

CITY OF LYONS POLICE DEPARTMENT

POLICE OPERATIONS MANUAL

CHAPTER: 4 - Training

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I. PURPOSE

- A. To meet State and departmental training requirements.
- B. To establish and maintain access to a comprehensive training program at the Department level which will complement available state level training.
- C. To efficiently and effectively accomplish departmental tasks through better trained, more professional personnel.
- D. To provide training which is consistent with law enforcement responsibilities and requirements.
- E. To provide remedial training when applicable.

II. RULES AND REGULATIONS

A. Training Support

Support shall be made available to implement the training program. At a minimum this shall include support for:

- 1. Training aids and resource materials;
- 2. Approved training related expenses;
- 3. Adequate manpower to allow time off for training.

B. Training Officer

The training function of the Department shall be coordinated through the Training Officer. The Training Officer shall have the responsibility and authority to carry out approved training functions. Activities assigned to this position include:

- 1. Assessing training needs;
- 2. Implementing/coordinating training programs;
- 3. Developing and testing new training formats;
- 4. Investigating and analyzing programs for budgetary information;
- 5. Scheduling training and notifying staff;
- 6. Conducting program evaluation/validation;
- 7. Maintaining training records.

8. Performs other related duties as assigned.

C. Validation of Training

Validation of departmental training programs shall be completed prior to allowing or mandating attendance of employees. Validity is typically established by meeting the following criteria:

1. The training programs shall be based on job related criteria which are established through task analysis.
2. The content of training programs shall be clearly stated in written lesson plan format.
3. The student's ability to comprehend and learn shall be established through testing which relies on the measurement of quantifiable performance objectives.
4. The instructor shall be qualified in terms of detailed subject knowledge and experience, as well as the ability to effectively deliver information.
5. An evaluation of the relationship of training effectiveness to job performance shall be conducted through follow-up procedures.

D. Training Program Evaluation

Evaluation of the overall Department Training Program shall be conducted on an annual basis at a minimum. The evaluation process should provide management with an opportunity to ensure that the program meets the needs of the agency and provides the basis for planning future training programs.

E. Professional Development

Professional development is encouraged at all levels of the organization. Certification at those levels beyond basic certification are mandated through the promotion system. Administrators, managers, and supervisors shall attend professional meetings, seminars and similar work-related activities. This will enable them to stay abreast of current management techniques, trends and litigation which impacts departmental operations.

Officers are encouraged to pursue their formal education.

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STANDARD OPERATING PROCEDURE

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S.O.P. 4-1 TYPE OF TRAINING

I. INTRODUCTION

The Department has an obligation to provide a professional standard of law enforcement service to the community. In fulfilling that responsibility, it is essential that department personnel receive the highest degree of training possible consistent with their job requirements, their personal ambitions, and the needs of the department. This is true not only at the entry level where officers must receive basic training prior to their assumption of police responsibilities, but throughout their careers. Training serves three broad purposes. First, well trained officers are generally better prepared to act decisively and correctly in a broad spectrum of situations. Secondly, training results in greater productivity and effectiveness. Thirdly, it fosters cooperation and unity of purpose.

II. TRAINING - GENERAL

The Training Officer shall be responsible for:

- A. Keeping apprized of and scheduling training within the requirements for law enforcement personnel as set forth by POST, applicable law, and department policy;
- B. Using national, state, and local resources in developing and providing staff training;
- C. Developing and maintaining an in-service, in-house training program to address specific needs of the agency and to ensure those skills requiring qualification and re-qualification are kept current;
- D. Ensuring that training records stay current, complete and accurate;
- E. Providing a general orientation to all new sworn personnel prior to duty assignment;
- F. Selecting appropriate personnel for instructor certification training.
- G. Performs other related duties as assigned.

III. ORIENTATION TRAINING

- A. Orientation training shall provide new employees knowledge and understanding of the following:
 - I. Their job description;

2. Organizational structure and chain of command;
 3. Operational policies and procedures of the agency;
 4. Layout and organization of their jurisdictional area;
 5. Legal basis and scope of authority.
- B. All new or part-time personnel will participate in a general orientation to familiarize them with the department prior to assuming duty requirements.
- C. During orientation each employee will be issued a copy of the departmental policy and procedure manual and will be responsible for keeping it current and in good condition.

