<table>
<thead>
<tr>
<th>Title</th>
<th>SOP Number</th>
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<tbody>
<tr>
<td>Training and Professional Development</td>
<td>6.1.100</td>
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<thead>
<tr>
<th>Approval Signature</th>
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<tbody>
<tr>
<td>Chief Maris Herold</td>
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<thead>
<tr>
<th>Reviewed/Revised by</th>
<th>Pages</th>
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<td>26</td>
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<thead>
<tr>
<th>Last Revision Date</th>
<th>Effective Date</th>
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<tbody>
<tr>
<td>January 3, 2019</td>
<td>May 6, 2015</td>
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</table>
Training and Professional Development

I. Purpose

The University of Cincinnati is geographically located in an urban environment serving a diverse population. Policing in an urban campus community demands a highly trained workforce. As such, policing requires a unique set of problem-solving and critical thinking skills. Problem Oriented Policing (POP) is the UCPD’s primary strategy for crime prevention and organizational improvement. This strategy aligns department policies and procedures with UCPD’s core guiding principles, including, but not limited to, developing and attending innovative training and building positive community partnerships. Training and professional development are essential to UCPD achieving recognition as a national model for best practices in urban-university policing.

II. Policy

It is the policy of the UCPD to emphasize training as an integral component of employee development. From the time employees are initially hired until the end of their careers, training impacts every aspect of their job. The UCPD has developed this training policy to ensure its employees are equipped with the skill, knowledge, and ability required to decisively and correctly respond to a broad spectrum of situations.

III. Definitions and Descriptions

The Training Unit is comprised of numerous team members who work together and utilize various resources to create a model police agency training program. Team member functions and training resources are detailed below.

Training Section supervisor – The Training Section supervisor (TSS) is responsible for overseeing all the policies and procedures within the training unit. The responsibilities of the Training Section supervisor are outlined below:

- The Training Section supervisor shall coordinate with the Chief and the Associate Director for Business Affairs on the annual training budget and ensure the Training Section works within the established budget
- Maintain training files and training database
- Management and coordination of use for all training facilities
- Prepare and coordinate all paperwork associated with training requests
- Determine if UCPD staff have attended state certified academy prior to hire
- Prepare, schedule, and coordinate new hire training
- Schedule police and security officers for mandatory orientation
- Track all training
Training and Professional Development

- Track attendance of training
- Develop training resources
- Collaborate with Training Committee on training needs
- Research, develop, evaluate and coordinate training programs according to the needs of the department
- Approve both internal and external courses
- Attend or assign a designee to attend all vendors courses being considered for inclusion in the UCPD training curriculum
- Establish certification schedules for trainers
- Evaluate the effectiveness of both internal and external trainers
- Research and announce training opportunities
- Ensure development opportunities are available for all UCPD staff competencies
- Maintain a liaison with Great Oaks Regional Police Academy, the University of Cincinnati Law Enforcement/Criminal Justice programs, the Cincinnati Police Academy and other educational facilities presenting specialized, basic or advanced training for police and security officers

Training Consultant – Under the general supervision of the TSS, the Training Consultant performs a variety of professional and administrative management support duties. These duties are outlined below:

- Consult with administration and staff to assess training needs, solicit program support, and identify program objectives
- Schedule employee training
- Design and develop training programs and workshops
- Evaluate and modify training programs to meet program objectives
- Coordinate work group training and development programs
- Deliver or assist others in the delivery of training and development programs
- Promote training and development programs and activities
- Prepare related reports and documentation
- Maintain departmental training calendars

UCPD Trainers – UCPD Trainers are UCPD staff members with expertise in a specific topic and train other members to help increase their knowledge and skill within that topic. To qualify as a UCPD Trainer a candidate must maintain training responsibilities, and meet the following qualifications:

- Ohio Peace Officer Training Academy (OPOTA) Trainer Certified
- Achieve a “Skilled” mastery level during annual Trainer Observation and Evaluations
- Maintain a satisfactory performance evaluation rating
- Remain free of pattern of conduct performance issues

**Police Training Officer (PTO)** – The PTO program is a problem based learning model based on community policing and collaborative problem solving principles. This model challenges newly hired officers to think creatively and to use community resources to respond to crime and disorder.

**Training Committee** – The Training Committee assists in reviewing training programs to ensure the training program continues to align with department mission, vision, and values. The Chief of Police will review, select, and appoint the committee members via Interdepartmental Memo, Form 5. The committee members will be comprised of the UCPD Training Unit Supervisor, UCPD Training Consultant, Organizational Development Coordinator, the Inspections Lieutenant and at least one representative from each of the groups listed below.

