<table>
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<tr>
<th>Title</th>
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<tr>
<td>Training and Professional Development</td>
<td>6.1.100</td>
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<th>Approval Signature</th>
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<td>James L Whalen</td>
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<tr>
<th>Last Revision Date</th>
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<tr>
<td>December 16, 2021</td>
<td>May 6, 2015</td>
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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. The UCPD is committed to offering learning opportunities that are innovative, robust, and essential for a world class urban-university police training program.

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 confidence 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 include:

Daily Briefings – Daily Briefings are used to supplement in-service training by sharing or clarifying information to employees during roll call. Topics and activities for Daily Briefings are determined by the shift supervisor, can vary in frequency and duration, and will be scheduled on an "as-needed" basis. This learning activity may include a wide variety of techniques including, but not limited to, lecture videotapes, written documents to be distributed to employees, audiotapes, and discussions.

Learning Management System (LMS) – An LMS is a software application for the administration, documentation, tracking, reporting and delivery of educational courses or learning 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.
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.

Remedial Training – Remedial training is the correction or review of previously taught information or procedures targeting employees with specific performance deficiencies. Required remedial training can be recognized by management during a job performance, or during an inspection. When the need 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.

Roll Call Training - Roll Call Training is an instructional activity that can be presented within 60 minutes. Training topics can be determined by Command Staff or Shift Supervisors. Topics conducive to Roll Call Training include, but are not limited to, a review of critical policy updates, new equipment, or other similar topics.

Specialized Training – Specialized training provides advanced levels of instruction for specialized assignments to enhance an employee’s overall potential for upward mobility, career development, employee retention, and job satisfaction.

Training Committee – The Training Committee assists in reviewing training programs to ensure continued alignment with department mission, vision, and values. Committee members are appointed by the Chief of Police and are comprised of the UCPD Training Unit Supervisor (TSS), the Training Consultant, and the Organizational Development Coordinator. On an annual basis the Training Unit Supervisor or designee will give a presentation to the Community Compliance Council (CCC) and the Student Government Leadership.

The presentation to these groups will provide an overview of the most recent annual training plan being completed and the upcoming annual training plan. The purpose of this presentation is to seek feedback and input from the community regarding public safety training initiatives to ensure continued alignment with department mission, vision, and values.

The Training Section Supervisor or designee will submit a summary report of the meeting including any recommendations of the Committee to the Chief of Police after each meeting. Committee members report to the TSS for committee related matters.
Training Consultant – Under the general supervision of the TSS, the Training Consultant performs a variety of professional and administrative management support duties including:

- 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

Training Forms – 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>
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<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>
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<td>100E</td>
<td>Public Safety Training Request</td>
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<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>
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<tr>
<td>100M</td>
<td>Trainer Vetting</td>
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<tr>
<td>100N</td>
<td>Training Candidate Presentation Evaluation</td>
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<td>100P</td>
<td>Training Expense Estimate</td>
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<tr>
<td>100R</td>
<td>Roll Call Training Sign in Sheet</td>
</tr>
<tr>
<td>100S</td>
<td>Post Learning Event Debrief</td>
</tr>
<tr>
<td>100T</td>
<td>Sergeants Orientation Training Checklist</td>
</tr>
</tbody>
</table>
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| 100U | Roll Call Training Outline Template |
| 100V | PTO Program Daily Journal            |
| 100W | PTO Shift Supervisor Weekly Report   |
| 100X | PTO Shift Supervisor Mid Term Evaluation |
| 100Y | Training Phase Focus Activities       |
| 100Z | PBLE Exercise                        |
| 100AA| PO On-Boarding Checklist              |
| 100AB| SO On-Boarding Checklist              |
| 100AC| Supervisor Promotion Daily Journal    |
| 100AD| Remedial Training Proposal and Approval |
| 100AE| Training Recommendation and Approval   |
| 100AF| PTO Program Supervisor Final Evaluation |

Training Needs Analysis – An analysis of the UCPD’s existing training content and current law enforcement needs done to ensure the training curriculum continues to align with UCPD’s mission, vision, and values, and include relevant and realistic learning opportunities. The results of this review determines whether courses are to be continued, updated, or retired.