This manual must be returned upon termination.

IV. FIELD/PREPARATORY TRAINING

The training provided to newly hired, promoted or transferred employees is a continuation of the selection process. During this time, efforts are made to identify employees possessing the ability to perform the job assignments. As part of this training, emphasis is placed on developing the knowledge, skills and abilities necessary to successfully conduct specific job assignments. This training should continue until the employee has satisfactorily demonstrated the ability to perform all routine aspects of the particular job or assignment. Field training shall be provided to employees prior to any assignment.

V. FIELD TRAINING OFFICER PROGRAM

- A. The department shall maintain a Field Training Officer Program. The program shall include a formal selection and training process for Field Training Officers.
- B. The Field Training Officer Program shall come under review of the Department's Training Officer to ensure consistency and quality.
- C. The Training Officer shall be responsible for the administration of the program and will make recommendations in regards to training, forms, retention/termination, etc. to the Division Supervisor.

VI. FIELD/RECRUIT TRAINING

- A. The acceptable time for participation in a FTO program by a new recruit is one hundred eighty days. During this time the recruit should be rotated to a new field training Officer every 28 days.

- B. Using the training checklist developed by the Department, recruits shall be evaluated on a weekly basis. A completed copy of the checklist shall be forwarded to the Department Training Officer and appropriate Shift Supervisor on a weekly basis.

VII. PREPARATORY TRAINING

- A. The selection of employees for specialized tasks is normally based on demonstrated abilities in field assignments.
- B. Within thirty (30) days of assignment, personnel transferred into a specialized unit or promoted shall undergo a period of structured on-the-job training.
- C. Other required training including in-service training shall be scheduled as soon as possible, in no case later than 18 months after promotion or re-assignment.

VIII. BASIC TRAINING

The Basic Training Course as prescribed by POST to satisfy the minimum mandatory requirements of the P.O.S.T. Act OCGA 35-8-1 shall be provided to all applicable employees prior to their exercise of law enforcement powers. Prior to successful completion of the basic training course, no recruit shall serve the public in the capacity of police officer.

Note: see *Holstein v. State*, 183 Ga.App. 610 (June 15, 1987)

IX. ON THE JOB TRAINING

An officer's training continues after completion of the minimum mandatory training requirements in the form of roll call, field training and supervisors' training. It is the responsibility of all officers to share with each other the skills and knowledge necessary to perform the job at hand. Supervisory and commanding officers of all ranks have the responsibility to train subordinates to perform assigned tasks, and to familiarize them with their job as well. This is necessary to ensure that employees are prepared to assume additional responsibilities when the need arises.

X. ROLL-CALL TRAINING

The Training Officer shall establish and develop a roll call training program for the Department. The main goal of this training is to keep officers apprized of changes in the law, policy, procedure and other departmental matters.

The Training Officer shall prepare for dissemination a "Roll Call Training Bulletin" at least monthly. The bulletin shall be read a minimum of two times by the Shift Supervisors. Roll call training will be conducted as ordered.

Roll Call Training shall be conducted by supervisory officers assigned to the shift. Supervisors shall ensure that all personnel receive training, and that personnel absent from roll call sessions receive the same instructions at a later date. Supervisory officers shall provide feedback to the Training Officer concerning the effectiveness and informational value of the Bulletin.

XI. IN-SERVICE TRAINING

All sworn personnel will be required to demonstrate proficiency in the use of departmentally authorized weapons. This proficiency will be documented at scheduled departmental in-service training. Any personnel not completing the required training will have their authority to carry such item suspended/revoked.

In-service training shall provide employees with continuous and on-going instruction designed to enhance, refresh and update job related knowledge, skills and abilities. A minimum of twenty (20) hours of in-service training is required of all sworn personnel each year (defined as within a twelve month calendar year period of employment). However the Department's goal is to provide each officer with at least one hundred (40) hours of in-service/advanced training each year.

Personnel will be compensated for participation in approved in-service training scheduled during off-duty hours. Personnel will be tested in all areas of in-service training received.

