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	City of Charleston Police Department Policy and Procedure Manual		EFFECTIVE DATE: 02/01/08
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- 19.1 PURPOSE (CALEA 33.8.3)

The purpose of this policy is to establish a career enhancement process for sworn members of the Charleston Police Department. This process will support continual development and growth of officers by providing career enhancement opportunities, encouraging self-development, and recognizing individuals' developmental accomplishments.

19.2 POLICY (CALEA 33.8.3)

The Charleston Police Department is dedicated to the development and advancement of its members. We are committed to continual improvement and devoted to life-long learning in support of our core values, mission, and vision.

The Department is committed to providing opportunities for training to ensure job enrichment and development through varied assignments to assist employees in realizing job satisfaction and career goals. To that end, the Office of Professional Development and Training will administer the Career Enhancement Process (CEP).

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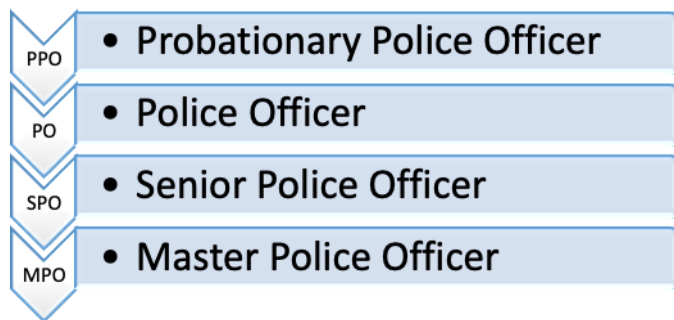
CEP is a voluntary process designed to enhance the proficiency, performance, and professional abilities of members of the Charleston Police Department. It is a comprehensive process, which encourages training, values, education, and facilitates job enrichment by enabling members to gain experience by working in various organizational assignments.

19.3 PROCEDURE (CALEA 22.1.1, 33.8.3)

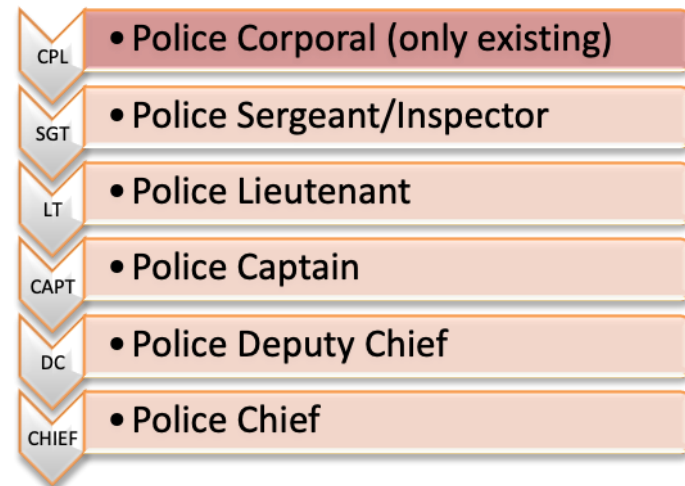
The Departments CEP consists of three major components:

1. The first component is intended to recognize earning formal degrees from regionally accredited educational institutions. The completion of such degree program can result in vertical pay incentives within the officer's current level;
2. The second component is a system of vertical career progression and promotion governed by the Department's promotional policy. The promotional policy defines requirements to progress through an established structured progression and promotion matrix, which is depicted below:

Progression Process



Promotional Process



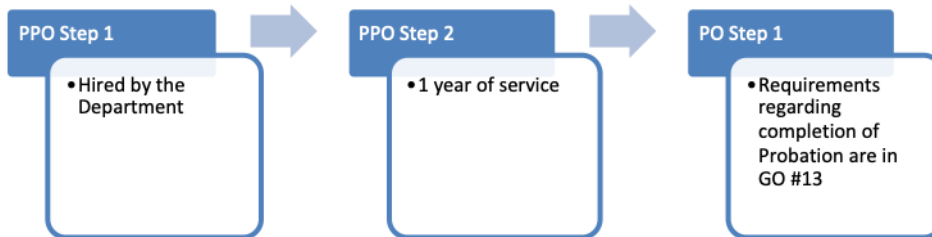
3. The third component, which is governed by this policy, is a system of Career Enhancement steps, which is a system of horizontal career enhancements that recognize individual achievement with salary incentives. In this process, participants can earn salary incentives for progressively increasing their overall level of occupational knowledge, proficiency, skills, education, and professionalism. The percentage of the salary incentive will be adjusted if the final step would exceed the maximum salary allocation for an officers Career Enhancement process.