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 include:

- The Training Section supervisor will 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 a state certified academy prior to hire
- Prepare, schedule, and coordinate new hire training
- Schedule police and security officers for mandatory orientation
- Track all training
- Track attendance of training
- Develop training resources
- Collaborate with Training Committee on training needs
Training and Professional Development

- 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 or UCPS 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

UCPD Trainers – UCPD Trainers are UCPD staff members with expertise in a specific topic and train other members to help increase knowledge and skill. To qualify as a UCPD Trainer a candidate must maintain training responsibilities, and meet the following qualifications:
- Complete a Trainer Certification course
- When applicable, obtain a certification for the course or topic they train in.
- 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

IV. Procedure

Procedures that aid in demonstrating competencies of newly hired apprentices, new and tenured officers, and the curriculum maintenance is explained below. These procedures incorporate state mandate minimum requirements, IACLEA accreditation requirements, and additional professional development opportunities designed to enhance skill and confidence 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>Conflict Resolution</td>
<td>Apply resolution techniques appropriate for an assessed level of conflict.</td>
</tr>
<tr>
<td>Communication</td>
<td>Modify communication techniques to effectively communicate with the public, allied agencies, co-workers, and the communication center in both emergency and non-emergency situations.</td>
</tr>
<tr>
<td>Community-Specific Problems</td>
<td>Safely and effectively resolve problems specific to an urban collegiate setting.</td>
</tr>
<tr>
<td>Crime Scene Management</td>
<td>Maintain integrity of a crime scene.</td>
</tr>
<tr>
<td>Critical Decision Making</td>
<td>Gather and evaluate information in order to make the best decision, for yourself and others, based on the totality of the circumstance.</td>
</tr>
<tr>
<td>Cultural Diversity and Special Needs Groups</td>
<td>Demonstrate empathy and fairness while assisting various cultural, social, economic, and special needs groups within the community.</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>Emergency First Aid Response</td>
<td>Safely and effectively demonstrate the ability to administer initial lifesaving aid to self, fellow officers, and the general public.</td>
</tr>
<tr>
<td>Emotional Intelligence</td>
<td>Continually assess self-awareness and self-regulations and apply stress reducing techniques in order to maintain the highest levels of officer effectiveness.</td>
</tr>
<tr>
<td>Ethics</td>
<td>Act within the department’s ethical guidelines on accepting gratuities, abuse of power, and other types of corruption.</td>
</tr>
<tr>
<td>Individual Rights</td>
<td>Demonstrate knowledge of and an ability to relate and apply specific court cases, laws, and policies to custodial and non-custodial contacts.</td>
</tr>
<tr>
<td>Investigations</td>
<td>Demonstrate the knowledge of and ability to conduct preliminary or advanced investigations, depending on assignment, to assist in the forward progress of ongoing investigations.</td>
</tr>
<tr>
<td>Leadership</td>
<td>Display leadership principles during emergency and non-emergency patrol activities.</td>
</tr>
<tr>
<td>Legal Authority</td>
<td>Display knowledge of and act within the legal guidelines of a patrol officer's authority.</td>
</tr>
<tr>
<td>Officer Safety</td>
<td>Incorporate, and continually improve the effectiveness of, proper officer safety techniques in all patrol situations.</td>
</tr>
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## Training and Professional Development

<table>
<thead>
<tr>
<th>Competency</th>
<th>Description</th>
</tr>
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<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>Problem Solving</td>
<td>Analyze problems and demonstrate effective problem solving skills/techniques.</td>
</tr>
<tr>
<td>Report Writing</td>
<td>Effectively document required patrol activities.</td>
</tr>
<tr>
<td>Team Work</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>Use of Force</td>
<td>Determine, and implement the appropriate use-of-force techniques in given situations.</td>
</tr>
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### 2. Supervising Officer Competencies

<table>
<thead>
<tr>
<th>Competency</th>
<th>Description</th>
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</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>Budgeting</td>
<td>Maximize budget by strategically allocating resources.</td>
</tr>
<tr>
<td>Collaboration</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>Communication</td>
<td>Modify communication techniques to effectively communicate with the public, allied agencies, co-workers, and staff, in both emergency and non-emergency situations.</td>
</tr>
<tr>
<td>Human Resource Knowledge</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>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>Labor Relations</td>
<td>Create and maintain positive employee-management relations, both for union and non-union environments.</td>
</tr>
<tr>
<td>Legal Awareness</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>Organizational Leadership</td>
<td>Create an environment where employees feel motivated despite internal or external influences by hiring right and empowering employees.</td>
</tr>
<tr>
<td>Organizational Structure</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>
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</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. The training curriculum is to be structured to meet applicable accreditation standard requirements.

