

**NEW CANAAN POLICE DEPARTMENT**

**SUBJECT: CAREER DEVELOPMENT & HIGHER EDUCATION**

**GENERAL ORDER NUMBER: 90-10-86**

**FILE: TRNG 3**

23.1.1 - 23.4.3

**PERSONNEL STRUCTURE**

**I PURPOSE/POLICY**

It is the policy of the New Canaan Police Department to enhance the career development of all personnel. The goal of the career development program is to promote productive, efficient, and effective job performance, and to allow the employee specific opportunities for individual growth and improved job satisfaction.

The purpose of this general order is to provide the basic principles and guidelines for the implementation of a career development and career counseling program at the New Canaan Police Department.

**II RESPONSIBILITY**

It is the responsibility of all departmental personnel to adhere to this general order. It is the additional responsibility of supervisory and command staff to ensure compliance.

**III PROCEDURES (CAREER DEVELOPMENT)**

A It will be the policy of the New Canaan Police Department to provide a voluntary career development program to all personnel. The purpose of the career development program is to provide the individual officer with a degree of control over his career direction and foster the improvement of job-related skills, knowledge, and abilities. The program will also be designed to stimulate individual growth and job satisfaction.

1. The principal components of the career development program shall be Career Counseling and In-Service Training. It shall be the responsibility of the Department's Training Officer and supervisory personnel to counsel each employee offering career guidance. It will be the additional responsibility of the Training Officer to ensure that In-Service training needs relative to the career development program are met.
2. In-Service Training Programs will be available to all members of the department. In the career development program, the In-Service Training Programs will be designed to provide officers with advanced levels of instruction, to further the employee's professional growth and capabilities in his/her present or future position within the department.
3. It is also the intention of the New Canaan Police Department to strongly encourage all personnel to increase their educational level. Education alone will not give an officer all the skills needed to effectively perform his tasks. It will however provide an officer with a basic understanding of communication skills, dealing with the public, new ideas and concepts in law enforcement, and understanding society in general.

- B** The Training Officer shall formulate specific yearly objectives of the Career Development Program and will submit them as part of his/her yearly objectives. Although such objectives are subject to modification, the objectives of this program will include;
1. To have the training officer or supervisor meet, at least annually, with each employee and discuss career goals and training opportunities.
  2. To provide a varied program of In-Service Training.
  3. To ensure that all employees will be eligible to participate in the In-Service Training Program.
  4. To ensure that the Career Development Program does not discriminate.
- C** The Training Officer shall, on an annual basis, submit a written evaluation to the Chief of Police. The evaluation will include the accomplishments of, as well as any recommendations or revisions to the career development program.
- D** The Training Officer shall be responsible for the administration and maintenance of the career development program.
- E** Personnel who are assigned to conduct career development activities will receive orientation training in this area. The Training Officer shall insure that this orientation training is received and topics will include at a minimum:
1. General counseling techniques.
  2. Skills, knowledge and abilities assessment techniques.
  3. Salary, benefits and training opportunities within the department.
  4. Educational opportunities and incentive programs.
  5. Record-keeping techniques.
  6. Availability of outside resources.

#### **IV PROCEDURES (PROGRAM INVENTORIES)**

- A.** The Training Officer shall, on an annual basis, insure that a interest questionnaire survey is compiled or updated that details the skills, knowledge and abilities of each employee involved in the career development program. This procedure will be accomplished during the performance evaluation mandatory officer/supervisor conferences.
- B** The Training Officer will maintain an inventory of career specialties including the skills, knowledge, and abilities needed for each specialty. Such specialties may include, but not be limited to the following;
1. Crime Prevention Officer
  2. Investigations Officer
  3. Accident Investigator

4. Special Response Team
  - a. Tactical Unit
  - b. Negotiator Unit
  - c. Commander
5. Police Instructor (Firearms. PR-24, Self-defense etc.)
6. Special Projects Officer
7. Canine Officer
8. Command Staff
9. Training Officer
10. Youth Officer
11. Shift Supervisor
12. Intoxilyzer Operator
13. Computer Operator
14. Accreditation Officer

**V PROCEDURES (CAREER COUNSELING & IN-SERVICE TRAINING)**

- A** As career counseling is recognized as a component of the Career Development Program, each officer who chooses to become involved with said program, will meet with their designated rating supervisor for further career counseling after submitting his/her interest questionnaire during their performance evaluation process.
1. The counseling session will focus on individual officer's needs.
  2. Whenever possible, the Training Officer will take the counseled officer's suggestions and recommendations into consideration.
- B** Employee performance evaluations as described in general order 88-5-49, Performance Evaluation, will be utilized as an evaluation checklist by the Training Officer to determine if the career counseling process has been effective. In addition, these evaluations will be used to assess the employee's strengths and weaknesses and to alert the counselor to particular areas of performance on which to focus.
- C** Proficiency In-Service Training is an extension of career development which keeps the employee up to date on the duties, responsibilities, and on the tasks they are presently performing. Further, this type of training enhances the employee's skills beyond the minimum level and increases potential for upward mobility. In-Service Training is available to all members of the department as described in general order 87-8-43, Training.