<table>
<thead>
<tr>
<th>Group</th>
</tr>
</thead>
<tbody>
<tr>
<td>Citizen Compliance Commission</td>
</tr>
<tr>
<td>(CCC)</td>
</tr>
<tr>
<td>Student Safety Board</td>
</tr>
<tr>
<td>Sergeant</td>
</tr>
<tr>
<td>Communications Center</td>
</tr>
<tr>
<td>Patrol Officer (Union Rep)</td>
</tr>
<tr>
<td>Security Officer</td>
</tr>
</tbody>
</table>

Committee members will report to the TSS who will collaborate with the Assistant Police Chief and assist with identifying needs within the community, or the department, that may require changes in the competencies required of emergency and non-emergency personnel, and assist with reviewing and approving courses to help develop those competencies.

The TSS will identify, maintain, and update a file of potential resources, in the public and private sector, available to enhance agency in-service training programs. The training committee will review the work of the training program for the current and previous year, and make recommendations to improve the training component of the department.

The Training Committee will meet as needed, but no less than twice a year. The Training Section Supervisor will submit a summary report of the meeting including any recommendations of the Committee to the Chief of Police after each meeting.
Remedial Training – Remedial training is the correction or review of previously taught information or procedures. Remedial training for employees for specific performance deficiencies identified. Remedial training is recognized by management during evaluation of job performance or during an inspection. Once the need for an employee to attend remedial training is identified, the timetable for attendance will be determined by the nature of the training deficiency, the length of time necessary to develop the remedial training or to locate a suitable course provided by an outside vendor. The failure to attend or successfully complete assigned remedial training may be cause for discipline.

Learning Management System (LMS) – An LMS is a software application for the administration, documentation, tracking, reporting and delivery of educational courses or training programs. The University of Cincinnati offers SuccessFactors Learning as its official LMS. The UCPD utilizes SuccessFactors Learning to record all learning activity offered by and through the Training Section.

Lessons Learned Program (LLP) – The UCPD’s process for capturing, collecting, and analyzing information and data from internal and external sources, events, and critical incidences for the purposes of identifying and adapting to best practices in modern policing that are in alignment with UCPD’s mission, vision, and values.

Training Forms – These are internally developed documents utilized by the Training Section for the purposes of tracking, review, approval and evaluation.

<table>
<thead>
<tr>
<th>Form</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>100A</td>
<td>Course Consideration Analysis Template</td>
</tr>
<tr>
<td>100B</td>
<td>Vendor Course Review</td>
</tr>
<tr>
<td>100C</td>
<td>Internal Course Review</td>
</tr>
<tr>
<td>100D</td>
<td>New Course Approval</td>
</tr>
<tr>
<td>100E</td>
<td>Public Safety Training Request</td>
</tr>
<tr>
<td>100H</td>
<td>Student Course and Trainer Evaluation</td>
</tr>
<tr>
<td>100I</td>
<td>Trainer Observation and Evaluation</td>
</tr>
<tr>
<td>100J</td>
<td>Facilitator Guide Template</td>
</tr>
<tr>
<td>100K</td>
<td>Training Sign In Sheet</td>
</tr>
<tr>
<td>100L</td>
<td>Conference Evaluation</td>
</tr>
<tr>
<td>100M</td>
<td>Trainer Vetting</td>
</tr>
<tr>
<td>100N</td>
<td>Training Candidate Presentation Evaluation</td>
</tr>
</tbody>
</table>
IV. Procedure

Due to state mandates and departmental necessities, the procedures that aid in demonstrating competencies of newly hired apprentices, new and tenured officers, and the curriculum maintenance is explained below.

UCPD incorporates these state mandated courses but supplements this training with additional professional development that provides officers opportunities to develop skills in all competencies required to effectively police in an urban campus community.

A. Competencies and Skills Requirements

UCPD has identified a list of competencies patrol and supervising officers will possess in order to be successful in their position. These competencies provide a basis for staff selections as well as annual performance evaluations. Outlined below are the competencies and skill requirements for police officers. The below competencies will be use as the foundation when selecting, developing, and maintaining course curriculum.

1. Patrol Officer Competencies

<table>
<thead>
<tr>
<th>Competency</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Police Vehicle Operations</td>
<td>Exhibit proper use and care of UCPD's equipment during emergency and non-emergency situations.</td>
</tr>
<tr>
<td>Conflict Resolution</td>
<td>Apply resolution techniques appropriate for an assessed level of conflict.</td>
</tr>
<tr>
<td>Use of Force</td>
<td>Determine, and implement the appropriate use-of-force techniques in given situations.</td>
</tr>
<tr>
<td>Departmental Policies and Procedures</td>
<td>Identify, explain, and enforce university, state, county, and municipal procedures, policies, laws, and philosophies that affect patrol and enforcement activities.</td>
</tr>
<tr>
<td>Report Writing</td>
<td>Effectively document required patrol activities.</td>
</tr>
<tr>
<td>Leadership</td>
<td>Display leadership principles during emergency and non-emergency patrol activities.</td>
</tr>
</tbody>
</table>
### 2. Supervising Officer Competencies