1. Newly Hired Apprentice
   a. Prior to exercising any law enforcement authority, all University Law Enforcement Officer (ULEO) Apprentices, must complete the OPOTA certified training academy.
   b. A ULEO Apprentice must complete the certified training academy within one year.
   c. Upon completion of the OPOTA mandated training, all newly hired apprentices are 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).

<table>
<thead>
<tr>
<th>Political Climate</th>
<th>Demonstrate an awareness of political environment and know how the internal and external constituencies with whom they might have to interact.</th>
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<tbody>
<tr>
<td>Problem Conceptualization</td>
<td>Think critically, analyze, problem solve, and make decisions on complex matters.</td>
</tr>
<tr>
<td>Technology Adaptation</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>
</tbody>
</table>
2. Newly Hired ULEO
   a. Officers appointed as a ULEO are 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
   a. Each year all OPOTA Certified UCPD officers are to complete the required continuing Professional Training (CPT) as identified by the Training Section in the annual training plan.
      1) This training incorporates OPOTA annual mandated training and training mandated by UCPD policy.

4. Newly Hired Security Officers
   a. New hire Security Officers employees will complete a training program specific to their duties.

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

6. Supervisory and Management Training
a. 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.
b. UCPD supervisors should complete bi-annual refresher training in critical topics identified by the Training Section.
b. Supervisors are encouraged to seek advanced training courses to further their supervisory and management skills and prepare for future career advancement.
c. A list of resources offering supervisory and management level courses can be found in the Training Section’s Annual Training Plan.

6. Specialized Training
   a. The Training Section will maintain a list of Division specialized assignments that require specialized training.
   b. The list will include the specific specialized training courses associated with each assignment.
   c. See UCPD Specialized Assignment Training List

7. Daily Briefings
   a. Supervisors are responsible for documenting their employee’s attendance on the Daily Line-Up Sheet.
   b. Daily Briefings are not recorded in the LMS

7. Roll Call Training
   a. Training content and materials are developed by a shift supervisor, or other designee with updated and/or specialized training in the selected topic.
   b. The training content is developed utilizing approved training format and standards.
   c. The designee submits a draft of the training content and a completed Roll Call Training Outline and Content Approval Form 100U detailing the following information:
      - Training topic
      - Projected training dates
      - Learning objectives
      - Importance of the training topic
      - What participants need to know to achieve the objective
   d. The TSS, or designee, will review the training content to ensure it meets the approved training format and standards.
      a. If minimum requirements are met, the TSS, or designee, will approve the training and maintain a copy for the Training Section records.
      b. If minimum requirements are not met, 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.
Training content will be delivered to all designated personnel within thirty days of final approval.

When appropriate, supervisors of special assignment units (Investigations, Community Affairs, etc.) will provide the training to their assigned personnel.

Attendance is required of all shift employees.

Supervisors will record attendance on the Roll Call Training Sign-in Sheet (Form 100R) and submit the completed form to the Training Section.

Roll Call Training is recorded in the LMS.

C. Annual Training Plan
1. The UCPD will provide annual training on topics, subject areas, or services required by state law enforcement certification, OPOTA requirements, police accreditation standards, and approved courses recommended by the Training Section and/or Training Committee.
2. Annual training will be required of all personnel and will include refresher and/or advanced training.
3. The annual training plan must be submitted on an Internal Correspondence memo (Form-5) to the Police Chief for approval.
4. 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.

D. Creating a Training Schedule
1. The Training Section will schedule training in a manner that minimizes overtime and maximizes shift coverage.
2. The following practices will be followed when scheduling training for both internal and external courses when possible:
   1. The Training Section will attempt to avoid scheduling training on days when the following special events are scheduled:
      • Range Training
      • UC Football
      • Commencement
      • Move In Day
      • First Week Of School
   2. Additional scheduling guidelines include:
      • 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 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.
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- Shift supervisors will schedule direct reports for training in a manner that minimizes overtime.
- 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.