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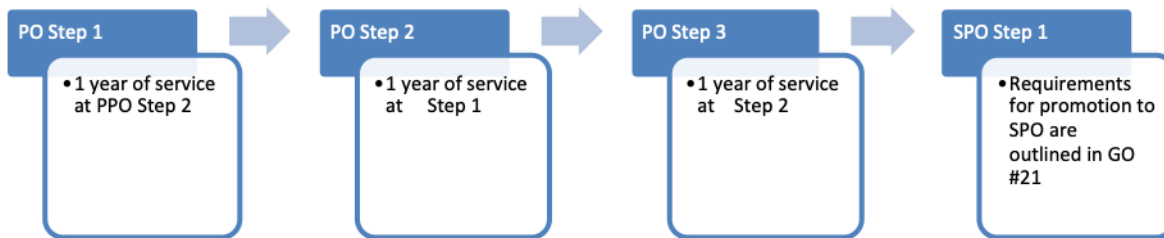
Each step in this system requires that individuals have achieved a minimum score of 38 points or higher on their last performance evaluation. In addition, requirements for vertical career progression and promotional advancement to each new level must be met as defined in the Department's Progression/Promotional Policy.

Below are matrixes that depict the opportunities and requirements to progress through each salary step from Probationary Police Officer (PPO) to Master Police Officer (MPO). Since salary steps can be impacted annually, a structured pay scale that denotes the current salary for each step can be obtained from the Administrative Bureau of the Department.

1. Progression in Probationary Police Officer Steps:



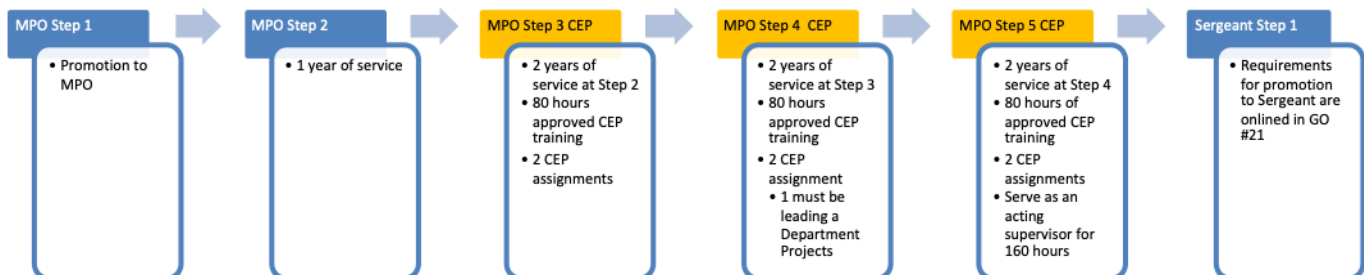
2. Progression in Police Officer Steps:



3. Progression in Senior Police Officer Steps:



4. Progression in Master Police Officer Steps:



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In addition to the matrixes listed above, each supervisory level of the organization, from Sergeant to Deputy Chief, also contains career enhancement steps. Advancement between each step within each rank requires two (2) years of service, eighty (80) hours of approved CEP training, as depicted in the above step progression chart, along with other requirements as defined by the Chief of Police.

19.4 CEP TRAINING REQUIREMENTS (CALEA 33.8.3)

CEP training requirements can be met by attending any training approved by the Office of Professional Development and Training Division (PD&T). For training to be considered, it must not be mandatory training to maintain certification or to meet recertification requirements. Participants can submit information pertaining to the training for evaluation before or after the training. It is highly recommended that the officer submit for approval prior to attendance. For training to be evaluated for credit the participants must provide information about the training, such as, the title of the training, the number of hours, and a brief summary describing the training. Generally, training approved by PD&T will be awarded the same number of hours the participant attended the training provided.

