
ADMINISTRATIVE DIRECTIVE – 105.011
CAREER DEVELOPMENT

EFFECTIVE DATE: November 11, 1991
REVIEW DATE: Annual
AFFECTS: All Personnel
CALEA STANDARD: 33.8.3

REVISION DATE: April 11, 2017

I. PURPOSE

This directive identifies the various programs and procedures utilized by the Department to provide opportunities for individual growth and development of departmental personnel.

II. POLICY

The need for career development in law enforcement exists at all levels. The Department is concerned with the mental and physical capabilities of its personnel, in particular the skills, knowledge and abilities necessary to function in an efficient and effective manner in assigned tasks. It is through the Career Development Program that activities will be directed to enable the Department to provide a system for identifying and fulfilling the needs of the individual and the agency.

III. DEFINITIONS

- A. Career Counseling – The relationship (process) between trained counselor and employee that is designed to facilitate an employee's career choices, comprehension of career goals, and achievement of career goals through meaningful and well-informed choices.
- B. Career Development Program – An organized and supervised set of duties or functions designed to stimulate learning, e.g. counseling, training, job rotations.

IV. PROCEDURES

A. Goals and Objectives of Career Development

1. Goals

The goals of the Career Development Program are to promote productive, efficient and effective job performance, and to improve the overall level of job satisfaction as well as to enhance upward mobility of all employees.

2. Objectives

- a. Provide career counseling to any employee who requests such assistance.
- b. Conduct an annual review of training, and promotional opportunities available for each employee's position level.
- c. Provide appropriate in-service training for all personnel at all job levels and position assignments.
- d. Provide skill development training to all sworn personnel upon or within one year of promotion to a higher rank.

B. Inventory of Skills, Knowledge and Abilities

Any employee may request the Training Coordinator to conduct an annual inventory of the skills, knowledge, and abilities of the employee. This inventory will be based on past, present and future assignments. The inventory will assist in:

- 1. Identifying in-service training needs by comparing skills, knowledge and ability inventories with job task analysis,
- 2. Identifying the potential number of personnel to utilize career development services,
- 3. The assessment of equal employment opportunity or affirmative action objectives when directed by the Chief of Police.

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C. Responsibilities

1. Support Services Division Deputy Chief

- a. Administration of the Career Development Program
- b. Assist in coordinating the Police Department's involvement in city wide career development activities.
- c. Coordinate and distribute information regarding requirements and procedures for lateral transfer within the Department when positions are available,
- d. Coordinate and distribute information regarding requirements and procedures for promotion within the Department.

2. Training Coordinator

- a. The Training Coordinator will assist the Support Services Division Deputy Chief through his expertise and knowledge of the training function.
- b. Develop and schedule in-service training and other proficiency and career specialty training programs in order to enhance and develop employee skills.
- c. Maintain personal knowledge and skills necessary to perform individual career counseling. Knowledge and abilities to be maintained include current information regarding:
 - (1) General counseling techniques such as skills, knowledge, and abilities assessment.
 - (2) Departmental salaries, benefits, and training opportunities.
 - (3) Educational opportunities and incentive programs.
 - (4) EEOC and Affirmative Action guidelines and considerations.
 - (5) Record-keeping techniques and requirements related to the Career Development Program.
 - (6) Career development programs of other jurisdictions and the availability of outside resources.
- d. Develop and maintain school lists and training programs designed to perpetuate proficiency in those positions identified as career specialty positions.
- e. Maintain records of all proficiency and career specialty in-service training.

D. Specific Career Development Activities

1. Career Specialty In-service Training

Career specialty areas are designed to stimulate personnel to develop new areas of interest and specialization. In-service training provided for specialty development enhances the overall potential for the employee's upward mobility, and improves the skills, knowledge, and abilities needed to perform tasks required in specialized areas.

- a. Employees participating in management and supervision as a career specialty will be provided training as available.
- b. The Department will identify and provide training opportunities for all positions classified as specialties.

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(Refer to Administrative Directive 101.018 for a listing of types of specialized assignments.)

2. Temporary Duty Assignments

Periodic job rotation may be implemented to afford personnel opportunities for individual growth as well as improved job satisfaction and job performance. Assignments may be made to various sections in the Department consistent with individual abilities and merit. Temporary assignments and job rotation will only be made as personnel strength and manpower availability allows.

(Refer to Administrative Directive 101.018, Job Rotation, for further information.)

3. Educational Leave

a. The Department will attempt to provide flexible working hours and/or shift assignments to allow an employee the opportunity to continue his/her education. This flexibility will always be dependent upon constraints of scheduling and manpower requirements and will only apply to shifts and not assignments.

b. Extended leave of absence for educational purposes may be allowed in accordance with established City and State Civil Service Procedures.

4. Tuition Reimbursement

Reimbursement procedures for classes from an accredited school, college or university are outlined in City of Plano Policies and Procedures, Human Resources Manual, Policy 208.000, Tuition Reimbursement. Contact Human Resources for information and forms.

Note: Forms related to Tuition Reimbursement are not required for courses scheduled by the Training Coordinator and/or those courses paid for by the Department.