<table>
<thead>
<tr>
<th>Competency</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative Skills</td>
<td>Create a vision for the department and decide how to allocate resources to attain the vision.</td>
</tr>
<tr>
<td>Investigations</td>
<td>Demonstrate the knowledge of and ability to conduct advanced investigations to assist in the forward progress of ongoing investigations.</td>
</tr>
<tr>
<td>Organizational Leadership</td>
<td>Create an environment where employees feel motivated despite internal or external influences by hiring right and empowering employees.</td>
</tr>
</tbody>
</table>
### B. UCPD Training Curriculum

The purpose of the UCPD training curriculum is to keep personnel up to date with new laws, technological improvements, and revisions in policy, procedures, rules and regulations. In addition, the training curriculum will be structured to meet applicable accreditation standard requirements.

<table>
<thead>
<tr>
<th><strong>Communication</strong></th>
<th>Modify communication techniques to effectively communicate with the public, allied agencies, co-workers, and staff, in both emergency and non-emergency situations.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Labor Relations</strong></td>
<td>Create and maintain positive employee-management relations, both for union and non-union environments.</td>
</tr>
<tr>
<td><strong>Problem Conceptualization</strong></td>
<td>Think critically, analyze, problem solve, and make decisions on complex matters.</td>
</tr>
<tr>
<td><strong>Collaboration</strong></td>
<td>Create an inclusive environment for discussions and decision making by developing strong relationships with co-workers and the community and breaking down barriers among various groups.</td>
</tr>
<tr>
<td><strong>Budgeting</strong></td>
<td>Maximize budget by strategically allocating resources.</td>
</tr>
<tr>
<td><strong>Technology Adaptation</strong></td>
<td>Incorporate technological advancements in computers, communications, transportation, and numerous other areas related to policing such as the ICS developed Dashboard software.</td>
</tr>
<tr>
<td><strong>Legal Awareness</strong></td>
<td>Constantly be aware of restrictions put upon the police by new laws, regulations, codes, statutes, decrees, ordinances, rulings, and mandates and articulate such to all staff.</td>
</tr>
<tr>
<td><strong>Human Resource Knowledge</strong></td>
<td>Understand that our biggest resource is our employees and effectively recruit, select, hire, sustain, motivate, train, measure performance, and promote all employees of UCPD.</td>
</tr>
<tr>
<td><strong>Organizational Structure</strong></td>
<td>Implement a participative management structure allowing employees to participate in the facilitation of information and ideas allowing for movement and advancement across the organization.</td>
</tr>
<tr>
<td><strong>Political Climate</strong></td>
<td>Demonstrate an awareness of political environment and know how the internal and external constituencies with whom they might have to interact.</td>
</tr>
</tbody>
</table>
1. Newly Hired Apprentice

If an officer is appointed as a University Law Enforcement Officer (ULEO) Apprentice, the officer will have one year to complete the OPOTA certified training academy. The officer must complete an OPOTA certified training academy prior to exercising any law enforcement authority.

In addition to OPOTA mandated training, all newly hired apprentices will be required to complete a minimum of 80 hours of orientation training prior to, and in addition to, being assigned to their minimum 16-week Police Training Officer Program (PTO).

2. Newly Hired ULEO

If a person is appointed as a ULEO they will be required to complete 80 hours of orientation training prior to, and in addition to, being assigned to their minimum 16-week Police Training Officer Program (PTO).

3. Tenured ULEO

Each year all OPOTA Certified UCPD officers will complete the required continuing Professional Training (CPT) as identified by the Training Section in the annual training plan. This training will incorporate OPOTA annual mandated training and training mandated by UCPD policy.

4. Supervisor Orientation Training

Upon promotion, supervisors will receive orientation in accordance with the Annual Training Plan. Prior to a supervisory assignment, all newly promoted supervisors will successfully complete orientation training (see Sergeants Orientation Training Checklist). In addition, newly promoted Sergeants will successfully complete an identified best practice external supervisory training course within one year of appointment.

5. Supervisory and Management Training
Training and Professional Development

UCPD supervisors will be required to complete bi-annual refresher training in critical topics identified by the Training Section. UCPD’s Training Section will constantly seek advanced level supervisory courses to ensure UCPD’s supervisory personnel has the skills necessary to effectively lead, motivate, and support the Division and community. Supervisors are also encouraged to seek advanced training courses to further their supervisory and management skills and prepare for future career advancement. A list of resources offering supervisory and management level courses can be found in the Training Section’s Annual Training Plan.

6. Specialized Training

The Training Section will maintain a list of Division specialized assignments that require specialized training. The list will also include the specific specialized training courses associated with each assignment. The purpose of specialized training is to provide advanced levels of instruction for specialized assignments and enhance an employee’s overall potential for upward mobility, career development, employee retention, and job satisfaction. See UCPD Specialized Assignment Training List.