Formal courses delivered by educational institutions and successfully completed by the participant will be awarded forty (40) hours per three- (3) credit hour earned.

A wide variety of training can meet the requirements for approval making it impractical to list all training opportunities, however examples include, but are not limited to, initial radar certification, initial dive training, foreign language training, PTO training, instructor training, and training that enhances computer skills. However, online training hours are limited to 40 of the total 80 hours required and all online training must be submitted for prior approval. All online classes will be awarded 50% of the hours listed on the certificate toward CEP training hours. Courses that take the full time listed on a certificate to complete will require detailed documentation and will be evaluated on a case by case basis to determine eligibility. This limit does not include online college credit classes which count toward a degree from an accredited program.

In order for training hours earned during an instructor certification class to be eligible for a portion of the 80 CEP training hours, the officer must provide a minimum of 12 hours worth of instruction to CPD officers/ employees during the following 12 months. This must be completed prior to submitting for CEP advancement. An officer must provide a minimum of 12 hours worth of instruction to CPD officers/ employees annually in order for instructor status to be eligible as a CEP assignment. Officers may not use hours earned during an instructor class for CEP training hours and instructor status as a CEP assignment during the same 2 year advancement period. For example:

1. The officer attends a 40 hour firearms instructor course and then instructs a minimum of 12 hours at the CPD range to qualify those 40 hours as CEP training hours. He/she may not use firearms instructor as a CEP assignment during the same advancement period. He/she may however use firearms instructor as a CEP assignment during a future CEP advancement period, provided you have instructed the minimum 12 hours annually.

Courses of instruction that are highly specialized, such as Ballistic Shield Classes or other specialty training will be reviewed on a case by case basis, when 12 hours annually may be unrealistic.

19.5 CEP ASSIGNMENTS (CALEA 33.8.3)

CEP assignments include assuming collateral duties that are not part of the participant's normal job tasks or function. A wide variety of duties or assignments can satisfy this requirement, however listing each is impractical. A few examples include, but are not limited to: Committee assignments, temporary CEP assignments lasting ninety (90) days or more in duration, assuming the leading role in a problem solving project approved by your command, actively training PPO's

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through one training cycle, initial assignment to additional collateral duties (SWAT, EDT, etc.). Commanders or Chairpersons of a particular committee or assignment must submit a detailed letter outlining the officer's participation to serve as supporting documentation. Participants must attend a minimum of 75% of committee meetings, events, trainings or activations in a 12 month period in order for an assignment to receive credit.

PD&T, working with the Command Staff, will determine if an assignment meets the criteria to be approved.

For the rank of Sergeant and below, CEP assignments and/or CEP projects may be carried over if promoted and if the assignment or project was not used in their prior rank.

19.6 IMPLEMENTATION OF CEP (CALEA 33.8.3)

Once a member has met all the requirements, applications for consideration of advancement to the next step can only be submitted by the end of the first week in June and December of each year. The pay adjustment associated with the advancement will take effect on the second pay period of September for June submissions and the second pay period of March for December submissions.

If an employee is selected for promotion and/or advancement and the promotion/advancement occurs prior to the March or September effective dates of the CEP increase, the individual is not eligible for both increases simultaneously. The individual officer may select which increase they wish to accept. The purpose of the CEP advancement was to offer opportunity for officers who had not been promoted and demonstrated continual growth. It is recognized that individuals will engage in training, working assignments, and collateral duties which will be considered during promotional processes to make selections. It is not the intention of this policy to consider those same developmental opportunities separately for promotion and CEP advancement. Therefore, the opportunity for officers to select between promotion and CEP advancement should both occur during the application time frame (December to March and June to September).

Additionally, once an officer is promoted and/or advanced, their 2 year requirement for CEP advancement resets and they will be eligible for CEP advancement after serving in the new position for a period of 2 years and meeting all other listed requirements.

