in a remedial training program will be subject to disciplinary action up to and including termination.

13.1.6 Employee Training Records

Principle: The Professional Standards Section (PSS) is responsible for the maintenance of training records for all Police Department employees. The below listed methods ensure thorough and current training records are maintained:

- A. External Training: A Training Request form must be completed for all requested external training. A copy of all approved Training Request forms shall be forwarded to the PSS. When an employee has completed (attended) the training, he/she shall provide a copy of the training certificate and Training Receipt to the PSS in accordance with Standard 13.1.2.C. The PSS will update the automated training records.
- B. Internal Training:
 - 1. Special internal training courses might require a Training Request form for attendance. In these instances the procedures provided in Section A of this standard will apply.
 - 2. Normally, during internal training the instructor providing the training shall ensure that all employees in attendance sign in on the Training Attendance form. The instructor shall forward the completed Training Attendance form to the PSS at the completion of the training. The instructor shall also forward any test scores or proficiency scores/comments whenever applicable. The PSS will update the automated training records.

13.1.7 Training Records

Principle: All records related to internal training courses/programs conducted or sponsored by the Police Department shall be maintained by the PSS. The records shall include, at a minimum:

- Lesson plans
- List of attendees
- Test results, if administered

13.2 ACADEMY

PHILOSOPHY: The Washington State Criminal Justice Training Commission is responsible, by state statute, for the development and implementation of training programs to certify law enforcement personnel in the State of Washington. The Commission is committed to providing high quality training programs that reflect the needs of criminal justice agencies throughout the state. The Commission, training standards and education boards, and the staff exist as a resource to agencies in the training of criminal justice personnel.

13.2.3 State Academy Training

Principle: The Lakewood Police Department maintains a professional relationship with the Criminal Justice Training Center (CJTC) in following manner:

- A. The Lakewood Police Department maintains liaison with CJTC and provides feedback as appropriate.
- B. The Police Department may provide instructors and/or other resources to CJTC if requested by CJTC. Fulfilling such requests will be dependent upon financial and staffing considerations. Any Lakewood Police Department personnel assigned to instruct on a fulltime basis at CJTC will report to the Professional Standards Section or designee for the duration of the assignment.
- C. Police Department personnel attending training at CJTC or other training commission sponsored instructional activities do so with the Lakewood Police Department having assumed principal liability responsibility.
- D. CJTC will be utilized for all recruit basic academy training and for all lateral equivalency academy training.

13.2.4 Police Department Written Directives Training

Principle: New officers receive a copy of the Manual of Standards and training on Lakewood Police Department standards during orientation and the Police Training Officer (PTO) program.

13.3 TRAINING INSTRUCTORS

PHILOSOPHY: The use of Police Department personnel as instructors permits the agency to improve its expertise in certain areas of law enforcement, while allowing individuals to gain valuable career development. Therefore, The Lakewood Police Department utilizes its personnel as instructors in areas such as firearms, emergency vehicle operations, defensive tactics, PTO training, and other areas as determined by the Chief of Police.

13.3.1 Instructor Development

Principle: All instructor positions within the department are in addition to the employee's regular assigned duties. Primary instructors will receive specialized training in the area they instruct, and in instruction techniques.

13.4 RECRUIT TRAINING

PHILOSOPHY: The quality of training provided to new officers impacts the quality of their performance as officers for the Lakewood Police Department. For this reason, the Department gives this training the utmost attention when evaluating department training needs and goals.

13.4.1 New Police Officer Training

Principle: The Lakewood Police Department ensures that new officers receive the following training:

- A. **Entry-Level Officers:** An entry-level officer is a person who has no prior experience as a police officer and/or has not been certified as a law enforcement officer in any state. Entry-level officers will be required to attend and successfully complete the Washington State Basic Law Enforcement Academy and the Lakewood Police Department PTO program prior to assuming any solo enforcement duties.
- B. **Lateral Officers:** A lateral officer is a person with prior experience as a general enforcement peace officer.
 - 1. Lateral officers that have been certified within the State of Washington within the last twenty-four months will be required to successfully complete the PTO Skills Enhancement program prior to assuming any solo enforcement duties.
 - 2. In addition to the above requirements, lateral officers that were certified in another state, or officers who have been certified in Washington State and must re-certify due to a break in continuous employment in excess of twenty-four months, must attend and successfully complete the WSCJTC Equivalency Academy.
- C. **Reserve Officers:** (See 6.3.3) Reserve Officers participate in a modified version of the PTO program. Please see the Reserve Officer SOP.
- D. **Firearms Qualifications:** Prior to formal entry into the Department's PTO program, all armed personnel shall qualify with their issued weapon.