- D** The department will identify and provide appropriate in-service training opportunities for all positions classified as "specialist" The nature and scope of such training will be determined by the skills, knowledge and abilities required by each specialty.
1. This training shall be provided prior to assignment or as continued training while performing the assignment.
- E** Management and Supervisory Training is of great importance in the Career Development Program, and a major factor in enhancing an officer's overall potential for upward mobility.
1. Command staff and supervisory personnel may receive training in, but shall not be limited to the following topical areas;
    - a. The expression and communication of objectives
    - b. Planning
    - c. Measuring results
    - d. Decision making
    - e. Problem identification prevention and solution
    - f. Management information systems
    - g. Fiscal Management
    - h. Organizational behavior
  2. Instruction will be accomplished through in-house training, regional training programs and formal training programs in accordance with general order 87-8-43, Training.
- F** The department will provide the appropriate supervisory training to each officer prior to or at the earliest possible date after the promotion.
- G** The Training Unit will be responsible for maintaining written records of proficiency and career specialty in-service training for all personnel. These records will include at a minimum:
1. Title of Course
  2. Date of Completion
  3. Grade (if applicable)
  4. Review Training Credit allowed (if applicable)
  5. A copy of any certificate or diploma issued.
- H** The Training Officer shall maintain reference materials of schools, academies, colleges, universities and other sources where officers may receive advanced education or specialized training outside the department in furtherance of career goals and objectives.

- I** The Training Officer shall, on an annual basis, conduct an interview with each officer to review their in-service training record and determine whether adequate proficiency levels have been obtained.
- J** Employees will be eligible for job rotations and temporary position assignments as they become available.
1. The purpose of these assignments are:
    - a. Allowing employees to gain the experience needed to perform a certain task or assume a position within the department.
    - b. Provide for the individual growth and personal satisfaction of the officer.
  2. When a temporary assignment/job rotation opportunity becomes available the procedure for an officer to apply to be considered for the position will be:
    - a. The applying officer must have a minimum 2 years of experience with the department.
    - b. The request for consideration must be submitted in writing to the Chief of Police or designee. In the request, the submitting officer must document his skills, knowledge, and abilities as they relate to the temporary assignment or job rotation. Past career interest surveys and performance evaluations may be submitted as part of the required documentation.
    - c. The Chief of Police or designee will have ultimate authority in selecting the officer to fill the assignment. The Chief of Police will have the discretion to formulate all factors affecting the assignment, keeping the needs of the department in mind.
- K** Educational leave may be granted with or without pay for credit and non-credit courses or training that is job related. This leave would afford the employee the opportunity to acquire and develop further skills to qualify them for specialized assignments and advancement opportunity.
1. Types of educational leave include;
    - a. Paid Leave of absence - May be approved if the absence involves attendance at a state, local, or federal academy, or at seminars, workshops, or meetings which are job related. (Re: Town Code #44-38B). Any tuition or fees incurred would be paid by the police department.
  2. Requests for educational leave with pay shall be submitted as a training request through the chain of command by using the Request/Recommendation For Training Form.
- L** The Police Department will authorize tuition reimbursement for those officers successfully completing approved academic courses of study. The guidelines for such tuition reimbursement programs are as determined in the current collective bargaining agreement.

- M** The Chief of Police or his designee may grant officers "swapping shifts" for extended periods of time to facilitate academic study. Such requests must be submitted to the Chief of Police in writing at least thirty (30) days prior to the date of the change. Unless extenuating circumstances exist, such substitutions shall not impose an additional expense to the town.

**VI PROCEDURES (HIGHER EDUCATION)**

- A** All personnel who attend and successfully complete credit requirements at an accredited college or university shall be eligible for the educational incentive pay program as outlined in the current bargaining agreement.
- B** The Department strongly encourages all sworn personnel to seek higher education and to achieve at a minimum, a Bachelors Degree from an accredited college or university.

**VII DISTRIBUTION**

This general order will be reproduced and a copy given to all personnel directly involved. It will be placed in locations throughout the department so that it is easily accessible to all personnel. The contents of this general order will be reviewed with all personnel by their supervisors.

**VIII EFFECTIVE DATE**

This general order approved by the Police Commission on October 17, 1990 and is effective November 1, 1990.

Per Order,

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Edward J. Nadriczny  
Chief of Police