

CHAPTER 1

CAREER DEVELOPMENT

A. PURPOSE

The Career Development Program provides personnel with the opportunity to develop the skills, knowledge, and abilities necessary to successfully meet the Department's primary mission as a service-oriented law enforcement agency. Personnel have access to training resources, promotional opportunities, and are responsible for taking the initiative to utilize the program to its fullest potential.

B. OBJECTIVES

The Career Development Program utilizes career counseling and in-service training to:

1. Provide members with opportunities and resources necessary to participate in the promotional examination process.
2. Ensure all Troopers, Corporals, and Sergeants who serve in a supervisory capacity attend the mandatory course on basic supervision.
3. Provide various courses on supervision, general counseling, and management theories and techniques to supervisors.
4. Afford members the opportunity of lateral movement into specialized positions consistent with their skills, knowledge, and abilities, and the operational needs of the Department.
5. Provide personnel opportunities for additional training through in- and out-service training programs.

C. RESPONSIBILITIES

1. Director, Bureau of Training and Education:
 - a. Administer activities of the Academy and Training Centers ensuring training is conducted in accordance with operational needs.
 - b. Act as chairperson of the Training Committee for Basic and In-Service Training.

- c. Ensure a semiannual Department Training Calendar Circular is developed and distributed.
 - d. Ensure the Career Development Program complies with the Equal Employment Opportunity Plan of the Department.
 - e. Maintain liaison between the Department and other agencies providing services or training augmenting the Career Development Program.
 - f. Forward an annual report to the Commissioner regarding the effectiveness of the program and any changes necessary to continue to meet Department operational needs.
2. Training Committee for Basic and In-Service Training:
- a. Serve as a focal point for input from various Department components regarding Department training programs; e.g., training critiques, job task analysis, test analysis, etc. The committee also reviews training resources to determine effectiveness relating to training programs, and evaluates training goals and objectives. Any recommendations and concerns of the committee are placed under the advisement of the Director, Bureau of Training and Education. The training committee shall meet semiannually.
 - b. Consist of the Director, Bureau of Training and Education, as chairperson; Director, Training Division, Bureau of Training and Education; Commander, Basic Training Section, Bureau of Training and Education; Commander, Advanced/Regional Training Section, Bureau of Training and Education; Supervisor, Employee Training Section, Bureau of Training and Education; Executive Director, Municipal Police Officers' Education and Training Commission; Director, Bureau of Human Resources and Management; Director, Bureau of Professional Responsibility; Director, Bureau of Liquor Control Enforcement; Director, Bureau of Research and Development; Accreditation Manager, Bureau of Research and Development; a Criminal Investigation Section Commander; a Patrol Section Commander; a Patrol Section Supervisor; a Trooper assigned to a Patrol Unit; a Troop Administrative Manager; a Police Communications Operator; and any other individual the Commissioner so desires. Commanders and Directors may send a designee if necessary.

- c. Be appointed by the Commissioner.
- d. Serve on the committee as long as their duty assignment remains unchanged.
- e. Express interest in serving on the committee by submitting Department Correspondence, Form SP 3-201, through channels, to the Commissioner.

D. DEPARTMENT TRAINING CALENDAR

1. The Bureau of Training and Education, via a Department Circular, shall distribute a Department Training Calendar on a semiannual basis, from January through June and July through December.
2. Troop Commanders and Bureau/Office Directors providing or facilitating specialized training during the calendar year shall complete a Department Training Calendar Course Information Sheet, Form SP 8-136, Appendage B, and return it to the Bureau of Training and Education by April 30 or September 30, as appropriate.
3. Training not scheduled in time for inclusion in the Department Training Calendar requires submission of the Department Training Calendar Course Information Sheet at least 60 days in advance of the training. Troop Commanders and Bureau/Office Directors shall ensure a separate form is completed and submitted for each training course offered.
4. A copy of the lesson plan, printed and on computer disk, and any handout material shall be submitted with the completed Department Training Calendar Course Information Sheet at least 30 days prior to the start of the training.
5. Troops, Bureaus, and Offices submitting Department Training Calendar Course Information Sheets will be contacted by the Bureau of Training and Education with additional requirements for conducting training sessions and reporting requirements for maintaining training records.

E. IN-SERVICE EDUCATION PROGRAM

The Department strives to provide In-Service Education Programs (ISEPs) to Department personnel. The ISEP, under the direction of the Bureau of Training and Education, utilizes Training and Education Officers (TEOs) at Training Centers, the Academy, Troops, Bureaus, and Offices to instruct classes. Members requesting such training shall complete the Application for

Enrollment in State Police Training Course, Appendage H. Municipal police officers may attend classes consistent with the provisions of this section.

