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|  | <b>Policy &amp; Procedures</b>                               |  |  |                                      | <b>No. 4.04</b>                  |  |
|                                                                                   | Subject:<br><b>Training, Organization and Administration</b> |  |  |                                      |                                  |  |
|                                                                                   | Issuing Authority:<br><b>Chief of Police</b>                 |  |  | Effective Date:<br><b>10/28/2013</b> | Review Date:<br><b>9/23/2023</b> |  |
|                                                                                   |                                                              |  |  |                                      | References:                      |  |
| <b>Review</b>                                                                     |                                                              |  |  |                                      |                                  |  |
| Revision                                                                          | 12/12/2016                                                   |  |  |                                      |                                  |  |
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| Dates:                                                                            | 2/3/2020                                                     |  |  |                                      |                                  |  |
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**CALEA Standards:**

33.1.1, 33.1.2, 33.1.3, 33.1.4, 33.1.7, 33.2.1, 33.3.1, 33.3.2, 33.4.1, 33.4.2, 33.5.1, 33.5.3, 33.6.2, 33.7.1, 33.7.2, 33.8.2 1.3.12, 72.1.1 1.1.11 1.1.12 1.1.13

**Action Items:** 05 TRN-01, 20 TRN-02

## Training, Organization, and Administration

### Purpose

Training has often been cited as one of the most important responsibilities in any law enforcement agency. Training serves three broad purposes. First, well trained officers are generally better prepared to act decisively and correctly in a broad spectrum of situations, second, training results in greater productivity and effectiveness. Third, training fosters cooperation and unity of purpose. More over agencies are now being held legally accountable for the actions of their personnel and for failing to provide initial or remedial training.

Training programs shall ensure that the needs of the agency are addressed and that there is accountability for all training provided. In particular, training shall be consistent with the Canton Police Department's goals and objectives.

### Policy

The following criteria and procedures shall be followed in the organization and administration of the Canton Police Department's training function.

# Training Unit

## Goals

Since the department recognizes the importance of training in maintaining an effective and professional department it will thus offer, and make available when resources allow, training in all areas of policing that will contribute to the increased effectiveness and efficiency of the personnel and the dept. This will apply to both sworn and non-sworn employees. **33.1.2 (4)**

The department also recognizes its obligation to keep officers informed of changes in statutory law (State and Federal); the court system; other applicable areas of the criminal justice system; current threats and trends; and the policies, procedures, rules, regulations, and orders of this department.

This information shall be disseminated through in-service training, specialized and advanced training, roll call training, mandatory training, remedial training, the field training officers' program, and the established Written Directives System in Department Policy.

The goals of the training function and the department are to provide, or make available, the best possible training programs to all officers within the department. This is to be accomplished through the mandatory training sessions, specialized training programs or sessions conducted by this department, the Municipal Police Training Committee (MPTC) or other approved outside agencies, and with a continuous program of roll call training.

The department will actively encourage training that is provided by other criminal justice agencies, and training provided by the department to personnel of other criminal justice agencies. This interagency training will increase effectiveness, improve coordination, and promote better understanding among criminal justice agencies.

The specific goals of the program are:

- To enhance and develop the skills needed by officers to grow as professionals;
- To improve police and community relations;
- Assist the department in more efficient and effective accomplishment of overall objectives;
- To meet all state and department mandated training requirements;
- To provide career development opportunities to all officers.

By fulfilling these goals, the department will be able to assist all officers in their career development efforts by providing training that will enhance an officer's abilities and proficiency in all critical areas of police work. The department will also benefit from a well-trained police force.

**Training  
Function**  
[33.1.1 b, e]

The Training Coordinator and individual training officers will be appointed by the Chief of Police.

Overall responsibility, administration and coordination for the training function of the department lie with the Training Coordinator, under the direction of the Chief of Police.

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**Responsibilities  
of the Training  
Coordinator**  
[33.1.1 d]  
[33.3.1]

The Training Coordinator shall be charged with planning and developing all in-house training programs and overseeing all statutory mandated training, training of new officers, and training to commensurate a new position or function. The responsibilities shall include the following:

- Implementing and modifying training programs, as needed or required;
- Coordinating training with current department goals and objectives;
- Coordinating with the scheduling officer to assign officers to the mandatory training sessions, and notifying all officers of the schedules;
- Obtaining and scheduling qualified instructors for all mandatory training sessions;
- Monitoring attendance for all mandatory and authorized training courses and sessions;
- Keeping officers informed of private facilities available to them for training purposes;
- Review and forward with recommendations for approval or disapproval all applications for training;
- Review training surveys, evaluations, or critiques to obtain an overview of the effectiveness of the various training programs provided by outside agencies, and select instructors for in-house training sessions;
- Maintain records of all training programs and sessions attended by all employees and provide documentation (ex. certificate of completion, course description/dates attended, etc.) for inclusion in individual employees' personnel files; **33.3.1**

