



SYKESVILLE POLICE DEPARTMENT

Career Counseling

General Order 4-7

Effective: 07/28/17

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

I. PURPOSE

To provide the procedures for career counseling and in-service training.

II. POLICY

Personnel of the Sykesville Police Department shall be provided encouragement and all reasonable assistance in the furtherance of their career goals. Advanced training and education, essential in the professionalization of the law enforcement field, is strongly recommended and supported.

III. PROCEDURES

A. Career Counseling

1. Career counseling is an important part of the Career Development Program. There are several tools, other than personal interview, that may be utilized in career counseling: an inventory of the skills, knowledge, and abilities (SKA) of the employee; an inventory of the SKA required for the position to which the employee is currently assigned or will be assigned; and an inventory of available resources. These counseling tools may be used to determine individual needs in the program and provide direction that will equate those needs to the needs of the Police Department.
2. In order to provide counseling services, supervisory personnel will be adequately trained to perform the following activities:
 - a. Assessment of the SKA of employees.
 - b. Assessment of the SKA required by the Police Department.
 - c. Preparation of a career planning schedule.
 - d. Utilization of the resource inventory.
 - e. Administration of the performance evaluation.
 - f. Provision of feedback and recommendation to the employee.
3. Each supervisor will determine if their subordinates have reached an effective level of job performance and assist the employee in obtaining

their goals. The supervisor will determine the training needs of the employee through an inventory of the employee's SKA and availability of resources.

B. Career Counseling Effectiveness Assessment

Performance evaluations as outlined in General Order 4-9 will be utilized by the Department to assess the effectiveness of the career counseling process. The evaluation, when utilized as a tool of career counseling, may determine whether the employee has reached an effective level of performance in career development. Moreover, the evaluation should be used to assess the employee's strengths and weaknesses and alert supervisory personnel to particular areas on which the counseling process should focus.

C. Proficiency In-Service Training

1. Proficiency in service training is a component of career development and is provided to keep Police Department personnel up to date on the duties and responsibilities of the job they are assigned.
2. In service training is available to all Police Department personnel as outlined in General Order 4-4.

D. Career Specialty In-Service Training

1. Career specialties, such as those outlined in General Order 4-4, will be provided with appropriate training opportunities that will enhance the skills, knowledge and abilities required for a particular specialty.
2. This training shall be provided prior to and/or as continued training while assuming the responsibilities of a special assignment, per General Order 4-4.

E. Management and Supervisory Training

1. Management and supervisory training are key elements in the Career Development Program, and are major factors in enhancing an employee's overall potential for upward mobility.
2. The department supervisory personnel will receive ongoing training in the following areas:
 - a. The expression and communication of objectives
 - b. Planning

- c. Measuring results
 - d. Decision making
 - e. Problem identification, prevention, and solution
- 3. The supervisory training areas include management information systems, fiscal management, and organizational behaviors.
 - 4. To accomplish this training, the Police Department will utilize in house training, regional training programs, and formal training as outlined in General Order 4-4.

F. Skill Development Upon Promotion

As personnel are promoted, the skills necessary to perform at a given level may change to require supervisory, management, and administrative skills and knowledge. The Sykesville Police Department will provide the necessary advanced training, either through in-service or outside training, for newly promoted personnel at the earliest possible date following their promotion.

G. Career Specialty and Proficiency Training Records

- 1. As outlined in General Order 4-1, the Training Supervisor will maintain training records on all Police Department employees. The records shall include employee name, course title, where and when attended, hours of instruction, final grade or score, and a copy of the certificate issued.
- 2. Upon completion of any in-service or outside training, personnel are required to submit to the Training Supervisor the information outlined above to keep their training records current.

H. Inventory of Resources

- 1. The Training Supervisor will maintain reference materials of schools, academies, colleges and universities as well as other sources of advanced and specialized training to aid personnel in the furtherance of their career goals and objectives.
- 2. The Training Supervisor and/or Chief of Police will publish a training calendar of prospective in-service training as training opportunities are identified.

I. Joint Review of Training Records

1. Annually, it will be the responsibility of supervisors to review individual training records with their personnel. This review shall be conducted in conjunction with the employee's annual evaluation and will evaluate the employee's progress toward achieving career goals and objectives and improving skills, knowledge and abilities.
2. Training recommendations should be made to the employees for the purpose of improving the employee's skills, knowledge and abilities.

J. Educational Leave

1. The Sykesville Police Department may grant leave to undertake academic or vocational instruction to personnel as part of their work assignment in order to acquire or further develop skills to qualify them for specialized assignments and advancement opportunities.
 - a. Paid leaves of absence will normally be approved if they involve attendance at a state or federal academy, workshops which are job related, seminars, or other types of training for which any tuition or expense would be paid from the Police Department training budget.
 - b. Personnel may be granted leave without pay in order to further their education at their own expense.
2. Requests for educational leave with pay are submitted as a training request through the chain of command.
3. Requests for educational leave without pay are submitted in a detailed report to the Chief.

K. Tuition Reimbursement

1. Per Town of Sykesville Personnel Manual, Section 9-4, based on the recommendation of a department head, the Mayor or the Town Manager may approve the enrollment of an employee in the course(s) which enhance their overall job performance and worth to the Town during non-working hours at a local institution of higher learning.

The Method of reimbursement is as follows:

For a grade of A – 100%

For a grade of B – 75%

For a grade of C – 50%

A grade of D or below would not qualify for reimbursement.

2. For credit/noncredit or pass/fail courses, a grade of credit or pass receives 100% reimbursement and a grade of noncredit or fail does not qualify for reimbursement.
3. If tuition is reimbursed by the Town and the employee leaves the service of the Town within six months of reimbursement, the employee shall be required to return 50% of the reimbursement amount to the Town. Civilian members of the Police Department shall be provided training commensurate with the needs of their position.
4. The maximum tuition reimbursement for an employee in any given fiscal year is \$3000. All reimbursement requests must be submitted within 30 days of class completion.

IV. CANCELLATIONS

This General Order cancels and replaces the following policies:

General Order 33.1, entitled Training – Organization and Administration, dated December 6, 2001.