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			Distribution: All
Title: CAREER DEVELOPMENT		Section: Training	
Issued: 10/11/2011	Effective: 10/19/2011	Revised: 11/25/2021	
Rescinds: All Previous		Amends:	
CALEA References: LE 33.8.1, 33.8.3, 33.8.4			
Review: Annual	Authority: Chief Buck Buchanan		

I. Purpose

The purpose of this General Order is to provide guidelines to help officers with career development and to establish the criteria for appointment to the Master Police Officer and Master Communication Officer positions.


II. Policy

Career development is utilized by the department to provide opportunities for individual growth and development at all levels. It is designed to promote productive, efficient, and effective job performance and to improve the overall level of individual job satisfaction. Therefore, it shall be the policy of the Andover Police Department that all supervisors are tasked with the responsibility of assisting subordinates with career development and will utilize all available tools, including the MPO and MCO program, to assist officers with their professional development and growth.

The Master Police Officer (MPO) and Master Communication Officer (MCO) program is a non-traditional form of advancement for career officers as part of the department's career development program. The MPO and MCO program will serve as a vehicle (1) to encourage and sustain high levels of professional performance of police duties; and (2) to assist employees in planning their career paths through the utilization of formal schooling opportunities and job related training courses to improve their skills, knowledge and abilities.

III. Definitions

- A. Acceptable Performance Review:** An annual performance review that does not have an unsatisfactory rating in any category of the review.
- B. Civilian Law Enforcement:** A person who is granted those general peace officer powers in a non-military, prison or jail environment, prescribed by constitution, statute, or ordinance in the jurisdiction, including those persons who possess authority to make a full-custody arrest for limited or specific violations of law within the same jurisdiction.

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IV. Regulations

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V. Procedures


A. Supervisor Responsibilities

1. All Supervisors share the responsibility to assist subordinates with career development.
2. The Operations Commander will ensure all newly promoted supervisors receive orientation training that enables them to carry out their career development responsibilities. This orientation training may include, but is not limited to (LE 33.8.1):
 - a. General counseling techniques.
 - b. Techniques for assessing skills, knowledge and abilities.
 - c. Salary, benefits and training opportunities.
 - d. Educational opportunities and incentive programs.
 - e. Awareness of the cultural background of ethnic groups.
 - f. Career development programs of other jurisdictions.
 - g. Availability of outside resources.
3. The Training Coordinator will assist supervisors and employees in career development activities by providing information on the availability of outside resources and/or training. The Training Coordinator will also assist supervisors in assessing an employee's current skills, knowledge and abilities through a review of their training records.

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B. Career Development

1. Fostering employee improvement in job skills, knowledge and abilities not only improves their efficiency and effectiveness, it is critical in career development. The department will provide employees with opportunity for individual growth and development at all levels of the organization. Supervisors assist personnel under their supervision in their preparation for promotional opportunities and through the following activities:
 - a. Supervisors will meet with their employees during the presentation of the annual evaluation and review the accuracy of the employee's training record over the previous 12 months. During this review the employee will be provided the opportunity to record their training goals for the upcoming year. These training goals should be the result of discussions between the employee and the evaluating supervisor with focus upon the attainment of career enhancing skills, knowledge and abilities.

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- b. The evaluating officer will include the employee’s annual training goals in the yearly evaluation so that it may be reviewed throughout the year by the employee and supervisors when making decisions concerning training needs.
 2. Career development training for personnel may be provided in the following manner:
 - a. On-the-job training.
 - b. At monthly supervisory meetings.
 - c. By attending external supervisory specific training courses.


C. Field Training Requirements

The following courses in Police One Academy shall be completed by Officers in the Field Training process prior to graduation from the program.

- a. Community Policing
- b. Community Policing Strategies
- c. Procedural Justice
- d. Patrol 1 thru 4

D. MPO Requirements

1. To become an MPO I, Officer must have a minimum of two (2) years of continuous, full-time civilian law enforcement experience, have served at least one year as a Patrol Officer with the Andover PD, have received an acceptable performance review on the most recent performance evaluation, have had no disciplinary actions resulting in a suspension within the previous two years and have successfully completed the Basis Crisis Intervention Team (CIT) Training. In addition, the officer will complete the following courses in Police One Academy (on-line), if available:
 - a. Cultural Awareness 1 & 2
 - b. Responding to People with Mental Illness
 - c. Suicide Prevention for Law Enforcement
2. To become an MPO II, an Officers must have four (4) years of, full-time civilian law enforcement experience, have served at least one year as an MPO I, have received acceptable performance reviews the previous two years, have had no disciplinary actions resulting in a suspension the previous two years and have obtained a career total of at least 20 hours of interview/interrogation training and 20 hours of criminal investigation training. The 20 hours of Criminal Investigations training must include the following Police One Academy (on-line) training, if available:
 - a. Investigative Skills 1&2
 - b. Arrest, Search & Seizure-4th Amendment


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Officers must then complete the remaining hours by completing any of the following courses on Police One Academy, future on-line courses that become available, or outside courses as approved:

- a. Financial Crimes
 - b. Hate Crimes Training for Law Enforcement
 - c. Identity Theft Crimes
 - d. Missing and exploited Children
 - e. Recognition of Child Abuse or Neglect
 - f. What is Domestic Violence? Defining Domestic Violence
 - g. Human Trafficking, Part 1
 - h. Human Trafficking, Part 2
 - i. Current Drug Trends
 - j. Narcotics Enforcement 1
 - k. Narcotics Enforcement 2
 - l. Sudden Unexplained Infant Death (SUID)
3. To become an MPO III, an officer must have six (6) years of, full-time civilian law enforcement experience, have served at least one year as an MPO II, have received acceptable performance reviews the previous two years, have had no disciplinary actions resulting in a suspension the previous two years and have obtained a career total of at least 40 hours of supervisor/leadership training. The 40 hours of supervisor/leadership training must include the following Police One Academy (on-line) training, if available:
- a. Leadership 1 thru 8
 - b. Officer Liability
 - c. Legal 1, 2, & 3
 - d. Use of Force
 - e. Civil Rights
 - f. Sexual Harassment in the Workplace
4. Officers must then complete the remaining hours by completing any of the following courses on Police One Academy; future on-line supervisor/leadership courses that become available on Police One Academy, or outside supervisor/leadership courses as approved:
- a. Constitutional Law
 - b. Body-Worn Cameras for Law Enforcement
 - c. Social Media and Law Enforcement
 - d. Violence in the Workplace

E. MCO Requirements

1. To become an MCO I, an employee must have a minimum of two (2) years of continuous, full-time emergency communications experience, have served at least one year as a communications officer with the Andover Police Department,

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have received an acceptable performance review on the most recent performance evaluation, have had no disciplinary actions resulting in a suspension within the previous two years and have successfully completed the Association of Public Safety Communications Officers (APCO) Public Safety Telecommunicator Course or equivalent.


2. To become an MCO II, an employee must have four (4) years of, full-time civilian communications officer experience, have served at least one year as an MCO I, have received acceptable performance reviews the previous two years, have had no disciplinary actions resulting in a suspension the previous two years and have obtained a career total of at least 20 hours of customer service/customer interaction training and successfully completed the APCO Fire Service Communications course.

Communication Officers having already reached the rank of MCO I prior to the effective date of this order, must complete the APCO Public Safety Telecommunicator course in addition to the above requirements for MCO II before being advanced to the MCO II level.

3. To become an MCO III, an employee must have six (6) years of, full-time civilian communications officer experience, have served at least one year as an MCO II, have received acceptable performance reviews the previous two years, have had no disciplinary actions resulting in a suspension the previous two years and have obtained a career total of at least 20 hours of supervisor/leadership training and successfully completed the APCO Communications Training Officer course.

F. MPO/MCO Advancement

1. Employees who meet the eligibility requirements for advancement to an MPO or MCO position shall submit a request for advancement by creating an entry in the department’s Early Warning System (EWS) computer database under the “Promotion/Advancement” category. The entry should detail the employee’s efforts towards accomplishing the requirements and shall include links to supporting entries within the EWS computer database.
 - a. Within three business days, the employee’s supervisor and Division Commander should submit a comment under the initial entry, either supporting or not supporting the advancement based on whether or not the employee meets the requirements for advancement.
 - b. After the supervisor and Division Commander have commented, the Chief of Police will submit a comment under the initial entry approving or disapproving the proposed advancement, pending City Council approval, based upon the employee fulfilling all requirements for advancement.

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2. Advancement to MPO or MCO positions will be effective on the first day of the pay period that begins after the employee has met the requirements for advancement or the day the request for advancement was submitted, whichever is the latter. Employees are encouraged to submit their requests for advancement to an MPO or MCO position prior to their eligibility date if all training requirements have been met; however, they may not submit a request more than one month prior to the eligibility date.
3. Employees who fail to maintain an acceptable level of professional performance as an MPO or MCO may have their MPO or MCO status reduced or removed as deemed appropriate by the Chief of Police and in compliance with General Order M1209 Disciplinary Procedures. Employees who have their MPO or MCO status reduced or removed are eligible for advancement status following two consecutive years of satisfactory performance reviews and no disciplinary actions resulting in a suspension during that same period for each MPO or MCO step.

G. Education and Training Reimbursement (LE 33.8.4c)

1. Employees are encouraged to attend college courses and training programs that are applicable to the member’s position with the department. In appropriate cases, the department will reimburse employees for tuition and books for approved college coursework.
2. To be eligible for reimbursement, approval of the Chief of Police and the City Administrator must be obtained before beginning classes and before the department’s budget is finalized for the fiscal year that class will be completed.
3. A grade of “C” or better for course work undertaken is required in order to receive reimbursement for tuition and books.
4. If an employee, with less than five years of employment, is reimbursed for educational expenses and resigns from the City within two years after the coursework is completed, the employee will be obliged to reimburse the department for all expenses incurred by the department during the two years immediately preceding the resignation.
5. If the employee’s final paycheck is insufficient to fully cover expenses, the employee shall pay the difference.
6. The extension of tuition benefits is not intended to, and does not establish any terms and conditions of employment, such as a contract, or any expectation of continued employment with the department. Such extensions do not alter an employee’s status as an “at-will” employee, and the employee or the City can still terminate employment at any time, with or without cause or reason, and with or without advance notice.