7. Daily Briefing and Roll Call Training

To supplement in-service training, the Division may transmit information to employees through the use of Daily Briefing and Roll Call Training.

a. Daily Briefing

Daily Briefing Training is an instructional activity determined by a shift supervisor and designed to share or clarify information. Daily Briefing Training may vary in frequency and duration and will be scheduled on an "as-needed" basis.

This training may include a wide variety of techniques including, but not limited to, lecture videotapes, written documents to be distributed to employees, audiotapes, and discussions.

Supervisors will be responsible for documenting their employee’s attendance on the Daily Line-Up Sheet.

Daily Briefing Training will not be recorded in the LMS

b. Roll Call Training
Roll Call Training is an instructional activity that can be presented within 60 minutes and attendance is required of all shift employees. Command Staff may determine that certain training be conducted during Roll Call. Training topics conducive to Roll Call Training include a review of critical policy updates, new equipment, or other similar topics.

When Command Staff determines Roll Call Training is required, the training will be assigned to the Training Section Supervisor. The TSS may designate shift supervisors or other designees, who have received updated and/or specialized training, to prepare and/or present the Formal Roll Call Training.

Once the training topic is identified, the designated trainer will create the training content utilizing the approved training format and standards. The trainer will complete an Internal Correspondence Memo, Form 5 outlining a list of SPOs, a summary of the training, and the estimated training completion date. The trainer will submit the Form 5 and a copy of the training content to the TSS or designee for approval.

The TSS or designee will review the training to ensure it meets the Division training format and standards. If it meets the minimum requirements, the TSS or designee will approve the training and maintain a copy for the Training Section records. If the training does not meet the minimum requirements, the TSS or designee will document the required changes and provide feedback to the designated trainer who will incorporate the changes and resubmit the training for approval.

Once the Formal Roll Call Training is approved, it will be delivered to all designated personnel within thirty days of approval. If appropriate, supervisors of special assignment units (Investigations, Community Affairs, etc.) will also be assigned to provide the training to their assigned personnel. Trainers will record attendance on the Roll Call Training Sign-in Sheet (Form 100R). Completed Roll Call Training Sign-In Sheets (Form 100R) will be submitted to the Training Section to maintain attendance records.

Roll Call Training will be recorded in the LMS.

C. Curriculum Maintenance
Training and Professional Development

In an effort to maintain a curriculum that continually aligns with UCPD’s mission, vision, and values, and includes relevant and realistic employee tasks, the permanent members of the Training Committee will conduct a Training Needs Analysis (TNA) every three years. The result of this analysis will be reviewed with all members of the Training Committee for feedback. The results of this analysis will determine whether courses are to be continued, updated, or retired. Final recommendations of the analysis will be submitted through the chain of command for approval by the Police Chief.

As part of Curriculum Maintenance, when adding a new course, permanent members of the Training Committee will follow an approval process as outlined in Section C.2.

1. Review

The Training Committee will conduct a Training Needs Analysis (TNA) every three years to identify changes in training needs of the UCPD. As part of the analysis, the Training Committee will consider the following to assess the effectiveness of the existing curriculum:

- Legal updates
- Changes in UCPD core competencies
- Updates to UCPD’s policies, mission, or vision
- Updates to best practices
- Citizen and Internal Affairs complaints
- Trends in campus community crime and disorder
- Course interest/attendance
- Recommendations from the Lessons Learned Committee

After reviewing these topics, the Training Committee will continue the TNA by reviewing the current curriculum of UCPD courses, as well as courses offered through third party vendors, to assess whether the current course objectives continue to align with needs of the UCPD.

2. Approval

When it is determined that the UCPD training curriculum is in need of new courses, the following minimum requirements must be met before a course will be added to the UCPD curriculum:*
Training and Professional Development

- Lesson plans consistent with departmental mission, guidelines, policies, and state requirements
- Student Performance Objectives (SPO) focusing on UPCD competencies
- A statement of what will be learned and how it will benefit the participant
- Inclusion of problem-based scenarios
- Adult Learning Theory incorporated into course design
- Multiple delivery techniques including lecture, group discussion, panel and debate, teach backs, videos, simulations, and/or gamification
- A trainer experienced in the subject matter as well as adult learning and facilitation
- An assessment of participant knowledge retention to include written test or practical demonstration if deemed necessary
- A basis for evaluating the effectiveness of the course

The information below outlines how new courses will be selected and incorporated into the curriculum.

a. Vendor Courses

When a new course is needed to meet the training needs of UCPD personnel, the Training Section will utilize the Course Consideration Analysis template (Form 100A) to research outside training agencies to determine whether courses are already available to satisfy the identified training needs. Several elements of a course will be examined by the TSS or designee to determine whether it meets minimum consideration requirements. The elements to be examined will include the following:

- Is the course offered by an approved agency?
- Does the course meet UCPD standard course requirements?
- Are objectives clearly defined?
- Do course objectives align with those identified in the TNA?
- Does the content align with stated objectives?
- How long is the course?
- Where is the course offered?
- What is the cost of attending?
- Can the agency deliver the training at UCPD?
- Does the trainer meet the minimum level of knowledge of the subject matter?
- Does the trainer meet minimum facilitation experience?
Training and Professional Development

- Can a UCPD trainer be certified to facilitate the course?
- Is there a cost benefit to certifying a UCPD trainer?
- Are there other special events scheduled?