**Responsibilities  
of the Training  
Coordinator**  
(continued)

- Post for officer's review and consumption all training aids or bulletins;
  - Coordinate with division supervisors to determine the training needs of their respective divisions and that of individual officers;
  - Coordinate with division supervisor for the evaluation and development of department personnel as potential instructors and assistants;
  - Coordinate with Sergeants to oversee and monitor the evaluation of probationary officers and provide specific training, if needed, in order to effect improvements in performance. This function will be achieved by the proper implementation of the Canton Police Department's Recruit Officer Field Training Program.
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**Training  
Committee  
[33.1.1 a-c]**

A formal training committee, which reports to the Chief of Police and is chaired by the Training Coordinator, shall meet annually. This committee will be responsible for reviewing and evaluating all in-house training programs to ensure that they complement personnel and operational needs, legal requirements, and agency policies. It will also make recommendations concerning new areas of training and will assist in developing and modifying programs to fit those needs. The committee shall be under the authority of the Chief of Police.

At present the Training Committee shall consist of the following personnel:

Chief of Police  
Deputy Chief  
Detective Bureau Supervisor  
Family Services Unit Supervisor  
Training Coordinator  
Principle Field Training Officer

The Chief of Police shall have final authority for the selection and replacement of committee members.

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**Training  
Program  
Criteria  
[33.2.1]**

Recognizing that the department is made up of individuals, and that individuals have differing training needs, the Training Coordinator shall conduct a training needs assessment at least annually.

These needs shall encompass both remedial needs (if an employee fails any administered test) and the potential benefit of specialized and advanced training (other than weapons qualification). An employee will be sent to additional training (remedial or specialized/advanced) at the recommendation of the Training Coordinator and at the Chief's discretion. This training shall be documented by the officer conducting the training. **33.3.2**

Division Supervisors will be asked to assess their respective units for overall needs. This should include present and future training. Each Supervisor should also include training suggestions for other departmental units that would have a positive effect on the ability of his/her division to perform its function.

When the assessment forms have been completed, the Training Coordinator shall compile the information and prepare a report that will be forwarded to each Division Supervisor and the Chief of Police. This information shall then be used when decisions are made for the scheduling of individual officers.

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| <b>Resources</b> | <p>The Training Committee members shall provide to the Training Coordinator the following resources from their respective divisions/assignments:</p> <p>Inspection reports;<br/> Staff reports and/or meetings;<br/> Consultation with field personnel and field observations;<br/> Training committee reports;<br/> Training evaluations;<br/> Participation and approval by the agency's chief executive officer; and<br/> Internal affairs investigative reports.</p> |
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## Mandated Training

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| <b>Introduction</b> | <p>Certain areas of police work require continuous training so that an officer may achieve and maintain a high level of proficiency. The department will conduct or provide mandatory training in each of these areas and administer written and/or practical tests to ensure that all officers meet or exceed the minimum acceptable standards.</p> |
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The level of proficiency required to achieve minimum acceptable standards will be set by the Training Unit unless a statute or state mandate sets the required standards for that particular training program.

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|--------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Mandated Training</b>                         | <p>The following training is <b>MANDATORY</b> and will be attended by all Sworn Officers as noted. Remedial training will be offered in all areas of deficiency:</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| [33.5.1]<br>[33.1.1 (1)]<br>[33.2.1]<br>[72.1.1] | <ul style="list-style-type: none"> <li>• <b>Firearms Training:</b> All officers must attend firearms training each year. The training will include a qualification course which must be successfully completed with all weapons issued to the officer or utilized by the department. This course will also test the officer's tactical shooting skills. The department's Use of Force Policy will be reviewed at this time as well.</li> <li>• <b>First Aid Training:</b> First aid training will be held annually. All officers will be recertified every three (3) years.</li> <li>• <b>CPR and Defibrillator Training:</b> All officers will be trained and certified annually.</li> <li>• <b>In-Service Training:</b> All officers will be scheduled annually for, and must successfully complete, in-service training that meets the Municipal Police Training Committee's (MPTC) and POST's training requirements. Compliance will be made with the new in-service training requirements as developed by the MPTC and POST. This training must be fully documented. <b>TRN-01; Action Item 5</b></li> <li>• <b>Legal Updates:</b> All officers will receive new legal updates annually. This may be accomplished during roll calls when necessary.</li> </ul> |