If a sworn employee does not receive the mandatory (20) hours of in-service training in a given calendar year he/she will be removed from a position where enforcement duties are required and placed in a non-enforcement position until such time as proper documentation is provided from POST that a waiver has been obtained or such time appropriate disciplinary action can be taken.

XII. ADVANCED/SPECIALIZED TRAINING

All employees at all levels of the organization may apply for advanced/specialized training using the departmental Training Request Form. Requests shall be submitted through the chain of command for approval. If a request is denied, an explanation shall be provided to the requesting officer.

Personnel completing advanced/specialized training may be reassigned to meet departmental needs as specified by the Chief. Application of and participation in advanced/specialized training may be voluntary or may be required; however, certain specialized assignments require specialized training for the performance of assigned duties.

Personnel unwilling to attend such training shall be denied reassignment. Personnel failing to attend scheduled mandated training may be disciplined.

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S.O.P. 4-2 TRAINING ATTENDANCE

I. INTRODUCTION

Frequently changing laws and community profiles create a need for constant updating. Recent court action has served to emphasize this and reinforce the need for training of law enforcement personnel. When the failure to train reflects a "deliberate" or "conscious" choice by the law enforcement agency or the local government, the basic requirement for liability under Title 42 Section 1983 has been established.

NOTE: For reference see City of Canton, Ohio v. Harris 57 U.S.L.W. 4270. (February 28, 1989).

Mere access to training alone is insufficient; training must be utilized. No training program can be successful without the support of the department and the participation of its employees. In order to ensure the participation of departmental employees, the following procedures shall be followed.

II. SCHEDULING OF TRAINING

Scheduling and notification of training shall be handled on a regular and predictable basis which allows instructors and students to plan and prepare properly.

III. NOTIFICATION PROCEDURE

- A. Notification of classes shall be in writing and shall be forwarded in the following manner:
 - 1. All notifications shall originate from the Training Officer.
 - 2. The original is to be forwarded to the Division Manager/Supervisor and a copy to the Shift Supervisor.
- B. In the event an employee cannot attend a course, the following procedure shall be followed:
 - 1. The employee shall submit a memorandum through the chain of command to the Training Officer advising the reasons for his/her absence. The memo shall contain the Division Manager/Supervisor (or designee's) signature, either approving or disapproving the absence.

2. The Training Officer shall compile a list of those officers who have failed to attend or missed an excessive number of training hours and forward this list to the Division Manager/Supervisor.
3. The Training Officer shall contact both the employee and their supervisor to arrange a make-up class.
4. In the event an employee fails to attend training and alternative arrangements are not made, a memo indicating the officer's failure to attend required training shall be forwarded to:
 - the Chief of Police;
 - the Division Manager/Supervisor;
 - the employee's immediate supervisor;
 - the employee;
 - the training files;
 - the personnel files;
5. Employees who fail to attend training and who fail to provide a reasonable excuse may be subject to disciplinary action and may lose the opportunity for future training in excess of that required by the P.O.S.T. Act. Employees who intentionally fail a course will be required to repeat the course before any other courses may be taken and disciplinary action may be imposed.

IV. STUDENT REIMBURSEMENT

Students will be reimbursed for approved out-of-pocket expenses associated with training and travel in accordance with the city's policy.

V. DOCUMENTATION OF PARTICIPATION

Upon completion of a class (outside the department) the trainee shall provide a copy of any certificate received to the Training Officer. The Training Officer shall be responsible for:

- A. Placing documentation of training successfully completed in each employee's file;
- B. Notifying the employee's Division Manager/Supervisor, in writing, if the employee did not successfully complete the training;
- C. Placing a letter in the employee's file in the event an employee fails to successfully complete a training course. This letter shall remain in file until such time the course is successfully completed;

- D. The Division Manager/Supervisor and the Training Officer shall jointly design a remedial training program to assist the employee in gaining the necessary information.

NOTE: Remedial training is personalized training designed to correct a specific deficiency which is usually identified either by testing or other evaluation during training or by a supervisor evaluating an employee during routine job performance.