The TSS will use the criteria listed above to determine whether a course will be considered for inclusion in the UCPD curriculum. If a course is determined to be a consideration, the TSS, or designee, will attend the course in an effort to evaluate its effectiveness. Using the Vendor Course Review (Form 100B) the TSS or designee will evaluate the course to determine whether it:

- Includes materials that are clear, concise and easy to read and understand
- Is presented consistently with the course description
- Allows time to deliver the content at a comfortable pace
- Provides participants adequate time to practice the new skill
- Incorporates skill practices and/or reality based scenarios and/or case studies

All vendor courses must be approved on the New Course Approval (Form 100D) prior to being included in the UCPD curriculum.

Courses provided by national or state recognized organizations that are considered Best Practice do not require the formal evaluation and approval process as outlined in this policy. Examples of these organizations include, but are not limited to, the Federal Bureau of Investigations (FBI), Southern Police Institute (SPI), Ohio Peace Officer Training Academy (OPOTA), Police Executive Research Forum (PERF) and the Federal Law Enforcement Training Center (FLETC). However an Internal Correspondence Memo, Form-5 will be completed by the Training Section and approved by the Police Chief to document the exemption. For individual requests to attend a best practice course, this exemption will be documented on the individual training request Form 100E.

At the direction of the Police Chief, Command Staff personnel may direct the TSS or designee to bypass the formal training evaluation and approval processes when there is an urgent and immediate need for training to be conducted and time constraints do not allow for the normal course evaluation and approval process to be completed. When this occurs, the Commander will document the directive to conduct the training and the urgent need to bypass the normal process on an Internal Correspondence Memo, Form-5.
Training and Professional Development

Training Section supervisor will maintain a copy of the Form-5 as part of the training record. A member of the Training Section or designee will conduct a formal training evaluation during one of the scheduled training sessions.

b. Internal Course Development

When a new course is needed to meet the training needs of the UCPD, the TSS or his/her designee will research outside training agencies to determine whether courses are already available to satisfy the identified training needs.

If the results of this search indicate that no vendor courses are available or that available vendor courses do not align with department mission, vision, and values, the UCPD Training Until will develop a training course internally to satisfy the identified training need.

All internally developed courses will adhere to the minimum approval requirements. Courses must follow the approved Facilitator Guide Template (100J); exceptions to the template may include Roll Call training. Any exception will be documented on a Form 5 to explain the exception. Before a course is incorporated into the curriculum, it must be reviewed by the Training Section using the Internal Course Review (Form 100C).

All internally developed courses must be approved on the New Course Approval (Form 100D) prior to being included in the UCPD curriculum.

Exceptions to these processes will be documented and approved by the Police Chief on a Form 5 with an explanation of why the exception is necessary.

c. Required and Elective External Training

UCPD staff may be required, or requested, to attend an external course to supplement their annual training. All external training requests will be reviewed individually by the TSS or designee.

Prior to attending an external course, UCPD staff members will submit a Public Safety Training Request (Form 100E) and attach the following information if available:

- Course description
- Course objectives
Training and Professional Development

- Lesson plan
- Course outline

Note: UCPD staff members attending a local UCPD sponsored training are not required to complete Public Safety Training Request (Form 100E).

In addition to standard course approval requirements, the following criteria will be considered when approving a request to attend elective courses:

- Availability of manpower
- Availability of funds
- Degree of need for the type of training requested:
  - Will the staff member acquire a special skill that can be used as a resource for others
  - Is the course directly related to a current assignment and will it provide improved productivity
  - Will the course enhance the employee’s over-all capabilities
  - Will the course prepare the employee for future assignments
  - Is the course needed to correct deficiencies
  - The number of other staff members who already have this training
- The number of trainings the officer has attending during the most recent 12 months
- Location of training
- Disciplinary status

The department will consider and remain within the department training budget (including associated training costs such as travel, lodging, etc.) when approving specialized advanced and in-service training. The agency will assume all usual, customary and reasonable costs of travel when approved by the Chief of Police in advance.

When training travel requires an overnight stay, any staff member attending the same training session will be provided their own hotel room. Cost saving measures do not include asking staff members to share hotel rooms.

The Training Section will adhere to the Training Travel Requirements listed above when UCPD is in control of training travel plans and expenses. On occasions when staff members are attending training functions controlled by a third party sponsoring entity, such as the FBI National Academy or OPOTA, UCPD will make every effort to ensure the above Training Travel Requirements
are adhered to. However, there may be occasions when UCPD is not in control of the travel plans and staff members may be required to follow travel requirements established by the third party sponsoring entity, which may not align with the Training Travel Requirements in this policy.