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| <b>Entry Level Officers</b><br><b>[33.4.2]</b><br><b>[33.1.1 (1)]</b><br><b>[72.1.1]</b> | <p>All newly appointed student officers of the department, as mandated by M.G.L. c 41 § 96b, will attend a police training academy. The training academy will be one approved by the MPTC. <b>1.1.12</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>[33.3.1]</b><br><b>[1.1.11]</b>                                                       | <p>This will be done prior to the employee performing the duties of a police officer. The student officer must complete this training before being allowed to carry a weapon or to be in a position to make an arrest. The only exception to this is when the student officer is required to carry a weapon as part of a field training program.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|                                                                                          | <p>While attending the recruit training academy, all student officers from the department will be bound by the rules, regulations and procedures of the academy, as well as the regulations and procedures of the Canton Police Department.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>[33.4.1]</b><br><b>[72.1.1]</b>                                                       | <p>Upon completion of the academy, the officer will enter the field training evaluation program with designated field training officers. The Training Coordinator, in addition to the Field Training Officer, will review with each candidate the Canton Police Department's policies, procedures, rules and regulations. To document issuance and receipt of particular policies (such as Use of Force) in addition to instruction in that policy, each officer will sign a Policy &amp; Procedure Receipt Form. This will be completed before the officer is authorized to carry a lethal or less lethal weapon in addition to working a shift on his/her own.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <b>[1.1.13]</b><br><b>[1.1.12]</b>                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>Newly Appointed Civilian Personnel</b><br><b>[33.7.1]</b>                             | <p>All newly appointed civilian personnel will receive information regarding:</p> <p><b>33.7.1 (2A,B)</b> a. The agency's role, purpose, goals, policies, and procedures<br/> <b>33.7.1 (2C)</b> b. Working conditions and regulations (given in job description)<br/> <b>33.7.1 (2D,E)</b> c. Responsibilities and rights of employees<br/> d. Explanation of the Accreditation Process <b>33.5.3 A</b></p> <p>This information will be distributed in a variety of ways including the assistance of the Human Resources Department for the Town. Working conditions and regulations will be spelled out in the job description. <b>(2C)</b> The Deputy Chief will review the agency's role, purpose and goals with the employee.<b>(2A)</b> In addition, he/she will review the Department's Policies and Procedures <b>(2A)</b> (that pertain to them), Employees responsibilities and rights, <b>(D,E)</b> along with accreditation information with the new employee. A check list will be utilized to ensure all matters have been addressed.</p> <p>Prior to assuming job responsibility, all non-sworn employees of the department will receive on-the-job training for their new assignment. Annual retraining will be provided as needed. <b>33.7.2</b></p> |

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**Advanced/  
Supervisory  
Training**  
[33.8.2]  
[33.1.1 (1)]  
[72.1.1]

All newly appointed Supervisors will be sent to the “Command Training” class at the first available opportunity. Employees, both sworn and civilian, who are promoted or assuming specialized positions will receive training consistent with the new position or assignment.

All supervisors will receive refresher training in the various aspects of supervision and management during in-service training and other courses offered by outside agencies. All newly appointed supervisors will be required to attend refresher training in compliance with M.G.L. c 40 § 36c, as a condition of promotion. Supervisors are encouraged to attend seminars that are offered by the Command Training Institute as well as instructors courses offered by the MPTC.

Lieutenants and above may apply for training at the FBI National Academy through the chain of command to the Training Coordinator.

Applications for advanced training will be reviewed by the Training Coordinator and the Chief of Police and will take into consideration the following:

- Will the training aid in meeting the department’s goals and objectives?
- Will the training enhance the professional competency of the applicant?
- The position or assignment of the applicant.
- Mandatory training requirements.
- Availability of funds, if applicable.

Selection of personnel will be based upon the current or anticipated needs of the department, and will have a direct relationship with the applicant’s current or anticipated job assignment.

**College  
Education**

All employees are encouraged to further their education, and attain at least a Bachelor’s Degree, by attending a degree program at an accredited college or university.

# Training Attendance and Records

## **Training Attendance [33.1.1 (2,3)]**

All employees (sworn & civilian) who are unable to attend a mandatory training session for any legitimate reason must be excused by the Training Coordinator. Legitimate excuses shall consist of, but may not be limited to: scheduled vacation days whereby the officer shows that he/she will be away from the community; sickness; injury; investigations whereby an interruption would disrupt the process; scheduled court appearances; schools or seminars; and job-related meetings or programs which cannot be rescheduled around the training session.

Ample notice for the dates and times of scheduled training sessions will be given to all officers by the Training Coordinator absent extenuating circumstances. This will be done through roll call notices and special orders.