3. 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)

E. Required and Elective External Training

1. The UCPD staff may be required, or requested, to attend an external course to supplement their annual training.
2. All external training requests will be reviewed individually by the TSS, or designee.
3. 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
   - Lesson plan
   - Course outline
4. 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
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- Location of training
- Disciplinary status

5. The agency will assume all usual, customary and reasonable costs of travel when approved by the Chief of Police in advance.
   a. Personal vehicle mileage will be reimbursed for training that is outside Hamilton county or an adjacent county. The mileage will be reimbursed from University campus to the training site.

6. The department will remain within the department training budget (including associated training costs such as travel, lodging, etc.) when approving specialized advanced and in-service training.
   a. Cost saving measures do not include asking staff members to share hotel rooms.

7. The Training Section will adhere to the Training Travel Requirements listed above when UCPD is in control of training travel plans and expenses.
   a. 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.
   b. When UCPD is not in control of the travel plans, 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.
   c. 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

F. Training Attendance Records
   1. Whether a course is required or an elective, attended internally or externally through a vendor, attendance must be recorded in the Learning Management System (LMS).
   2. To receive credit for attending an external course, participants must submit a certificate of completion to the Training Section supervisor, or designee.
   3. The TSS, or designee, will document the following information in the LMS:
      - Participant name
      - Course title
      - Date attended
   4. To receive credit for attending an internal course, participants must document their attendance in a course sign-in sheet.
5. Course facilitators must submit the course sign-in sheet within 72 hours course completion.
6. The TSS, or designee, will document the following information in the LMS:
   - Course title
   - Course description
   - Participant name
   - Date attended
   - Start/End time
   - Location
   - Performance of individual attendees as measured by test, if administered
   - Facilitator or outside organization presenting the course
7. Staff attendance records will be maintained in the LMS for a period of five years post separation of employment.
8. When an employee separates from the University, their profile in the LMS will be made inactive.
9. Records will continue to be accessible for a period of at least five years.

G. Student Course Evaluation
1. Directly after attend an internal training session, participants may complete a Student Course Evaluation in the LMS that provides learners an opportunity to anonymously rate the course effectiveness in four areas.
   - Content
   - Material
   - Trainer
   - Facilities
2. The learner will have the opportunity to provide an open response on the evaluation form to share additional comments.
3. These evaluations will be used by the Training Section and trainers as an aid to ensure effectiveness of the training session.
4. Those attending external training may be required to participate in a Post Learning Event Debrief.
   b. 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.
   c. Debriefs will include the event attendee, the Training Section Supervisor, the Training Consultant, the attendee’s supervisor, and a representative of the Command Staff.
   d. Information shared during a debrief may be captured on a Post Learning Event Debrief (Form 100S).
H. Training Needs Analysis

1. In an effort to maintain a curriculum that continually aligns with the UCPD's mission, vision, and values, and includes relevant and realistic employee tasks, the Training Section will conduct a Training Needs Analysis (TNA) every three years.

2. The Training Committee will review the result of this analysis and submit additional recommendations to the Chief of Police for approval.

3. The Training Needs Analysis should include a review of the following:
   - 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
   - Use of Force Review
   - Mental Health Response Review
   - Performance Evaluations

4. The Training Section will also review the current internal and external courses to assess whether the course objectives continue to align with needs of the UCPD.

I. Approving New Courses

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:

* Lesson plans consistent with departmental mission, guidelines, policies, and state requirements
* Student Performance Objectives (SPO) focusing on UCPD 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
1. Vendor course Approval  
   a. 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.  
   b. The following elements of a course will be examined by the TSS, or designee, to determine whether it meets minimum consideration requirements:  
      • 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?  
      • 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?  
   c. The TSS will use this criteria to determine whether a course will be considered for inclusion in the UCPD curriculum.  
   d. If a course is determined to be a consideration, the TSS, or designee, will attend the course in an effort to evaluate its effectiveness.  
   e. 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  
   f. All vendor courses must be approved on the New Course Approval (Form 100D) prior to being included in the UCPD curriculum.  
      i. 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.
ii. 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.