When traveling on behalf of UC, and a sponsoring entity in control of lodging requires multiple occupancy, the following options may apply:

- Attendee accepts multiple occupancy lodging OR
- Attendee pays for alternative lodging OR
- UCPD pays for alternative lodging OR
- Attendee chooses not to attend the training event

3. Documenting Training Items

Whether a course is required or an elective, developed internally or offered through a vendor, attended on site or off, the training item must be recorded in the LMS.

When a UCPD staff member is approved to attend an external training course, or a course is approved to be offered through the department, the TSS or designee will add the training item to the LMS. The following information will be included when adding training items to the LMS:

- Title
- Description
- Duration
- Subjects
- Assignment Type (i.e. Required, Optional, Recommended)
- Required Approval Process (Immediate Supervisor or All Supervisor Levels)

4. Student Course Evaluation

Directly after learners attend a training session participants will be required to complete a Student Course Evaluation in the LMS. This evaluation provides learners an opportunity to anonymously rate the course effectiveness in four areas.

1. Content
2. Material
3. Trainer
4. Facilities

The learner will also have the opportunity to provide an open response on the evaluation form to share additional comments.

These evaluations will be used by the Training Section and trainers as an aid to ensure effectiveness.

D. Training Attendance Records

Internal Courses

All training will be tracked and recorded in the LMS. To track attendance and ensure appropriate staff members are attending required courses; participants will confirm their attendance on the Course Roster (Sign in Sheet) generated from the LMS. The Training Section Supervisor or designee will use the names on the Course Roster to record learning in the LMS. Only those whose signatures appear on the Course Roster will be given credit for attending.

Information collected on the Course Roster will include the following:

- Course Name
- Training Date and Time
- Training Hours
- Trainer First and Last Name
- Participants First and Last Name
- Supervisor First and Last Name
- Participant signature

External Courses

When employees are approved to attend training offered by outside agencies, attendance will be tracked using a Certificate of Completion. Only those who submit a Certificate of Completion will be given credit for attending the course. Training participants will provide a copy of their Certificate of Completion within 14 days of returning from training. Upon receiving a Certificate of Completion, the Training Section Supervisor or designee will record the external learning in the LMS and include a course description. A Sign In sheet provided by the external training agency or an
email from the training agency confirming attendance can also be used in lieu of a certificate of completion.

Those who attend external training may be required to participate in a Post Learning Event Debrief. The goal of this debrief is to identify what the attendee will do differently as a result of attending the event and what the department can do differently based on what was learned during the event. Debriefs will include the event attendee, the Training Section Supervisor, the Training Consultant, the attendee’s supervisor, and a representative of the Command Staff. Information shared during the debrief will be captured on a Post Learning Event Debrief (Form 100S).

Course completion records for each employee will be maintained in the LMS for a period of five years post separation of employment. When an employee separates from the University, their profile in LMS will be made inactive. Records will continue to be accessible for a period of at least five years.

**E. Annual Training Plan**

Annual training will be required of all personnel and will include refresher and/or advanced training. The UCPD will provide training on topics, subject areas, or services required by state law enforcement certification, OPOTA requirements, police accreditation standards, or approved courses recommended by the Training Section and/or Training Committee.

The annual training plan must be submitted on an Internal Correspondence memo (Form-5) to the Police Chief and approved. Any changes to the approved Annual Training Plan must be submitted on an Internal Correspondence memo (Form-5) to the Police Chief and approved, prior to change implementation.

**F. Creating a Training Schedule**

The Training Section will schedule training in a manner that minimizes overtime and maximizes shift coverage. The following practices will be followed when scheduling training. These practices will be followed for both internal and external courses when possible.

**Best Practices for Scheduling Training**

The Training Section will attempt to avoid scheduling training on days when the following special events are scheduled:
Training and Professional Development

- Range Training
- FC Cincinnati Soccer
- UC Football
- Graduation
- Move In Day
- First Week Of School
- Other special events not listed identified by the Police Chief

Additional scheduling guidelines includes the following:

- The TSS will note other scheduled events on their approval recommendation on the Public Safety Training Request Form (100E)
- When possible, internal training will be scheduled during different shifts
- The Training Section will provide the training dates and times to shift supervisors at least 3 weeks prior to the start of the first training session
- Shift Supervisors will have 7 days to schedule their staff for training and provide the schedule to the Training Section
- Shift supervisors will schedule their direct reports in the training sessions in a manner that minimizes overtime
- Sergeants and/or Lieutenants can schedule their direct reports for training
- Sergeants and Lieutenants must minimize their OT when in training
- The Branch Campus Lieutenant will collaborate with Main Campus Lieutenants to arrange for coverage in order to allow branch officers to attend training
- Main Campus officers may travel to the branch campus to provide coverage for training
- The Training Section will minimize the number of trainers per training session
- The Training Section will send calendar invites to participants in each training session.
- When scheduling five consecutive days of training, lunch is NOT included in training time (i.e. training scheduled from 8 am – 5 pm is 8 hours of training, not 9)

G. Scheduling Training in the Learning Management System (LMS)

Whether a scheduled training is internal or external, required or an elective, or part of the annual training plan, it will be added to the training calendar in the LMS and participants will be registered to attend the scheduled training session so that attendance can be recorded upon completion of the session.

