



# GENERAL ORDER

Loudoun County Sheriff's Office

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<b>Chapter:</b> Personnel Management	<b>Section:</b> 313.2
<b>Subject:</b> Career Development	<b>Topic:</b> Agency Training
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## I. PURPOSE

The purpose of this directive is to define the various training programs used by the Loudoun County Sheriff's Office in the professional development of all its employees, both sworn and civilian, and to establish the guidelines to be followed in the attainment of said training.

## II. POLICY

It shall be the policy of the Loudoun County Sheriff's Office to provide all sworn deputies with the highest quality professional training that is available in order to prepare them to accomplish the tasks to which they are assigned. This training begins with very defined and structured basic recruit training and continues throughout the deputy's career. Career development shall include such diverse programs as in-service training, roll call training, advanced and specialized training. In addition, civilian employees of the Sheriff's Office shall receive similar training as it relates to their particular duties with the agency in order to enhance their performance and career development.

## III. ORGANIZATION AND ADMINISTRATION

### A. Goals and Objectives

1. The Loudoun County Sheriff's Office shall develop and maintain on-going training programs for both civilian and sworn employees in order to ensure that the citizens of the county are being afforded the highest possible caliber of law enforcement services. This training commitment may take many different approaches. These approaches are aimed at affording employees the knowledge, skills, expertise, and attitudes necessary to perform the duties that are delegated, required, and desired. One objective of training is to consider the safety and well-being of all persons affected by the performance of the learned tasks, which includes both the employee and the citizenry. In addition, the various training methods, programs and curricula shall be carefully planned and delivered so as to improve relations with other employees, supervisors, the agency and public. Career development and job satisfaction are important factors when considering the implementation of all agency and individual training programs.

**B. Training and Accreditation Section**

1. The primary responsibility for ensuring that the training policies and programs of the Sheriff's Office are met rests with the Training and Accreditation Section of the Administrative and Technical Services Division. The functions of the Training and Accreditation Section include, but are not necessarily limited to, the following:
  - a. Forecasting training needs for agency personnel
  - b. Implementing agency training programs
  - c. Evaluating training programs taught by agency staff
  - d. Acting as a conduit between agency staff and outside training contractors
  - e. Notifying personnel of required training and training that is available to agency personnel
  - f. Ensuring that employees attend mandated training programs by maintaining liaison with the NVCJA and DCJS and compiling accurate training documents and lists
  - g. Selecting agency instructors, instructional methods and training aids
  - h. Maintaining training records, which include lesson plans, curricula and attendance
2. The Training and Accreditation Section supervisor is responsible for the overall administration and operation of the section and shall report directly to the Assistant Division Commander of the Administrative and Technical Services Division. The Training and Accreditation Section follows procedures and protocol as set forth in the Training and Accreditation Section SOP Manual. The duties of the Training and Accreditation Section supervisor, hereafter referred to as the "Training and Accreditation Section" shall include, but are not limited to, the following:
  - a. Reviewing, evaluating and overseeing the training needs of all agency components and individuals to include firearms training, specialized training, mandatory in-service re-training and recruit training
  - b. Providing instruction to new Sheriff's Office employees to include General Order Manual review, required employee safety overview/training

- b. Keeping abreast of changes in county, state and federal laws/regulations that may affect the training requirements of the Sheriff's Office and reporting those changes to command staff
- c. Reviewing, evaluating and analyzing the training programs of other law enforcement agencies in Virginia and the United States in order to ensure that the training programs of the Sheriff's Office are consistent with and comparable to nationally accepted professional standards
- d. Maintaining liaison with NVCJA staff and DCJS to ensure that recruit training and mandatory in-service training are provided and completed in a timely manner
- e. Supervising the progress of, investigating complaints and offering counsel to recruits while they are attending the NVCJA
- f. Researching training programs to locate those that are efficient, cost-effective and meet both existing and future needs
- g. Reviewing, evaluating and obtaining Command Staff/Sheriff approval for inter-departmental training programs to ensure that the content is responsive to specific agency and/or individual needs. Review and maintain files on all lesson plans, course evaluations and attendance records for all inter-agency training
- h. Evaluating, recommending, maintaining and approving the use of training aids and instructional techniques to enhance the learning experience, e.g. audio/visual material, role-playing, group discussions, practical exercises, video-taping, hand-out material, etc.
- i. Cultivating and maintaining liaison with external public and private organizations and other criminal justice agencies who have the expertise and willingness to provide quality training courses and/or facilities
- j. Maintaining liaison with the NVCJA instructors, Field Training and Evaluation Program Manager(s) and FTOs
- k. Maintaining liaison with all agency employees involved in the training function
- l. Ensuring that all agency personnel receive notification of available training programs provided by the agency, county and external training entities