VI. TRAINING RECORDS

- A. Comprehensive training records shall be maintained which document:

- Scheduling and notification;
- Attendance;
- Job relatedness;
- Course content and performance objectives;
- Test scores (include copy of test instrument);
- Instructor roster/qualifications;

The Training Officer shall maintain these records for all department initiated classes. The Training Officer shall also verify the same information is maintained by all training institutions where employees attend. In the event this information is not maintained, the Training Officer shall initiate necessary steps to obtain it.

- B. Training records shall be released only to departmental personnel with a legitimate need to know, the Georgia Peace Officers' Training Council, the employee, and law enforcement agencies conducting pre-employment investigations. Any other release shall be with subpoena or a signed release form. Upon release to anyone outside the agency, a memo shall be sent the employee notifying him of this action.

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S.O.P. 4-3 NEW HIRE TRAINING

I. INTRODUCTION

The Department has an obligation to provide a structured training program to all newly hired sworn officers. In meeting that responsibility, it is essential that a formal, structured program be implemented for all new hires regardless of previous experience in law enforcement. The training program meets three goals. First to validate previous training if any, or mandate training. Second, to train officers in the policies and procedures of the department. Third to closely evaluate the officer as to their suitability for continued service with the City of Lyons. In order to give all newly hired officers an overall view of the department and the various functions of each division, each officer shall rotate through all of the divisions. At no time shall an officer who has not been certified by the Georgia Peace Officers Standards and Training Council (POST) and/or who has not been qualified with the department issued weapon be allowed to carry a weapon or be put into a position where he/she may have to make an arrest. No one who is a non-certified officer will be issued a citation book until approved by the Field Training Officer.

II. PREVIOUSLY CERTIFIED OFFICERS

Newly hired officers who have previously attained certification through POST shall adhere to the below listed training schedule. An F.T.O Daily Observation report shall be filled out by the person in charge of the trainee during each phase of training for weeks five through sixteen.

Week One: Administrative Services Division

Week Two: Criminal Investigations Division

Week Three: Evidence/Property Officer

Week Four: Departmental Communications Center

Weeks Five - Eight: Assigned to Team A Field Training Officer

Weeks Nine – Twelve: Assigned to Team B Field Training Officer

Weeks Thirteen - Sixteen: Assigned to Team C Field Training Officer

Weeks Seventeen – Fifty One: Assigned to Shift under close supervision of Shift Supervisor

III. UNCERTIFIED OFFICERS

Newly hired officers who are uncertified at the time of hire shall adhere to the below listed schedule. An employee performance report shall be filled out by the person in charge of the division for each step.

Phase I (Prior to Mandate Training)

Week One: Administrative Services Division

Week Two: Criminal Investigations Division

Week Three: Evidence/Property Officer

Week Four: Departmental Communications Center

Phase II (Upon Successful Completion of Mandate Training)

If the above schedule is not completed prior to mandate training the schedule will be continued here.

Weeks Five - Eight: Assigned to Team A Field Training Officer

Weeks Nine – Twelve: Assigned to Team B Field Training Officer

Weeks Thirteen - Sixteen: Assigned to Team C Field Training Officer

Weeks Seventeen – Fifty One: Assigned to Shift under close supervision of Shift Supervisor

IV. REMEDIAL TRAINING

At any time during the first year of employment it is determined that an officer is not performing up to expected standards of the department, that officer may be placed back with a field training officer for further evaluation.

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S.O.P. 4-4 FIELD TRAINING OFFICER

I. INTRODUCTION

The position of Field Training Officer (FTO) is hereby established in the Uniform Patrol Division. The purpose of the FTO is to train all newly hired sworn officers in their duties at the Lyons Police Department.

