



# SYKESVILLE POLICE DEPARTMENT

## Career Development Program

General Order 4-6

Effective: 07/28/17

Authorized By: *Michael A. Spaulding* Chief of Police

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### I. PURPOSE

To provide the procedures for career development practices and procedures for all Sykesville Police Department employees.

### II. POLICY

It is the policy of the Sykesville Police Department to provide employees with counseling and assistance in choosing, preparing, entering or progressing in job assignment or job specialty. The goal of this career counseling process is to provide opportunities for individual growth and development at all levels to promote productive, efficient, and effective job performance while improving the overall level of job satisfaction.

### III. PROCEDURES

#### A. Career Development Program

1. The Career Development Program fosters the improvement of personal skills, knowledge, and abilities (SKA) of all personnel in order to successfully meet Police Department goals. The program is voluntary and ensures all employees equal access to training and development opportunities relevant to their assignment and/or classification. The aim of career development is to highlight specific opportunities for individual growth at all levels and improve overall job satisfaction and performance. The Sykesville Police Department utilizes the Career Development Program to further the professional growth and capabilities of the employee's current and/or future job role.
2. The structure of the Career Development Program is based on career counseling and in-service training. Career counseling, involving the interaction of counselor/supervisor and employee, offers guidance that may assist an individual in choosing, preparing, entering, or progressing in a job assignment. Career counseling identifies three elements:
  - a. The skills, knowledge, and abilities of each individual relative to present and future assignments.
  - b. In-service training requirements
  - c. The extent to which training fulfills the employee's and agency's expectations.

3. Traditionally, in-service training has ensured a minimum level of proficiency in an assigned job, although such training has not been included as part of career development. The concept of in-service training presented within the framework of this directive embraces more than the traditional definition; i.e., providing an advanced level of instruction that enhances an employee's overall potential for upward mobility and/or job satisfaction. This concept of in-service training is appropriate for inclusion in the Police Department Career Development Program. There are two aspects of in-service training articulated in this program: proficiency and career specialty.
4. The proficiency aspect of in service training is designed to both maintain and enhance the skills, knowledge and ability needed to perform the duties and responsibilities of the assigned job. Career specialty in-service training has two purposes:
  - a. To stimulate personnel to improve the skills, knowledge and ability needed to perform job tasks required in specialized areas.
  - b. To compete for new areas of interest and specialization that may enhance the potential for upward mobility.
5. In order for the Sykesville Police Department to deal effectively with law enforcement problems in an increasingly complex and sophisticated society, there should be parallel increases in the level of education and training required for officers and civilian employees alike. Higher education, by itself, is not an absolute answer in achieving improvement in any law enforcement agency. However, employees who have received a broad general education have a better opportunity to gain a more thorough understanding of society, communicate more effectively with citizens, and engage in the exploration of new ideas and concepts.

B. Program Objectives

1. The Training Supervisor will formulate specific yearly objectives of the Career Development Program and will submit them as part of its yearly goals and objectives. These objectives will be stated in quantitative terms to facilitate program audits and evaluations and specify the potential number of personnel to utilize career development services and the total number of training hours provided, including technical assistance.

Objectives of the Career Development Program include:

- a. Supervisors will meet with their personnel annually and discuss career goals. This can be accomplished through the performance evaluation process outlined in General Order 4-9.
  - b. In-service training will be provided covering a wide range of topics.
  - c. All employees will be eligible for in-service training.
2. The Career Development Program shall not discriminate against personnel based upon race, color, religion, sex, national origin, age, marital status, ethnic heritage, or veteran status.

C. Program Review

1. The Training Supervisor will conduct a continuous review of the Career Development Program plan to provide management and personnel with up to date information regarding organizational requirements for achieving program goals.
2. Annual evaluation of all training per General Order 4-1 will be conducted each December. To coincide with this evaluation, the Career Development Program will be reviewed and revised as necessary by the Training Supervisor. A written summary of this review and any revision shall be submitted through the chain of command to the Chief of Police.

D. Program Administration

The Training Supervisor will administer the Career Development Program and have the authority to manage the program's operation and direction. Civilian members of the Police Department shall be provided training commensurate with the needs of their position.

#### IV. CANCELLATIONS

This General Order cancels and replaces the following policies:

General Order 33.8, entitled Career Development Practices and Procedures, dated December 10, 2001.