13.4.3 Police Training Officer (PTO) Program

Principle: The primary objective of the Lakewood Police Department PTO program is to train police officers that can work in a solo capacity in a safe, skillful, and professional manner. The program is considered an integral part of the new officer selection process. Successful completion of the program and the full probation period conclude the total selection process. The program is fully described in the PTO Program Student Officer Manual provided to each officer prior to entering the PTO training program. The PTO program adheres to the following practices:

- A. **Program Length:** Substantive Topics, Core Competencies, and activities are brought together to form a Learning Matrix. The Learning Matrix will serve as a guideline for the student officer and trainer during the PTO Program. Substantive Topics provide 4 general categories that all police officer duties fall under. Core Competencies represent the activities that Officers commonly engage in during the daily performance of their duties. The recommended length of the PTO program is fifteen consecutive weeks which includes one week of integration, twelve weeks of training, and two weeks of evaluation. The length of the program may be increased or decreased dependent on the performance of the individual student officer.
- B. **Police Training Officer (PTO) Selection:** Officers who take on the job of "training" officer should have adequate police experience. An officer's professional experience and teaching abilities will be considered when selecting police training officers. Officers selected to be PTOs will be required to complete a 40 hour course describing the PTO program. The PTO assignment is considered a specialized assignment and selection is conducted pursuant to Standard 6.2.3.
- C. **Supervision of PTOs:** The Police Training Supervisor (PTS) role is an additional duty performed by a Patrol Sergeant. The PTS will provide supervision and coaching to the PTO/student officer team and ensure that the needs of the learning team are met. In the PTO Program, the PTS will:

1. Participate in the selection and evaluation of Police Training Officers and Police Training Evaluators (PTE.)
 2. Administer the program.
 3. Meet regularly with the PTO and student officer.
 4. Keep the Command Staff informed of any unusual problems or activities of the PTO/student officer team and the learning experience.
- D. Liaison to Academy Staff: The PTS acts as a liaison to the Academy staff in order to monitor the progress of officers attending the Basic Law Enforcement Academy.
- E. PTO Training: PTOs will receive PTO program training prior to being assigned a student officer. The training will consist of a certified course regarding the duties and responsibilities of a PTO and internal training regarding the specific procedures of the Lakewood Police Department's PTO training program.
- F. PTO Training Program Phases: Student officers will rotate shift assignments and PTOs during the PTO training program.
1. The integration phase lasts up to one week and is designed to prepare the student officer to begin geographical orientation, report for duty, acquire necessary equipment, become familiar with the organization, begin developing relationships within the organization, and introduce the PTO Program and Problem Based Learning (PBL) processes. The student officer does not receive an evaluation during the integration phase. This is a period of time for the student officer to acclimate to a new environment while under the PTO's supervision. The student officer will stay with the same PTO for two additional 3-week phases, which include the substantive topics of non-emergency response and emergency response.
 2. The Mid Term Evaluation period is the first formal evaluation for the student officer. A Police Training Evaluator (PTE) will be assigned to the student officer for one week.
 3. The student officer will be assigned to a second PTO for two 3-week phases, which includes the substantive topics of patrol activities and criminal investigations.
 4. The Final Evaluation period is the second formal evaluation of the student officer. A second PTE will be assigned to the student officer for one week.
- G. Evaluation Guidelines: The Student officer and PTO complete separate journals daily, and coaching and training reports (CTR's) weekly. CTRs evaluate the student officer's performance in the fifteen core competencies for the phase they are in. The CTRs require comments by both the student officer and the trainer. The CTR process allows the trainer to evaluate less and concentrate more on coaching and training.

A mid-term and final evaluation report is completed by a PTE at the end of the assigned week. The mid-term evaluation report is a formal evaluation of the core competencies during phase A and B. The final evaluation report is a formal evaluation of the entire PTO program.

An assignment, called the Neighborhood Portfolio Exercise (NPE), extends through the entire length of the training period. The student officer develops a detailed geographical, social, and cultural understanding of the area where he or she works and then presents the report to the Board of Evaluators (BOE) or any group designated by PTO staff. The Neighborhood Portfolio Exercise is designed to give the student officer a sense of the community where he or she will work. It also encourages the student officer to develop community contacts that are critical when practicing the COPPS philosophy.

Student officers are assigned two problem based learning exercises (PBLE), one during phases A & B and a second during phases C & D. PBLEs are ill structured problems that are not easily solved and have many possible outcomes.

Prescriptive training is a student officer-designed action plan that will be used to address specific training deficiencies. The goal of the prescriptive training plan is to assist student officers with achieving their own learning objectives. The student officer, PTO and program coordinator will evaluate the performance of the student officer. Considerations to assist the student officer may include: reducing the stress of the training program, a fresh point of view (PTO change), a dedicated training exercise, mentoring or peer assistance, and performance contracts.

13.5 IN-SERVICE TRAINING

PHILOSOPHY: The vast amount of training needed to ensure that the Lakewood Police Department operates with the desired level of professionalism requires that all employees apply a high priority to achieving this training. It requires employees to participate in training at all levels, but especially the in-service training. The principles and practices included in this section are meant to assist the organization in achieving the highest level of in-service training.

13.5.1 Annual Training

Principle: The Lakewood Police Department requires employees to attend annual in-service training appropriate to their job classification. Topics include, but are not limited to, use of force, defensive tactics, blood borne pathogens, CPR/First Aid/AED, and legal updates.

