



CAREER DEVELOPMENT PROGRAM- CAREER COUNSELING & IN-SERVICE TRAINING

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The structure of the department's career development program originates in the relationship of two components: career counseling and in-service training.

I. CAREER COUNSELING

A. Responsibility & Timing

It is the department's policy that supervisors will be trained as career counselors, and will conduct the career counseling required by this plan for their immediate subordinate employees. Career counseling will occur concurrently with the employee's annual PP&E performance evaluation review.

B. Definition & Description

Career counseling, involving the interaction of counselor and employee, offers guidance to assist an individual in choosing, preparing for, entering, or progressing in a job assignment. Career counseling identifies three elements: (1) the SKA of each individual relative to present and future job assignments; (2) in-service training requirements; and (3) the extent to which the training fulfills employee and department expectations. Career counseling may result in response to an employee's expression of interest in reassignment, or when a supervisor determines that an employee may benefit from exposure to other aspects of law enforcement experience.

C. Counseling Tools

Supervisors will use the following tools when counseling a subordinate:

1. Assignment description, job responsibilities and critical elements of the job to which the subordinate currently is assigned.
2. Assignment descriptions, job responsibilities, and critical elements of other assignments within the department where interest is shown by the subordinate.
3. Previous performance evaluations.

The counselor will use the "Career Counseling Checklist" to assist in the counseling and in the evaluation of the effectiveness of the career counseling process.

D. Counseling Techniques

The counselor/supervisor and the employee will conduct a joint annual review of the employee's training record in order to assess the training progress of each employee in achieving career goals, and to assess whether the training provided adequately assists the employee in achieving the skills, knowledge, and abilities required to perform present and future jobs within the department. Supervisors will consider the following information when counseling a subordinate:

1. Job responsibilities and critical elements for current assignment.
2. Need for improvement based on the knowledge, skills and abilities of the subordinate, including reasonable performance expectations.
3. Training and educational opportunities available to address deficiencies.
4. Skills, knowledge and abilities needed for desired assignment or position, and possible options which exist in obtaining needed skills.
5. Sick leave and attendance records.

II. IN-SERVICE TRAINING

The department requires all sworn personnel to complete an annual retraining program (minimum of 18 hours), inclusive of firearms requalification.

Traditionally, in-service training has ensured that an individual has a minimum level of proficiency in an assigned job. The concept of in-service training presented within the framework of this plan embraces more than the traditional definition. It calls for providing an advanced level of instruction that enhances an employee's overall potential for upward mobility and/or job satisfaction. This concept of in-service training as a component of the department's career development program has two aspects: proficiency and career specialty.

A. Proficiency In-Service Training

Proficiency in-service training is a component of the Career Development Program. Proficiency in-service training keeps the employee up-to-date on the duties and responsibilities of the job presently being performed, enhances the employee's skills beyond the minimum level, and increases the potential for upward mobility. Proficiency in-service training consists of annual and specialized in-service training. Annual in-service training will be developed and conducted by the *Training Academy Staff, and approved by the Academy Commander and the Maryland Police and Correctional Training Commission (MPCTC)*.

B. Career Specialty In-Service Training

Career specialty in-service training is a component of the Career Development Program. Throughout the year, the Training Academy will identify training opportunities which will increase members' SKAs for current or future assignments. Notice of these opportunities will be forwarded to bureau commanders for consideration, and will be publicized to all personnel. (This does not preclude short training sessions on timely issues identified or requested by division or bureau commanders. Such training will be reviewed and approved by the Training Academy).

III. PROPONENT UNIT: Training Academy.

IV. CANCELLATION: This directive cancels Index Code 813.A, dated 12-16-10.