- m. Notifying employees of mandatory in-service re-training requirements in a timely manner, registering employees in approved courses and making travel arrangements, ensuring that scheduled training is completed within required time limits and recording attendance in each employee's training record
    - n. Coordinating and/or offering assistance with the production of audio/video training tapes to be used in agency training programs
    - o. Serving as an educational counselor to all agency employees in order to enhance both professional and individual development
  3. In order to ensure that any deputy assigned to the Training and Accreditation Section is qualified to accomplish the demanding duties expected of the position, the following minimum qualifications must be met:
    - a. Specific experience in the development and implementation of training programs, including curriculum development, lesson plan preparation and actual instruction
    - b. Certification as a law enforcement instructor in the Commonwealth of Virginia
    - c. Professional training and experience in the following areas:
      1. Instructor development/techniques
      2. Curriculum development
      3. Educating the adult learner
- C. Field Training Officers
  1. Field Training Officers (FTOs) are a vital element in the overall training function of the agency. From a training aspect, FTOs have two major areas of responsibility:
    - a. The training, supervision and evaluation of newly appointed Deputies (recruits) during Phase II of the Sheriff's Office Field Training and Evaluation Program as outlined in LCSO General Order 313.4, Field Training Program.
    - b. The specific duties and responsibilities of Field Training Officer deputies are defined in LCSO General Order 313.4. Criteria for selection of FTOs and required training shall be determined by the Sheriff and announced in accordance with LCSO General Order 313.4 and existing agency policy.

- D. Northern Virginia Criminal Justice Academy Staff
1. As part of the contractual agreement with the NVCJA, the Sheriff's Office is required to
    - a. Provide funding for the purpose of hiring training staff for the academy based on the size of the agency and
    - b. Provide instructor(s). First-line supervision of such LCSO personnel is under the direction of the NVCJA.
  2. NVCJA staff will maintain liaison with the Sheriff's Office Training and Accreditation Section in order to assist any deputies attending either in-service or recruit schools who may experience academic or personal problems. Problems of a significant nature shall be immediately brought to the attention of the Training Section.

#### IV. AGENCY TRAINING PROGRAMS

- A. Mandatory Training
1. New Employee Orientation: Within two months of employment, all new Sheriff's Office employees are required to attend several training programs presented by Loudoun County Human Resources. These training programs are New Employee Orientation. The training is designed to acquaint new employees with the county's organizational structure, along with the following:
    - a. Orientation to the agency's role, purpose, policies and procedures
    - b. Working conditions and regulations
    - c. Employees' responsibilities and rights
  2. DCJS mandates that all sworn law enforcement officers and dispatchers receive minimum training in the below listed areas. This training shall be provided to deputies and dispatchers at the NVCJA in accordance with DCJS standards.
    - a. Basic (Minimum Standards) Training for all Law Enforcement Officers: Applies to all sworn personnel functioning as patrol, corrections, civil process, criminal investigators and traffic and court security officers. Duration and course content established by the DCJS must be completed within one (1) year of employment. Specific requirements and procedures are listed in LCSO General Order 313.4, Field Training Program.