Once officers make application for CEP advancement, the completed package will be reviewed by members of the staff to resolve any questions surrounding eligibility. Once all documentation has been approved and reviewed through the chain of command, a recommended eligibility list will be provided to the Chief of Police. After the recommendation is reviewed and approved by the Chief of Police, the increases will be finalized and forwarded to the City Payroll Office for processing.

19.7 APPLICATION PROCESS (CALEA 33.8.3)

The applicant must first verify eligibility for CEP advancement with the Personnel Office. A representative from the Personnel Office must provide written documentation to the applicant, which verifies eligibility with regard to current pay grade and past disciplinary action. Candidates who have had disciplinary action that resulted from an infraction that occurred within the 12 month review period will be deemed ineligible for the current process.

1. For June submissions, the 12 month period checked will be from June 1 of the previous year through May 31 of the submission year.
2. For December submissions, the 12 month period checked will be from December 1 of the previous year through November 30 of submission year.

The Chief of Police reserves the right to remove any candidate from consideration who is currently under investigation, has received disciplinary action as a result of the ongoing investigation, or has sustained unsatisfactory job performance in the twenty-four months (24) months prior to the effective date of advancement.

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Applications for CEP advancement will not be accepted by the Office of Professional Development & Training unless the required eligibility form, completed by a representative of the Personnel Office, is included in the application package.

Applications for consideration of advancement must be submitted by the due date after all requirements have been completed. If a member has not completed all the requirements or submits the application past the due date, consideration for advancement will be postponed until the next review date. Applications must be submitted on the Department's CEP advancement form in order to be considered.

19.8 REVIEWING DECISIONS (CALEA 33.8.3)

In the event that PD&T reviews an application for advancement and determines that a member has not satisfied the requirements to advancement to the next step, the member may request a review of that decision. Reviews will be conducted by the Chief of Police, or designee. After review, the decisions of the Chief of Police, or designee, are final.

19.9 CAREER DEVELOPMENT COUNSELOR TRAINING (CALEA 33.8.1)

All supervisors and counselors assigned to conduct career development activities will receive orientation training that including the following topics:

1. The CEP process;
2. Salary, benefits and training opportunities;
3. Educational opportunities and Incentive Programs; and
4. Record-keeping techniques.

APPENDIX 1

C.E.P. Requirements for Officers

The information outlined below is intended to simplify and better explain the C.E.P. (Career Enhancement Process) requirements for advancement and the procedure to submit an application for C.E.P. advancement. Additional information on the C.E.P. can be found in the CPD Policy Manual, Order #19.

Required paperwork for CEP Application for Advancement Packets:

Letter of Eligibility:

- Must be requested from **Personnel** prior to the beginning of the CEP submission period

Application for Advancement:

- Will be provided by **P.D. &T.**
- Must be signed by the applicant
- Must be signed by your chain of command to include Team Commander and Division Commander
- All information must be typed

Supporting Documentation to verify completion of training hours may include:

- Certificates
- Sign in sheets
- Academy registration forms
- Transcripts
- Miscellaneous (case by case basis)

Supporting Documentation to verify active participation in a CEP assignment:

- A letter from the chairperson or OIC of the assignment is the preferred form of documentation
- This is **not** required for advancement at the rank of Police Officer

The above information should be used as a checklist when compiling your CEP application for advancement. All paperwork must be completed entirely and submitted by the deadline for consideration.

CEP Advancement Requirements for each specific rank:

Senior Police Officer:

- Last evaluation level of “solid performance”
- A minimum of 2 years at current pay step
- 80 hours of approved Training
- 1 CEP assignment

Master Police Officer:

- Last evaluation level of “solid performance”
- A minimum of 2 years at current pay step
- 80 hours of approved Training
- 2 CEP assignments

All requirements must be completed at the time of application

Note: The requirements for Sergeants and above are outlined in a separate document.

APPENDIX 2

C.E.P. Requirements for Sergeants

The information outlined below is intended to simplify and better explain the C.E.P. (Career Enhancement Process) requirements for advancement and the procedure to submit an application for C.E.P. advancement. Additional information on the C.E.P. can be found in the CPD Policy Manual, Order #19.