All employees required to attend training sessions will arrive on time and must stay until excused by the instructor. They will be considered to be on duty for the period of training, and will dress in business attire for all classroom instruction. Exceptions to this dress code will be made in those courses that involve the use of special equipment or hands on training. In these courses, officers will be expected to dress in a neat and professional manner bearing in mind their role as representatives of the department. They will also be attentive and courteous to the instructor, while avoiding creating any disruption during the class. Violation of this decorum will be considered a disciplinary matter and will be dealt with accordingly.

Attendance will be taken either by the Training Coordinator or his/her designee. Excused absences will have to be made up during the make-up sessions scheduled by the Training Coordinator. Unexcused absences will be considered as failing to report for duty and may be cause for disciplinary action, up to and including termination for repeated offenses.

Employees who attend training programs or courses outside of the department are expected to attend sessions as scheduled. When unable to do so for any legitimate reason they must obtain permission from the Training Coordinator.

## **Mandated Training (continued)**

For scheduling purposes, when an employee is assigned to training during the hours of his/her shift, the Training Coordinator will consult with the scheduling officer to make whatever arrangements are necessary to meet the needs of the department. In most instances, attendance at any outside training program will be considered to constitute that officer's daily work shift on that day, or during the period of the program.

Employees attending outside training programs are subject to all the rules, regulations, policies and procedures of that program and shall adhere to them as they would those of the department. Employees who fail to do so shall be subject to disciplinary action.

**Training  
Records**  
[33.3.1]  
[33.3.2]

Training records for all agency employees are maintained by the Training Coordinator. They are stored both in a computerized file and in the employee's personnel folder located in the Chief's office. Training records contain information that includes, but is not limited to:

Training dates;  
Training topics;  
Attendance records;  
Copies of certificates or other documentation to show completion of training programs; and  
Test scores.

Training records will be updated with necessary and relevant information by the Training Coordinator within thirty (30) days of completion of training programs. Once training is completed, the employee is to submit a copy of any record information (certificates, test scores, etc.) to the Training Coordinator.

The Training Coordinator will maintain informational files and copies of lesson plans on all training programs conducted by the department. These records will be maintained for three years. Training program files contain information that includes, but is not limited to: **33.3.2**

- Course content or lesson plans; **(a)**
- Names of employees attending the training; **(b)**
- Performance of individual attendees as measured by tests, if administered. **(c)**

**Training  
Related  
Expenses**  
[33.1.2 (1-5)]

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Employees may receive other reimbursements for training-related expenses.

Expenses must be authorized by the Chief of Police prior to final arrangements being made. First, a letter must be submitted to the Chief detailing reimbursable expenses. (2) Such reimbursements may include: mileage, meals, overnight accommodations and airfare, registration fees, books, and materials (1). There are no per diem limits (for meals, etc.) (4)

After training, an itemized expense report, including original receipts for expenses, must be submitted to the Chief of Police for processing and reimbursement according to the regulations of the town accounting office (3). Reimbursed expenses will be paid to the employee in a check separate from their weekly paycheck (5).

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**Classroom  
Space for  
Training**  
[33.1.3]

The training room located on the second floor of the police station will be made available for all in-house training functions. If audio/visual, or any other type of equipment is needed for the training exercise, the Training Coordinator will make the necessary arrangements when possible.

**Special  
Operations  
Training  
METRO L.E.C.  
[33.6.2]**

The Canton Police Department, as a member of METRO L.E.C., has allocated certain members of the department to specialized assignments within this group. These officers are required to attend all training courses, as required to maintain their skill level and proficiency within their respective functions, in accordance with the METRO L.E.C. training guidelines.

## **Training Courses Conducted by our Agency**

**Lesson Plans  
[33.1.3 ]**

The Canton Police Department requires lesson plans for all training conducted by our agency (with the exception of roll call training). For example, annual training on our Use of Force Policy. All agency lesson plans will include the following:

- a. A statement of performance and job-related objectives; **[a]**
- b. The content of the training and specification of the appropriate instructional techniques; **[b]**
- c. A process for approval of lesson plans; **[c]**and
- d. Identification of any tests used in the training process **[e]**

The established agency template lesson plan should be followed when developing a lesson plan (see attached). All lesson plans will be approved, with a signature or initialed (**d**), by a Superior Officer, preferably one who has experience in that particular training matter. Superior Officers have experience in reviewing lesson plans as they have been following the 'Lesson Plan Guidelines' recommended in Standard 1.3.11 for several years.

PowerPoint printouts are not lesson plans; they are training aids.

If outside instructors are used to conduct in-house training, lesson plans for the training will be maintained in the training files located in the Deputy Chief's office.