- b. Basic (Minimum Standards) Training for Dispatchers: Applies to Emergency Communications Center staff functioning as dispatchers. Training standards established by the DCJS must be completed within one (1) year of assignment to the Emergency Communications Center.
3. Mandatory In-Service Retraining: The DCJS requires that all sworn deputies engaged in law enforcement duties to include patrol, corrections, civil process or court security activities receive mandatory in-service retraining every two years in order to remain certified as law enforcement officers. Present standards, established by the DCJS, require a total of forty (40) hours training every two years. Four (4) hours of training must be legal instruction and two (2) hours must be Cultural Diversity.
4. Mandatory Agency Training: The Sheriff's Office requires that all sworn deputies complete a variety of additional mandatory training. The Training Section Supervisor shall maintain a list of all mandatory agency training.

B. Roll-call Training

Roll-call training is designed to keep deputies and civilian staff current on changes in policy, procedure and legal issues that affect his/her job on a daily basis. In addition, roll-call training is to be used to refresh and increase employees' awareness of routine and/or specialized subjects that directly affect safety and well-being.

1. At the discretion of the shift supervisor, shift personnel will be assigned the responsibility of developing and planning roll-call training. This training shall be accomplished by monitoring the needs of individuals assigned to a particular shift as well as remaining familiar to changes in agency policy, procedures and legal issues.
2. Assigned shift personnel shall develop topical outlines for each planned training session and shall present these outlines, along with any hand-outs and/or other material, to the shift supervisor. The shift supervisor shall review the proposed training and approve, disapprove or amend the program as appropriate.
3. After approval by the shift supervisor, the assigned trainer shall schedule the training for one or more roll-call.
4. In order to ensure the highest quality of training possible and to gauge the effectiveness of the material presented, the assigned trainer shall have each deputy who attends the training complete an Evaluation of Roll Call Training form and attach it to the roster form.
5. Those deputies preparing shift training are encouraged to maintain liaison with the Training and Accreditation Section and the NVCJA staff in order to keep abreast of training requirements and the availability of training aids and resources.

6. The use of handouts, audio/video material, role-playing, group discussion, etc. is encouraged in order to enhance the learning process during roll-call training. In addition to presentations by shift personnel, the use of other agency personnel and outside persons who possess expertise in areas of interest to the agency is recommended and encouraged.

C. Advanced Training

Advanced training is designed to improve the overall professionalism and effectiveness of persons holding supervisory and management level positions in the Sheriff's Office. Such training is aimed at improving the management, investigative, and administrative skills of deputies and civilian staff and is usually obtained by sending employees to recognized institutions of higher learning such as colleges, universities, and/or professional law enforcement training centers, e.g. FBI National Academy, Southern Police Institute, National Institute of Corrections, etc. However, contracting with such institutions and/or consultants to provide the training within the agency may also facilitate the objective.

1. Personnel within the agency shall be selected for attendance at advanced training programs based on agency need and the demonstrated leadership abilities of the possible candidates.
2. If at all possible, persons promoted or expected to be promoted to a supervisory position shall be scheduled for advanced/management training in the following areas, as appropriate:
  - a. First-line supervisor training
  - b. Mid-management development
  - c. Executive command skills
3. Upon successful completion, a person receiving advanced training should be assigned to a position in line with such training if there is a need for his/her expertise. The Sheriff, in accordance with existing agency policy, will make such duty assignments based on manpower needs.
4. If at all possible, advanced training will be obtained through institutions already approved by the DCJS to conduct mandatory in-service re-training ("MIR"). Prior to attendance, requests for out-of-state training or training not already approved by DCJS, will be submitted to the Training and Accreditation Section for MIR approval, if appropriate.

D. Specialized Training

Within the Sheriff's Office there are certain jobs which, because of the complexity and/or high level of seriousness, require in-depth, specialized training for those persons assigned to accomplish the job. Specialized training may be needed to actually accomplish a particular task or to administer and/or supervise a function. Such training may be obtained through specialized training programs conducted by agency members who are qualified to instruct on such topics, or by utilizing outside instructors and/or facilities. Whether the training is in-house or obtained outside, the curriculum, instructors, and instructional methods shall be evaluated to ensure that the training meets the needs of the agency and the individuals scheduled to attend.