13.5.2 Turn-out Training

Principle: The Lakewood Police Department recognizes turn-out (shift briefing) training as a viable method of reinforcing past training as well as introducing new information to personnel. Turn-out training can be formal or informal. Formal turn-out training may occur as needed and is generally coordinated by the PSS, who will maintain attendance rosters. Informal turn-out training is encouraged and can be facilitated by any personnel. Attendance rosters are optional.

- A. Training Bulletins: Training Bulletins are an additional tool used to clarify or modify existing practices or written directives, or to provide other updates as needed. The PSS must approve all Training Bulletins prior to issuance.

13.5.3 Accreditation Training

Principle: Accreditation training is designed to familiarize personnel with the accreditation process. The training is provided as described below:

Practice:

- A. To all newly hired agency personnel within a reasonable period after their employment begins.
- B. To all agency personnel just prior to an on-site assessment associated with initial accreditation and each reaccreditation.

13.5.4 Accreditation Manager Training

Practice: The Accreditation Manager will receive accreditation manager training within 1 year of taking the assignment.

13.6 SPECIALIZED IN-SERVICE TRAINING

PHILOSOPHY: Specialized assignments require varying degrees of additional specialized training and therefore each specialized unit is required to perform, record, and retain records of the training completed.

13.6.1 Specialized Assignments and Training

Principle: Specialized units may require specific training for personnel newly assigned. The type and extent of training is governed by the specialized assignment and will be determined jointly by the specific unit and the PSS. Personnel may be placed in a specialized assignment that requires pre-assignment training, but shall not perform any functions requiring training until the training has been completed.

13.6.2 Special Response Team Training and Readiness Exercises (See Metro SWAT SOP Chapter 6)

13.7 CIVILIAN TRAINING

PHILOSOPHY: Civilian employees fulfill important roles within the Lakewood Police Department and must receive Adequate training to ensure the Police Department provides quality service.

13.7.1 New Civilian Employee Training

Principle: All newly hired civilian employees will receive training in the below listed areas.

- A. The agency's role, purpose, goals, philosophies and practices.
- B. Working conditions and regulations.
- C. Responsibilities and rights of employees.

13.7.2 Required Training for Civilian Positions

Principle: Training of civilian employees falls into two categories, those acting in limited commission capacity and those who are not commissioned. Regardless of category, all civilian employees will receive in-service training mandated by applicable accreditation standards.

- A. Limited Commission: Those who act with limited commission authority include Community Service Officers and Animal control Officers. Their training will include:
 - Legal and confidentiality concerns
 - Safety concerns
 - Applicable written standards, core values, and code of conduct
 - Other training specific to assignment
- B. Other Civilian Positions: The other civilian positions in the Police Department often deal with the public. Employees in these positions will be provided with training regarding the skills necessary to perform the technical aspects of a particular position, and customer service training.

13.8 CAREER DEVELOPMENT

PHILOSOPHY: The Lakewood Police Department encourages professional development with all of its employees with opportunities to attend training, participate in job shadowing, and, for sworn personnel, career development counseling from supervisors.

13.8.1 Career Development Training

Principle: Sworn Personnel

- A. Supervisors: Receive training in general counseling techniques, and in skills, knowledge, and abilities assessments. Supervisors also are familiar with available incentives, resources for training and education opportunities.
- B. Detectives and Police Officers: Receive appropriate training to assist in their career development.

13.8.2 Training of Promoted Personnel

Principle: Within one year of promotion, personnel promoted to new positions will be provided with training in order to fulfill new duties and responsibilities.

13.8.3 Career Development Program

Principle: The Lakewood Police Department will assist department employees in planning their career paths through the utilization of formal schooling opportunities and law enforcement related training courses to improve their skills, knowledge and abilities.

- A. Participation in the career development program is voluntary.
- B. The aim of career development is to highlight specific opportunities for individual growth at all levels and to improve overall job satisfaction and performance. The career development program furthers professional growth and capabilities of employees in both their present and future roles within the department.
- C. Objectives of the career development program include:
 - 1. Provide opportunity for all employees to develop their careers.
 - 2. Ensure that all employees complete mandated in-service training in a timely manner, preferably through utilization of training opportunities which will enhance career growth.
 - 3. Provide career developmental counseling and guidance to each employee in conjunction with the evaluation process.
 - 4. Provide employees who possess certifications or skills in particular areas (i.e. radar operation, instructor) with opportunities to renew their certification and/or increase their skills.
 - 5. Provide employees possessing specific skills or abilities opportunities to continue their personal growth and improve skills in that area.
 - 6. Utilize the services of other resources to enhance career development of employees including but not limited to:
 - a. Washington State Criminal Justice Training Center which provides basic, specialized and in-service training to commissioned personnel and also provides some administrative and management training to civilian personnel as well.
 - b. City of Lakewood Human Resources Department which provides employee counseling
 - c. Private/Public Institutions such as community colleges, universities, management/training seminars (such as Fred Pryor, Inc.) and WASPC (Washington Association of Sheriffs and Police Chiefs)

- d. In-house instruction offered by certified instructors in specialized areas of expertise.