The TSS or designee will add all scheduled training items to the LMS. When adding the scheduled item, the following information will be included:

- Course Title
- Course Description
H. Learning Management System

SuccessFactors Learning is the University of Cincinnati’s Talent Development system of record that allows UCPD employees to explore, view, and self-register for learning opportunities geared toward improvement of personal growth.

User Functionality

Human Resources - Owns SuccessFactors, the LMS, and performs master administrative tasks. They are the point of contact between SuccessFactors (SAP) and all assigned departmental administrators throughout the University.

Training Section – Responsible for overall system and data administration for the UCPD.

System Administrator – Perform a variety of administrative functions within the system. The primary system administrators are the TSS and Training Consultant. However, at the discretion of the TSS other members of the UCPD may be assigned limited administrative functions such as:

- Generate reports
- Register participants for scheduled items
- Confirm training schedules

All Supervisors – Supervisors are required to approve or deny their direct reports for elective and mandatory training sessions they register for in the LMS. Supervisors are also required to approve requests to withdraw from a training session.

In an effort to complete the approval or denial process in a timely manner, supervisors are to log into the LMS at least weekly to monitor approval requests.

Patrol Supervisors – To ensure proper shift coverage and minimize over time, patrol supervisors will register their direct reports in the LMS for mandatory training sessions.

Trainers – UCPD Trainers will log into the LMS to view and print Rosters for the training sessions they facilitate. Trainers are responsible for ensuring participants sign the roster, also known as the Sign-in-Sheet. Immediately upon conclusion of the training session, UCPD Trainers will submit the original roster to the training section.
End User – All employees will monitor their “My Learning Assignments” tab in the LMS weekly to ensure they are registered for all required training and completing subsequent Student Course and Trainer Evaluations in a timely manner.

If an employee finds they are no longer able to attend a previously registered training session, they will withdraw from the session in the LMS and register for a new session that fits within their schedule.

Patrol Officers who are unable to attend a previously registered mandatory training session must immediately notify their supervisor so the supervisor can reschedule the officer for an alternate session.

End users may also search for available courses within the LMS that may be beneficial in developing skills for their current or desired position.

I. UCPD Trainers

The selection of quality trainers is critical to the operation of any successful internal development program. Trainers selected to facilitate internal employee development courses will have extensive knowledge of the law enforcement specialty in which they are instructing. Trainers will also have a basic understanding of various teaching theories, methods, and best practices.

1. UCPD Trainer Selection

When the UCPD has a need for additional trainers, the TSS will issue a notification to all division personnel providing a description of the assignment, the number of trainers needed, and the minimum qualifications required for consideration. Minimum qualifications to be considered for a UCPD training assignment include, but are not limited to:

- One year with UCPD AND
- At least 3 years working experience in the subject matter OR
- Related degree or certification in the subject matter AND
- Satisfactory performance evaluation rating AND
- Clear of any sustained complaints in the most recent 12 months

Candidates must submit a Form 5 expressing interest in the assignment and outlining their qualifications. The TSS or designee will document the results of each candidate’s selection process on a Trainer Vetting Form (100M). The TSS or designee will contact the supervisor of those candidates who meet minimum qualifications to obtain a recommendation for the assignment. Supervisor recommendations will be documented on the Trainer Vetting form. Qualified candidates who received a positive recommendation from their supervisor will be invited to demonstrate their facilitation skills by presenting a 15 minute presentation.
to a panel of observers including two members of the Training Committee. Prior to their presentations, candidates will receive a copy of the Training Candidate Presentation Guidelines describing the presentation criteria against which they will be assessed. The panel of observers will consider the following basic facilitation skills while observing the presentation:

- **Communication** – did the candidate speak clearly with minimal filler words such as “um”, “uh”, “you know” etc.
- **Content knowledge** – did the candidate present the content accurately
- **Organization** – did the candidate have all materials available for the presentation
- **Physical Appearance** – did the candidate stand up straight, face the audience, and dress appropriately for the audience and/or topic

During the presentations, the panel of observers will document their feedback on the Training Candidate Presentation Evaluation Form (100N). Upon conclusion of the presentation, the TSS or designee will collect the Training Candidate Presentation Evaluation from each observer and summarize the feedback on the Trainer Vetting form. The Training Section Supervisor, Training Consultant, and Organizational Development Coordinator will review the collective feedback and select the candidate(s) who displayed the best presentation skills.