1. Specialized training provided to personnel includes, but is not necessarily limited to the following areas:
  - a. Development and/or enhancement of the skills, knowledge and abilities particular to the specialized function
  - b. Management, administration, supervision, personnel policies and support services of the function or component
  - c. Performance standards of the function or component
  - d. Agency policies, procedures, rules and regulations specifically related to the function or component
  - e. Supervised on-the-job training may be conducted in addition to the specialized training
  
2. Many of the positions requiring specialized training dictate that such instruction is completed prior to assignment. At the discretion of the Sheriff, there are certain tasks or positions that a deputy may be assigned prior to actually completing the training. If a deputy is assigned to a specialized duty prior to being trained, said training must be initiated within ninety (90) days of assignment. The deputy shall function under the supervision of qualified individual until the training is completed.
  
3. The following is a list of jobs/duties that are performed by members of the Sheriff's Office on a regular basis and which have been identified as necessitating specialized training. This list is not all-inclusive and may be amended by Command Staff.
  - a. After selection but prior to performing job:
    - Field Training Officer
    - Polygraph Operator
    - Firearms Instructor
    - Hostage Negotiator
    - SWAT Team Member
    - Intoxilyzer Operator



Defensive Tactics Instructor  
K-9 Handler  
Motorcycle Operator  
Motor Carrier Inspector  
TASER Operator  
Crime Analyst  
Crime Scene Investigator  
Narcotics Investigator

- b. After selection but within 90 days of assignment

- 4. In order to avoid over-specialization and to ensure the continued effective operation of agency specialization, there shall be an annual review of these functions during the budget process. Division command staff will review each specialized job to determine if it should be continued, expanded or discontinued and shall make specific recommendations to the Sheriff. The review process shall include, but is not limited to the following:
  - a. An evaluation of the initial problem or condition that required the implementation of the specialized assignment
  - b. A cost-benefit analysis of the specialized assignment
- 5. Notification Selection: Most specialized job openings will be announced to all Sheriff's Office employees via memorandum and shall include the application process, specific qualifications and deadline for application. The selection process for most specialized position vacancies will be a panel interview as outlined in General Order 313.7, Promotion Process. However, there are certain specialized jobs which, because of their sensitivity, may not be advertised. In these situations, the Sheriff or his/her designee shall review all applications and select the person(s) whose skill, knowledge, experience and ability best suit the job. In these cases, the Sheriff or his/her designee shall discreetly select the person who he/she feels is best qualified for the job.
- 6. Reimbursement for Training Costs: Employees will be reimbursed for training costs in accordance with existing county policy.

E. Civilian Employee Training

- 1. Newly employed civilian personnel shall receive orientation training offered by Loudoun County Human Resources. In addition, each civilian employee shall be given instruction in his/her job assignment, responsibilities, chain-of-command and any specific procedures/policies necessary to accomplish his/her assigned function. The section supervisor or his/her designee to which the employee is assigned shall conduct this initial instruction.
- 2. In addition to orientation, the following civilian positions require specialized training prior to assuming full job responsibilities:

- a. Emergency Communications Center: Personnel shall receive in-depth, on-the-job training under the supervision of an experienced communications supervisor in accordance with the Emergency Communications Center Standard Operating Procedures Manual. Such training shall stress not only the technical aspects of the job, but also the importance of the link they provide between the citizen, the deputies, and the agency. In addition, communications personnel shall, within one year of employment, attend and successfully complete a dispatcher training school approved by the DCJS.
  - b. Crossing Guards: Upon initial employment and prior to assuming a duty post, the agency's Crossing Guard Program Manager shall provide to the crossing guard a minimum of eight (8) hours training relating to his/her specific duties and responsibilities. Of the eight hours of initial training, at least two (2) hours must be formal, structured classroom instruction dealing with traffic-flow, hand signals, pedestrian safety, public relations and legal aspects relating to the job. The remaining six (6) hours may be in the form of supervised, on-the-job training under the direction of the Crossing Guard Program Manager or his/her designee.
    1. Civilian crossing guards shall also receive a minimum of four (4) hours in-service e-learning training prior to the beginning of each school year. The Crossing Guard Supervisor, in conjunction with the agency's Training Supervisor, shall ensure this training is completed.
  - c. Civilian personnel assigned to the Adult Detention Center or those job functions that require contact with inmates shall receive specialized training prior to assuming duty. The Corrections and Court Services Division Commander, in accordance with agency policy, state law and recognized professional standards, shall determine the amount and nature of the training. The training shall include, at a minimum, security risks, safety precautions, inmate communications and legal aspects of the position. Specific training requirements and methods of implementation are described in the LCSO ADC Manual.
3. The Sheriff's Office shall encourage all employees to participate in training programs offered by Loudoun County Human Resources that relate to specific job skills. Each agency supervisor can register and schedule his/her employees for appropriate training classes through Human Resources in order to update skills, increase job knowledge and enhance productivity. Efforts shall be made to ensure that all civilian personnel attend at least one training session annually relating to their duties and responsibilities.

