

## City of Johns Creek Police Department

<i>Subject:</i> Career and Professional Development	<i>Number:</i> 03-06
<i>Reference:</i> See also “Advanced/Specialized Training”	<i>Amends:</i>
<i>Effective:</i> 02/10 07/18	<i>Review Date:</i> Annually <i># of Pages:</i> 3

### **PURPOSE:**

The success of any law enforcement agency is dependent upon the capabilities of each individual employee and employee providing the services of the department and the enforcement of laws. The strength and confidence of those employees to perform their jobs is derived from the knowledge, education and information they possess, and the enhanced knowledge, continuing education and information the Department provides.

To ensure the department’s mission and goals are achieved and employees function at highest levels of expectations and accomplishment, a system that encourages and provides for the individual ambitions and needs of the employee, and matches that employee and his/her talents with Departmental needs must exist. Therefore, a professional and career development process is established.

### **POLICY: (03-06)**

A comprehensive program of career and professional development represents a practical and cost effective means of improvement of morale and productivity of every employee in the department. The ultimate goal of this program is to ensure the department hires and retains highly motivated employees who understand their role in the organization and appreciate the inherent limitations placed on advancement within the ranks of the organization

It is the responsibility of the Department to offer career enhancement through formal training, education through professional schools, and a sincere effort to show employees the Department cares about individual needs.

The Training Coordinator shall assist, along with the police command staff, in establishing the Department’s Career and Professional Development Program and shall endeavor to provide each employee with those career development courses that enhance their individual job performance and enable them to progress toward the accomplishment of the Department’s goals.

### **PROCEDURES:**

#### **Career and Professional Development (03-06-01)**

Though career counseling may be, and shall be, conducted by Supervisors, Commanders, Peer Counselors or any other qualified personnel designated by the Chief of Police, the prime motivator behind career and professional development shall be the Training Coordinator. He/she is in the position to best understand each employee’s status pertaining to training and education and should be capable of custom designing a career path for each employee. He/she shall constantly be alert to individual and/or departmental training needs and shall be continually aware of training and educational opportunities and availability.

considered include, but are not necessarily limited to:

- A. Specialized Training;
- B. Remedial Training;
- C. Academy In-service Training;
- D. Regional Training Institutions (SPI, FBI, Northwestern, etc.);
- E. Formal Education (Colleges and Universities);
- F. Intermediate and Advanced G.P.O.S.T.C. Certifications;
- G. Departmental Promotional Procedures;
- H. Departmental Awards; and
- I. Educational Assistance.

Everyone conducting career counseling shall be responsible for assisting employees in recognizing and defining, and/or redefining their individual professional and career goals during the course of their service with the Department. Supervisors will complete the approved agency career mapping/development form with employees, if applicable. Keeping in mind careers are developed on talent, merit and ability, not on appearance, friendship and luck.

### **Maintenance of the System (03-06-02)**

Maintenance recognizes employees may find their niche in an organization and may have no desire to move or advance from that position. If, after proper counseling, that status is confirmed, the Department should support the employee's decision if he/she is satisfied at that status and remains productive.

Support shall be provided through continuing education and training opportunities which enhance their abilities and promote job satisfaction within their chosen position. This may be accomplished through regular, periodic counseling, ideally conducted outside the scope of performance evaluations. The career mapping form should be reviewed periodically to ensure information and goals are still relative to the employee's position and career development. Additionally, support shall be provided through merit salary increases and other incentives or rewards for these career service employees.

In addition to an employee's departmental personnel file, individual training records shall be maintained by the Training Coordinator for all sworn and civilian employees. Included in both files shall be records of all in-service and/or in-house training, diplomas, certificates, comprehensive records from GPOSTC, military training records, and all records of formal education.

The appropriate forms for GPOSTC in-service training credit shall be submitted by the Training Coordinator and documentation of that submission shall be retained for departmental Training Division records.

### **Career Enhancement Procedures (03-06-03)**

The Department is committed to maximizing the effective potential of all its personnel including its veterans nearing retirement, or its members who may have, for whatever reason, become disillusioned with their career and may be becoming less and less productive. Therefore, it becomes a responsibility of the Department to assist these employees in the development of a clear focus regarding their present service and their contribution to the department, and/or what they may do after retirement or separation from its service.

All personnel employed by the Department contribute to its success. The Department must show veteran employees they are now, and will remain, vital and integral to its success through assisting younger, less experienced employees and employees in the development and honing of their skills. Ideally, this will provide them with the incentives to remain productive until they complete their service or career.

### **Career Counseling Requirements (03-06-04)**

For this program to be effective, personnel participating in career counseling should be experienced and/or knowledgeable in the various and available career law enforcement related fields, and shall remain aware of the needs and goals of the Department. He/she shall be experienced and/or knowledgeable in professional and career training and education development. The knowledge, skills and abilities should include general counseling techniques and techniques for assessing an employee's skills, knowledge and abilities. He/she should be aware of training and education opportunities, area and regional training resources, salary incentives, if applicable, and basic benefit packages of the Department. He/she should have exceptional record keeping skills and should be capable of tracking training accomplishments of personnel. He/she shall complete the required career mapping form and review the form and its plan of action with the employee. The career mapping form will be maintained on guardian tracking and will be updated as needed. This will ensure that each employee's chain of command is aware of their goals and career development activities. The original career mapping form will be maintained in the employee's training file. The training coordinator will periodically review the career mapping forms to ensure he/she is aware of the needed training or career development activities of each employee. This will assist the training coordinator in providing relative, direct and timely training opportunities to those will clear goals.

Training shall be provided to those selected personnel assigned to career counseling and professional development necessary in providing the level of professional assistance stated above.

### **Career Development Activities - Employee Responsibilities (03-06-05)**

Employees who have been selected for particular career paths based on certain qualifications, or have themselves selected a career path and have attended particular schools or job related training to meet those qualifications, or have simply decided to remain at a current status or position, shall be responsible for maintaining any licenses and certifications necessary for the retention of their job, classification or status.

All positions within the Department shall have certain established minimum qualifications, certifications, standards and continuing education, whether Department required or State of Georgia mandated, employees and employees must maintain as a requirement for their assigned position.

Employees are responsible for ensuring periodic review of career development activities are reviewed with their respective supervisor and updated in guardian tracking, as well as their training file copy.

Any employee, who willfully neglects to attend Department required or State mandated training, in-service training, refresher or remedial training, or any training needed to maintain certifications for their status or position, shall be subject to disciplinary action.

It shall be the responsibility of every employee or employee, upon awareness or notification any certification has lapsed or been canceled for any reason, to immediately furnish written notification to the Chief of Police through their chain of command.

### **Succession Planning (03-06-06)**

For consideration of future command positions within the department, candidates should successfully complete one of more of the following:

- A. Bachelor's Degree
- B. Master's Degree
- C. Columbus State University- Command College
- D. FBI National Academy
- E. Southern Police Institute
- F. Northwestern University Center for Public Safety- School of Police Staff and Command