Required paperwork for CEP Application for Advancement Packets:

Letter of Eligibility:

- Must be requested from **Personnel** prior to the beginning of the CEP submission period

Application for Advancement:

- Will be provided by **P.D.&T.**
- Must be signed by the applicant
- Must be signed by your chain of command to include Team Commander and Division Commander
- All information must be typed

Supporting Documentation to verify completion of training hours may include:

- Certificates
- Sign in sheets
- Academy registration forms
- Transcripts
- Miscellaneous (case by case basis)

Supporting Documentation to verify active participation in a CEP assignment:

- A letter from the chairperson or OIC of the assignment is the preferred form of documentation
- This is **not** required for advancement at the rank of Police Officer

The above information should be used as a checklist when compiling your CEP application for advancement. All paperwork must be completed entirely and submitted by the deadline for consideration.

CEP Advancement Requirements for Sergeant:

- Last evaluation level of “solid performance”
- A minimum of 2 years at current pay step
- 80 hours of Training
 - 64 hours of approved training
 - 16 hours of approved management / leadership training
- 2 CEP Assignments
- FEMA Online Professional Development Series
 - IS – 139 (Exercise Design and Development)
 - IS – 230 (Fundamentals of Emergency Management)
 - IS – 235 (Emergency Planning)
 - IS – 240 (Leadership and Influence)
 - IS – 241 (Decision Making and Problem Solving)

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- IS – 242 (Effective Communication)
- IS – 244 (Developing and Managing Volunteers)

*Reaction paper on Be, Know, Do and how it can apply to your daily supervisory techniques.

*In the event that you have already completed a reflective writing on Be, Know, Do after promotion, or for a previous CEP advancement period, the next assigned text(s) in order are:

1. The Score Takes Care of Itself by Bill Walsh.
2. Good to Great by Jim Collins
3. Leadership Gold by John Maxwell
4. The 5 Dysfunctions of a Team by Patrick Lencioni
5. The Advantage by Patrick Lencioni
6. Leading to make a Difference by R. Ayers & D. Corderman

All requirements must be completed at the time of application

Note: The requirements for Officers and Command Staff are outlined in a separate document.

APPENDIX 3

C.E.P. Requirements for Command Staff

The information outlined below is intended to simplify and better explain the C.E.P. (Career Enhancement Process) requirements for advancement and the procedure to submit an application for C.E.P. advancement. Additional information on the C.E.P. can be found in the CPD Policy Manual, Order #19.

Required paperwork for CEP Application for Advancement Packets:

Letter of Eligibility:

- Must be requested from **Personnel** prior to the beginning of the CEP submission period

Application for Advancement:

- Will be provided by **P.D. &T.**
- Must be signed by the applicant
- Must be signed by your chain of command to include Division Commander and Bureau Commander
- All information must be typed

Supporting Documentation to verify completion of training hours may include:

- Certificates
- Sign in sheets
- Academy registration forms
- Transcripts
- Miscellaneous (case by case basis)

The above information should be used as a checklist when compiling your CEP application for advancement. All paperwork must be completed entirely and submitted by the deadline for consideration.

CEP Advancement Requirements for Command Staff:

- Annual Evaluation with an overall rating of “solid performance”. If the latest evaluation is over six months old, supervisors must attach a memorandum acknowledging that performance has been maintained at the same level as outlined on the evaluation.
- Recommendation from immediate supervisor with positive endorsements from senior members of the Chain of Command.
- A minimum of 2 years at current pay step
- 80 hours of training
 - 60 hours of approved training
 - 20 hours of approved leadership/management related training
- One process improvement initiative AND a human capital improvement initiative. This process improvement initiative must be approved by the Chief of Police in advance to qualify for use in this process.

Process Improvement

- Assignments include movement within and between bureaus and leadership roles involving specialty units or instructor duty (minimum of 6 months).

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- Leadership is defined as being actively involved in developing goals, objectives, and strategies for the project, providing direction to the group, monitoring the work product, preparing interim and final documentation for management review, regular attendance, and positive engagement in the process.
- The Chief of Police or his designee will make the final determination regarding the demonstration of leadership after reviewing documentation provided by the owner of the Project with input from other participants and stakeholders in the process.