F. Resource Development and Utilization

The development of effective and up-to-date training programs is considered to be a vital and continuous process within the Sheriff's Office. All persons involved in the development and implementation of such programs are encouraged to be innovative in their approach and seek to develop and utilize all available resources from within the agency and from external entities. The following is a list of resources utilized in the development of training programs and instructional techniques.

1. Internal Resources: The various agency Field Training Officers should review the following inter-agency reports and methods with special attention to areas that indicate a need for new or remedial training:
  - a. Shift/section/division inspection reports
  - b. Staff meetings and reports
  - c. Field observation/consultation
  - d. Review and recommendations from the Sheriff, Division Commanders and supervisors regarding training reports, security and safety issues and agency needs
2. External Resources: There are numerous government agencies and private companies that conduct training programs on a regular basis at their facilities that are of benefit and available to the Sheriff's Office. In addition, many of these agencies are capable of conducting this training at Sheriff's Office facilities. There are also numerous private and public entities that will make their classrooms and facilities available to the agency for training purposes. When developing programs and seeking facilities, the following resources should be considered:
  - a. Other county agencies;
  - b. State and federal agencies (non-law enforcement);
  - c. State and federal law enforcement agencies;
  - d. Colleges and universities; and
  - e. Private corporations and consultants.
3. Curriculum Development: The content of the training programs developed and conducted by the agency, are vitally important in determining if the instruction is effective and worthwhile. The following areas should be considered when developing training material and instructional techniques:

- a. Job-task analysis: Shift trainers should evaluate each job performed by employees in his/her section with respect to function, task and duties. These evaluations will be used to design and implement responsive training programs.
- b. Performance objectives: In order to familiarize employees with information they are required to know, skills that must be demonstrated and circumstances under which the skills will be used, performance objectives will be developed and stated for each agency training program. The performance objective should:
  1. Focus on the elements of the job-task analysis for which formal training is needed
  2. Provide clear statements of what is to be learned
  3. Provide the basis for evaluating the participants
  4. Provide a basis for evaluating the effectiveness of the training program
- c. Lesson Plans: Formal lesson plans shall be developed and maintained on file for all training sessions/courses conducted by or sponsored by the agency. The use of formal lesson plans will ensure that the subject taught is completely and accurately addressed and properly sequenced with other training materials.
  1. Instructional goals
  2. Specific subject matter
  3. Performance objectives
  4. References
  5. Resources
  6. Evaluation and/or testing method
  7. Copies of all handout and/or material provided

Lesson plans shall be submitted to the Training and Accreditation Section for review prior to the planned training. The Training and Accreditation Section shall review any lesson plans that are submitted and make suggestions or corrections. The Training and Accreditation Section shall evaluate the material to ensure that proper instructional

techniques are being utilized and that the material is relevant and appropriate. Should the subject be one of a highly specialized nature, the Training and Accreditation Section may consult with experts in that field, either within the agency or from an outside source. The Training and Accreditation Section will maintain copies of all agency lesson plans that are submitted for review.