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

2. Internal Course Development
   a. If a vendor course is not available, the UCPD Training Section may develop a training course internally to satisfy the identified training need.
   b. All internally developed courses will adhere to the minimum approval requirements.
   c. Courses must follow the approved Facilitator Guide Template (100J)
      1) Exceptions to the template may include Roll Call training.
      2) All exception will be documented on a Form 5 to explain the exception.
   d. Before a course is incorporated into the UCPD curriculum, it must be reviewed by the Training Section using the Internal Course Review (Form 100C).
   e. All internally developed courses must be approved on the New Course Approval (Form 100D) prior to being included in the UCPD curriculum.
   f. 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.

J. Learning Management System (LMS)
1. SuccessFactors Learning is the University of Cincinnati’s Learning Management System that allows UCPD employees to explore, view, and self-register for learning opportunities geared toward improvement of personal growth.

2. Human Resources owns SuccessFactors and performs master administrative tasks and are the point of contact between SuccessFactors (SAP) and all assigned departmental administrators throughout the University.

3. The training Section is responsible for overall system and data administration for the UCPD’s learning activities.

4. The Training Section Supervisor performs a variety of administrative functions within the system, however, at the discretion of the TSS, other members of the UCPD may perform limited administrative functions such as:
   - Generating reports
   - Registering participants for scheduled items
   - Confirming training schedules

5. Supervisors will approve or deny registration and withdrawals when their direct reports self-register for or withdraw from a training session.

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

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

8. UCPD Trainers will log into the LMS to view and print Rosters for training sessions they facilitate.
   a. Trainers are responsible for ensuring participants sign the roster, also known as the Sign-in-Sheet.

9. Immediately upon the conclusion of a training session, the UCPD Trainer will submit the sign in sheet to the training section.

K. UCPD Trainer Selection
The selection of quality trainers is critical to the operation of any successful training program. Trainers selected to facilitate internal employee development courses must 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
   a. 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
b. Candidates must submit a Form 5 expressing interest in the assignment and outlining their qualifications.

c. The TSS or designee will document the results of each candidate’s selection process on a Trainer Vetting Form (100M).

d. The TSS or designee will contact the supervisor of those candidates who meet minimum qualifications to obtain a recommendation for the assignment.

e. The TSS, or designee, will documented the Supervisor recommendation on the Trainer Vetting form.

f. 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.

g. The TSS will send a copy of the Training Candidate Presentation Guidelines to each candidate prior to their presentations.

h. The following basic facilitation skills will be assessed during 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

i. During the presentations, the panel of observers will document their feedback on the Training Candidate Presentation Evaluation Form (100N).

j. 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.

k. 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.

l. 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.

m. 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.

n. The TSS will also notify those who were selected and advise them of their next steps.

O. A deviation from this selection process must be documented on a Form 5, detailing 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
Training and Professional Development

a. To ensure new trainers are provided the best opportunity to achieve the minimum evaluation rating, they will complete the following On-boarding process:
   - Attend the Trainer Certification course (if required)
   - Complete OPOTA Trainer Certification (when available)
   - Observe a training session they will be training (if possible)
   - Co-facilitate a training session with an experienced trainer
   - Facilitate a training session on their own
b. This is an ideal on-boarding scenario and should 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
   a. 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.
   b. Form 100I will be used to determine whether vendor trainers will continue to instruct courses for UCPD.
   c. Vendor trainers may be evaluated on the Form 100I by the Training Section Supervisor, or designee, when training internally.
   d. 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.
      i. If any vendor trainer is not evaluated, a Form 5 will document the reasoning.

4. Trainer Competencies
   a. 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>
</tbody>
</table>
Training and Professional Development

<table>
<thead>
<tr>
<th>Content Knowledge</th>
<th>Demonstrate expertise in subject matter and training content materials.</th>
</tr>
</thead>
</table>

b. Trainers' mastery level will be evaluated in each competency.
c. The evaluator will calculate an overall rating for the trainer based on the rating for each competency.
d. Below are the five levels of mastery a trainer can display.*

<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. |

c. 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.

d. 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