NOTE: Commissioned Officers are encouraged to attend class to familiarize themselves with the information being presented but are not required to participate unless directed by the Commissioner.

1. Director, Bureau of Training and Education:
 - a. Designate an ISEP Coordinator within the Bureau of Training and Education responsible for planning and directing the ISEP.
 - b. Obtain the concurrence of the Deputy Commissioner of Administration and Professional Responsibility to utilize the ISEP to deliver the training.
 - c. Solicit suggestions identifying training needs and respond to the submitting individuals, advising of the disposition of the suggestion.
 - d. Ensure the ISEP Coordinator maintains the necessary course outlines, lesson plans, core test questions, and other instructional materials.
 - e. Ensure a training history of all individuals receiving training under this program is maintained. These records are separate and independent of those maintained by the Bureau of Human Resources.
 - f. Ensure instructional materials and training methods meet all needs arising from changes in regulations, policy, procedures, legislation, and the adoption of new techniques.
2. In-Service Education Program Coordinator:
 - a. Ensure each Troop has a minimum of two TEOs and each Bureau/Office has at least one TEO.
 - b. Review suggestions identifying training needs to determine suitability or Department needs for the training.
 - c. Identify training needs and develop a course of training to fulfill the needs including course outlines, lesson plans, core test questions, and other instructional materials.

- d. Ensure each TEO successfully completes a Bureau of Training and Education course in instructor development or possesses a certificate and supporting documents equivalent to the Bureau's course of instruction.
 - e. Monitor course evaluations and notify the Director, Bureau of Training and Education, when it becomes apparent a TEO is unable to effectively perform the required duties.
 - f. Coordinate with Bureau/Office Directors having approved training programs for delivery by the ISEP.
 - g. Review lesson plans for training to be delivered through the ISEP, making suggestions for improvement when necessary.
 - h. Disseminate instructional materials to TEOs through channels.
 - i. Continuously evaluate the program ensuring:
 - (1) Uniform instruction throughout the Department.
 - (2) Instructors possess the proper teaching competencies and are thoroughly prepared for class.
 - (3) Training facilities present an atmosphere conducive to proper teaching and learning.
 - (4) The objectives of the program are being achieved.
 - (5) The material is being presented in a timely manner.
3. Troop Commanders and Bureau/Office Directors:
- a. Post any TEO position vacancy within their command in accordance with existing policy, and include the following criteria in the selection process. Interested members should:
 - (1) Exhibit good communication skills; e.g., reading, writing, and speaking (especially to groups).
 - (2) Possess excellent interpersonal skills.
 - (3) Display an attention to detail.
 - (4) Be self-motivated and able to work unsupervised.

- (5) Be able to handle criticism, warranted or not, either of self or the program being presented.
 - (6) Favorably reflect and represent the Department, and command the respect of fellow members.
 - b. Utilize TEOs as instructors in the ISEP. Personnel exceptionally well qualified in their specialized field; e.g., MCSAP Inspector, Fire Marshal, Vehicle Fraud, CARS, etc., may be designated to assist TEOs in presenting related material. However, they may not take the place of a TEO.
 - c. Maintain the integrity of the training programs by ensuring classes are scheduled to conform to the time required by each training program.
 - d. Designate a Troop Commissioned Officer or a Bureau, Office, or Division Director as the Troop or Bureau/Office TEO Coordinator.
 - e. Ensure affected personnel under their command fulfill training requirements.
4. Troop or Bureau/Office TEO Coordinator:
- a. Ensure TEOs are scheduled to attend:
 - (1) The Bureau of Training and Education Instructor Development course or an approved equivalent.
 - (2) Instructor training courses as directed by the Commissioner or Deputy Commissioners.
 - b. Ensure TEOs:
 - (1) Have at least four workdays for instructional presentation preparation prior to their first presentation of each new series of classes.
 - (2) Are allotted time to travel to and prepare the site for each training session.