- d. Remedial Training: Under certain limited circumstances, it may become desirable and/or necessary to require an employee to undergo remedial training in order to correct a performance deficiency. Such deficiencies are normally detected through the field training evaluation period or during a supervisor's annual evaluation of an employee's routine job performance.
  1. Performance situations that require on-the-job remedial training shall be brought to the attention of the employee's supervisor.
  2. Job performance situations that require additional classroom exposure or experience shall be brought to the attention of the Training and Accreditation Section by the responsible supervisor for enrollment in an appropriate academy or county training class.
3. In all instances where an individual is referred to remedial training, the following should be documented:
  - a. The circumstances under which training is indicated
  - b. The nature of the training
  - c. The timetable for completion and the criteria for satisfactory completion
  - d. The consequences of non-participation and/or unsatisfactory completion
4. Instructor Selection/Development
  - a. The selection of competent and qualified instructors is of critical importance to the success and effectiveness of any training program. It shall be the responsibility of the Training and Accreditation Section to maintain an adequate pool of instructors both from within the agency and from outside sources to ensure that approved training programs are facilitated. The following criteria shall be used in the selection and development of instructors.
    1. Sheriff's Office Instructors:

- a. Qualifications:
  - 1. Knowledge of teaching theory, methods, and practices. (Must be acquired prior to any teaching assignment)
  - 2. Expertise in a particular subject matter
  - 3. Ability to deal effectively with people
  - 4. Proven leadership ability
- b. Selection:
  - 1. Made by division commanders and Training Section supervisor based on need
- c. Training (at minimum):
  - 1. Lesson plan development
  - 2. Performance objective development
  - 3. Instructional techniques
  - 4. Learning theory
  - 5. Testing and evaluation techniques
  - 6. Resource availability and use
  - 7. Completion of a Law Enforcement Instructor Training Course approved by DCJS
- d. Tenure: Personnel selected and designated as agency instructors shall function as such, in addition to their regular duties, as long as the need for training in their area of expertise exists, or until their certification to teach in that particular area expires.
- e. The Training and Accreditation Section shall maintain liaison with all agency instructors to ensure that instructor certifications do not lapse and mandatory retraining is facilitated.
  - 1. Outside Instructors:

- a. Selection: Instructors from outside sources shall be selected by the Training and Accreditation Section or shift trainer based upon specific need. All persons selected shall be recognized experts in their particular area of instruction. Prior to offering any instruction to Sheriff's Office personnel, command staff reserves the right to approve all outside instructors.
  - b. Supervision: The Training and Accreditation Section shall monitor the activities and performance of all persons offering instruction to agency personnel, when possible. The Training and Accreditation Section will assist shift trainers in ensuring that material being presented is appropriate for the agency and presented in a professional manner. In addition, outside instructors shall provide the Training and Accreditation Section with formal lesson plans prior to the instruction for review and approval.
  - c. Evaluation: Outside instructors shall be evaluated by trainees upon completion of their instruction and the results of those evaluations shall be reviewed by the Training and Accreditation Section.
5. Attendance Requirement/Documentation: Employee attendance in all agency authorized training programs shall be documented and made a part of the individual's permanent training record. Specific attendance requirements shall be established by the Training and Accreditation Section for each program and announced to all scheduled participants.
  - a. Employees shall be required to sign-in and sign-out in an official training log when departing or arriving at other than scheduled times.
  - b. Employees shall be required to attend all sessions in its entirety during all scheduled training programs. Only authorized absences shall be excused (i.e. court appearances, illness, etc.). Persons scheduled to attend a training program shall notify the agency Training Supervisor

at the earliest possible time if it becomes necessary to miss scheduled training.

- c. The Training and Accreditation Section shall review each absence by agency personnel and determine if the amount of time and/or the material missed is of such a nature that requires the instruction to be made-up. The Training Section shall notify the individual if time is to be made-up and make the necessary scheduling arrangements.

- 6. Training Facilities: It shall be the responsibility of the Training and Accreditation Section to locate and schedule classrooms and other training facilities necessary to effectively conduct agency training programs. Classrooms used for agency training shall be furnished in such a manner and be of sufficient size and décor as to provide a comfortable training environment and enhance learning. In addition, each facility shall be equipped with necessary audio/visual equipment as may be appropriate for each training program.