The TSS will submit a selection recommendation to the candidate’s Captain, Area Manager/Assistant Police Chief, and the Director/Chief of Police for their approval.

After the selection recommendation(s) has been approved, the TSS will notify those who were not selected and provide feedback on what they can do to be considered for a future training assignment. The TSS will then notify those who were selected and advise them of their next steps.

Any deviation from this selection process must be documented on a Form 5, include the reason(s) the selection process is being circumvented, and approved by the Assistant Chief and Chief of Police prior to bypassing the standard process.

### 2. New Trainer Onboarding

To ensure new trainers are provided the best opportunity to achieve the minimum evaluation rating, they will complete the following On-boarding process:

1. Attend the Trainer Certification course (if required)
2. Complete OPOTA Trainer Certification (when available)
3. Observe a training session they will be training (if possible)
4. Co-facilitate a training session with an experienced trainer
5. Facilitate a training session on their own
This is an ideal on-boarding scenario and will be implemented whenever possible. However, some circumstances do not allow for each step to be implemented. This can occur when a Training Officer is sent to a trainer certification class and is required to facilitate the course on their own due to the fact that the department has no other trainers certified to train the same course.

3. Annual Trainer Observation and Evaluation

In addition to the Student Course & Trainer Evaluations, the Training Section Supervisor or designee will use the Trainer Observation and Evaluation (Form 100I) to formally evaluate annually all UCPD trainers against six training competencies. Form 100I will also be used to determine whether vendor trainers will continue to instruct courses for UCPD. Vendor trainers may be evaluated on the Form 100I by the Training Section Supervisor or designee when they train a course internally. Determination will be made to continue using the specific vendor after review of the completed 100I and the Student Course & Trainer Evaluation data within the LMS. If any vendor trainer is not evaluated, a Form 5 will document the reasoning.

Outlined below are the competencies and skill requirements for all trainers.*

<table>
<thead>
<tr>
<th>Competency</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Preparedness</td>
<td>Effectively prepare for training sessions to ensure a maximum learning experience.</td>
</tr>
<tr>
<td>Creating a Comfortable Learning Environment</td>
<td>Create an inclusive environment where learners feel welcomed, relaxed, encouraged, and empowered.</td>
</tr>
<tr>
<td>Classroom Management</td>
<td>Control barriers that can limit a learner’s ability to focus and participate in a learning session.</td>
</tr>
<tr>
<td>Communication</td>
<td>Convey verbal and non-verbal messages clearly and concisely to instill believability and ensure mutual understanding.</td>
</tr>
<tr>
<td>Facilitation</td>
<td>Present training content thoroughly, systematically, and inclusively to ensure maximum engagement and retention.</td>
</tr>
<tr>
<td>Content Knowledge</td>
<td>Demonstrate expertise in subject matter and training content materials.</td>
</tr>
</tbody>
</table>

Trainers’ mastery level will be evaluated in each competency. The evaluator will calculate an overall rating for the trainer based on the rating for each competency. There are five levels of mastery a trainer can display. Each level is outlined below.*
## Mastery Level Description

<table>
<thead>
<tr>
<th>Mastery Level</th>
<th>Description</th>
</tr>
</thead>
</table>
| Master        | • Consistent application of all competency behaviors is demonstrated throughout the training session. Adjustments are made effectively to adapt to learner/group ability/needs.  
• Trainer is known as the expert and can provide guidance and answer questions related to this area of expertise to others. |
| Skilled       | • Application of all competency behaviors was demonstrated throughout the training session.  
• Trainer is recognized as an expert in this competency.  
• Vendor trainers must demonstrate a Skilled mastery level for all competencies. |
| Novice        | • Inconsistent application of competency behaviors is demonstrated allowing for opportunities to be missed. However, knowledge of skill and behavior are evident.  
• Trainer is incorporating feedback received from previous coaching sessions but is not yet able to adjust behavior during a session. |
| Developing    | • A limited application of behaviors is displayed.  
• Coaching is needed to enhance performance with this competency. |
| Limited       | • Common knowledge and/or a basic understanding is demonstrated but was ineffective.  
• Skill development and coaching is required to improve in this competency.  
• A rating of Limited is only acceptable during the initial development phase of a trainer. Receiving a rating of Limited beyond the initial development phase will result in a termination of UCPD Training responsibilities. |

Trainers will demonstrate an increase in skill level each time they are evaluated until they reach the level of “Skilled.” Trainers will maintain a minimum mastery level of “Skilled” in order to maintain their training responsibilities.

An exception will be made for new trainers. New trainers may be evaluated multiple times in one year in order to show progress in their training skills. Trainers are allowed to earn a mastery level of “Limited” once during their initial development.
period. They may also earn a mastery level of “Developing” or “Novice” twice during their initial development period.

References
Lessons Learned Program Policy 6.4.100