Human Capital Improvement

Coaching and mentoring are key for effective succession planning within any organization. Commanders eligible for CEP will have the opportunity to mentor a newly promoted Commander or those that are eligible for promotion. For CEP credit, the human capital improvement initiative will last 16 months (**see below**). The Commander will be responsible for a minimum of 1 meeting a month for an hour with the mentee. At the end of 16 months, the mentoring Commander will complete a one-page paper identifying, at a minimum, one problem or challenge the mentee was facing and how they specifically helped the mentee.

*** Commanders eligible for CEP in December 2021 and June/December 2022, will only need to complete 6 months of Human Capital Improvement. In 2023, the 16-month Human Capital Improvement will be required.

- FEMA Online Professional Development Series
 - IS – 139 (Exercise Design and Development)
 - IS – 230 (Fundamentals of Emergency Management)
 - IS – 235 (Emergency Planning)
 - IS – 240 (Leadership and Influence)
 - IS – 241 (Decision Making and Problem Solving)
 - IS – 242 (Effective Communication)
 - IS – 244 (Developing and Managing Volunteers)
- Reaction paper on one (1) assigned outside reading:
 - Good to Great
 - Leadership Gold
 - The Score Takes Care of Itself
 - The 5 Dysfunctions of a Team
 - The Advantage
 - Leading to Make a Difference
 - What Got You Here Won't Get You There
 - If all other books are complete, please contact PD&T for additional list.
- The reflective writing must include one of the assigned texts. Officers are not required to duplicate the written assignments if they have been previously submitted for socialization plans or CEP advancement.

All requirements must be completed at the time of application.

APPENDIX 4
CEP Writing Assignment

The Charleston Police Department has implemented a “Books for CEP” credit designed for officers to receive training hours toward CEP advancement, or serve as a CEP assignment. The objective is to save officers money and increase the available options for officers in need of a CEP assignment, while increasing knowledge in the area of leadership development. Below are guidelines that must be followed to receive credit:

- The book must be chosen from the approved list below.
- Books that have been read previously for CEP advancement or socialization plans cannot be duplicated.
- Reflective journals must be a minimum of five pages.
- All of the questions listed below must be answered.
- Each reflective book journal contributes 3 training hours towards the 80 required hours. Officers are limited to 6 hours training credit through writing assignments.
- Completion of two (2) reflective book journals will count as one CEP assignment. Only one CEP assignment can be attained through writing assignments.

Questions:

1. Outline three key concepts that you learned by reading the material. Provide a brief summary of each concept.
2. How can you apply these concepts in your personal career growth and development?
3. How can you apply these concepts to improve the overall operation of the organization?
4. Outline how you will utilize the information gained from reading the material to enhance your leadership ability.
5. As an organization, specify one thing we do exceptionally well or extremely poorly with respect to any of the key concepts mentioned in the book. Please explain.

Book List:

- | | |
|---|--------------------|
| 1) <u>The 7 Habits of Highly Effective People</u> | Stephen R. Covey |
| 2) <u>Leadership Secrets of Colin Powell</u> | Oren Harari |
| 3) <u>Good to Great</u> | Jim Collins |
| 4) <u>The 21 Irrefutable Laws of Leadership</u> | John Maxwell |
| 5) <u>Be, Know, Do</u> | Frances Hesselbein |

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| 6) <u>Challenging the Law Enforcement Organization</u> | Jack Enter |
| 7) <u>Leadership Gold</u> | John Maxwell |
| 8) <u>The Score Takes Care of Itself</u> | Bill Walsh |
| 9) <u>The Five Dysfunctions of a Team</u> | Patrick Lencioni |
| 10) <u>Built to Last</u> | James Collins & Jerry I. Porras |
| 11) <u>The Advantage</u> | Patrick Lencioni |
| 12) <u>Speed of Trust</u> | Steven MR Covey |
| 13) <u>Every Officer is A Leader</u> | Terry D. Anderson |
| 14) <u>It's Your Ship</u> | Captain D. Michael Abrashoff |

Questions may be directed to the Office of Professional Development