II. RULES AND REGULATIONS

- A. To be appointed a Field Training Officer, an employee must be a sworn officer, be certified by POST as an FTO, and be appointed by the Chief of Police upon recommendation of the Manager/Supervisor of the Uniform Patrol Division.
- B. The FTO will have the sole responsibility under the direction of the Manager/Supervisor of the Uniform Patrol Division for the training of all newly hired sworn officers. The trainee assigned to the FTO will not be utilized for other purposes or duties without the approval of the Manager/Supervisor of the Uniform Patrol Division and the FTO.
- C. FTOs will rotate trainees as provided in S.O.P. 4-3 until the trainee is qualified or as scheduled. The decision to qualify a trainee for full duty must be recommended by the FTO with approval by the Manager/Supervisor of the Uniform Patrol Division.
- D. In order to provide the widest exposure to all possible situations and to provide maximum training opportunities, FTOs when assigned a trainee will be assigned a regular beat to cover and will only have every other weekend off if entitled to weekend off days due to seniority.
- E. FTOs performance will be evaluated by the Shift Supervisors. If in the opinion of the Shift Supervisors an FTO is not conducting his/her duties properly and upon the written recommendation of the Manager/Supervisor of the Uniform Patrol Division, an FTO may be relieved of his/her training responsibilities.
- F. In the event the number of trainees exceeds the number of FTOs, trainees will be assigned to shift supervisors in the following manner:
 - 1. Shift Corporals in ascending order of seniority.
 - 2. Shift Sergeants in ascending order of seniority.
 - 3. Shift Lieutenant.
 - 4. Shift Patrol Officers in descending order of seniority.

- G. The F.T.O. Manual published by the Department shall be used to operate the F.T.O. program within the department

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S.O.P. 4 – 5 REMEDIAL TRAINING

I. INTRODUCTION

- A. All supervisory personnel should recognize and utilize the effectiveness of Remedial Training in the disciplinary process. The need for Remedial Training is best reflected in the performance evaluation system. All Remedial Training should be completed within the six (6) month period of performance evaluation. The criteria which should be utilized to determine the need for Remedial Training should be as follows:
1. The officer displays a lack of knowledge in a specific area of required police activity.
 2. The officer displays a lack of skill in a specific area of required police activity.
 3. The officer displays a lack of ability in a specific area of required police activity.
 4. The officer displays a high level of interest in a particular area of required police activity; but lacks the basic knowledge necessary for improvements in that area.
- B. Each and every sworn and certified officer of the Lyons Police Department is required to qualify in certain critical skills, such as the proper use of their service pistol and the safe operation of their emergency vehicle. Other frequently utilized skills are report writing, interpersonal communication, resolving of conflicts and decision making. Whenever the officer displays that he/she is lacking any of the above skills then it is imperative that corrective action be taken. Such corrective action should involve remedial training.

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S.O.P. 4 – 6 TRAINING GOALS

- I. PURPOSE** - to set overall training goals for members of the department.
- A. The following training is A PRIMARY GOAL for all sworn officers of the Department:
- Basic Mandate Training (unless registered)
 - Post Pursuit Tactics
 - Accident Investigation
 - Radar Operation
 - Intoximeter
 - Emergency Vehicle Operations Course
 - Hazardous Materials
 - A. S. P. Expandable Baton
 - Interpersonal Relations
 - Report Writing
 - Officer Survival
 - Crisis Intervention
 - Family Violence
 - First Aid/CPR
- B. The following training is A PRIMARY GOAL for all clerical employees of the Department:
- Interpersonal Relations
 - GCIC Terminal Operator
- C. The following training is A PRIMARY GOAL for all investigative personnel:
- Affidavits & Search Warrants
 - Criminal Investigations
 - Criminal Procedures
 - Interviews and Interrogations
 - Basic Computers for Investigators
 - Internal Affairs Investigations
 - Fingerprinting
 - Photography
 - Crime Scene Processing

- D. The following is A SECONDARY GOAL for all sworn officers of the department: any course leading to advanced certification levels or any course directly related to the Department's operations and any advanced formal education leading to a degree. Secondary Goal Courses may become the primary goal courses for specific assignments such as School Resource Officer, D.A.R.E. Officer, G.R.E.A.T. Officer, TRU Assignments, or other specifically designated assignments. The following specialized training can be considered as a Secondary Goal or a Primary Goal if the assignment dictates:

Hostage Negotiations (minimum of five officers trained)
Special Weapons and Tactics (minimum of ten officers trained)
Advanced Traffic Accident Investigation
Traffic Accident Reconstruction
Instructor Training
Firearms Instructor Training
EVOC Instructor Training
FBI National Academy
Supervision I, II, III
Management I, II, III
Executive I, II, III
Drug Abuse Resistance Education Training
Gang Resistance Education and Training
School Resource Officer
Command College