- c. Schedule classes in accordance with the following:
 - (1) The Director, Bureau of Training and Education, shall be notified by CLEAN Message, via terminal "HER221," at least two weeks prior to the start of a scheduled class. The message shall include the following:
 - (a) Topic to be covered.
 - (b) Training site location and telephone number.
 - (c) Date and starting time of the class.
 - (d) Name of the TEO(s) and any guest lecturers.
 - (2) Whenever practicable, classes should be scheduled between 0900 and 1500 hours. Classes exceeding six hours in length shall be scheduled from 0900-1500 hours on successive days. Classes less than six hours in length shall be presented in one session.
 - (3) Additional classes may be scheduled to accommodate individuals absent from previously scheduled classes.
- d. Ensure a list of personnel missing the required training is sent to the Director, Bureau of Training and Education, via e-mail, within one week of the completion of the training program. This e-mail shall contain:
 - (1) The relevant instructional area.
 - (2) A listing of individuals not attending or not successfully completing the class. The list shall include each individual's name, rank, social security number, Troop/Bureau/Office/police department, and examination score when applicable.
- e. Notify personnel of appropriate attire for the training being presented.
- f. Review the critiques within ten days after the completion of the class and forward them to the ISEP Coordinator, Bureau of Training and Education.
- g. Apprise the Troop Commander or Bureau/Office Director of remarks concerning each course and the TEOs instructing.

- h. Forward class rosters to the ISEP Coordinator, Bureau of Training and Education, on a monthly basis. A copy of completed rosters shall be filed, maintained, and purged every two years.
 - i. Ensure each individual's training record is updated in accordance with Department regulations.
 - j. Submit recommendations for improving the ISEP or a training course through channels to the Director, Bureau of Training and Education.
 - k. Provide an annual report, due January 10, for the preceding calendar year, to the ISEP Coordinator. List TEOs actively engaged in teaching courses for the Troop or Bureau/Office and, if applicable, provide a list of personnel who have been approved for TEO duties but need to complete an instructor development course.
5. Training and Education Officers:
- a. Prepare for each class of instruction, studying the basic lesson plan and conducting research for supplemental information; e.g., personal notes, comments, suggestions, experiences, and data, to augment the lesson plan in order to present the material as effectively as possible.
 - b. Present any instruction in accordance with the basic lesson plan and material developed and received from the ISEP Coordinator.
 - c. Administer a test from questions provided by the Bureau of Training and Education. The test shall consist of a number of questions (minimum of ten) from the material presented in class, be administered prior to the conclusion of each course of instruction, and graded via a percentage rating; e.g., 100%, 90%, etc.
 - d. Distribute the Training Course Evaluation, Form SP 8-134, Appendage C, at the start of a training session and collect them at the end of the session.
 - e. Forward the completed evaluations to the TEO Coordinator.

- f. Complete In-Service Troop Education Program, Form SP 8-133, Appendage D, for each training topic presented, regardless of the number of topics presented in a training session, and forward to the TEO Coordinator after the completion of training. TEOs may make a copy for their records. Purge the form after two years.
 - g. Recommend training program improvements to the ISEP Coordinator.
6. Testing: Testing is a method used to validate the training process and provide an effective evaluation of a student's comprehension of the concepts presented in a class.
- a. The minimum testing score acceptable for most classes is 70%. The Director, Bureau of Training and Education, can designate a minimum acceptable score for a specific class.
 - b. Personnel not attaining the minimum acceptable examination score shall be afforded two additional opportunities to repeat the class and be retested.
 - c. The second and third attempt shall be made within 30 days of the initial attempt.
 - d. Personnel failing all three attempts shall attend a retraining class at the Academy under the supervision of the ISEP Coordinator's designee. At the end of retraining, personnel will be afforded one opportunity to pass a test. Failure on this attempt shall be documented and provided to the appropriate Commander or Director for initiation of appropriate administrative action.
7. Municipal Police Officers:
- a. Troop Commanders and Bureau/Office Directors may, consistent with spatial and operational requirements, allow municipal police officers to attend in-service training classes at Department-selected training facilities. If the level of interest places undue burden on the utilization of TEOs and facilities of the Troop or Bureau/Office, the Director, Bureau of Training and Education, shall be contacted concerning the feasibility of having a class scheduled.

- b. Only courses developed and/or approved by the Bureau of Training and Education may be presented by TEOs to municipal police officers.
- c. Testing of municipal police officers shall be administered in accordance with this regulation except; the officer will not be permitted to continue past the third attempt given by the TEO. The officer's chief, department head, or the proper elected official will be notified of failure to achieve the minimum acceptable examination score at any point.

F. TRAINING RECORDS

- 1. All Cadet and in-service training shall be documented for record.
- 2. A training record history shall be maintained for all members to document all Department-sponsored or required training and certification courses to provide a record of training received by the member while employed by the Department, and used for career counseling. The training record history shall not duplicate records of mandatory training for highly technical specialized positions kept within those specialized Units; e.g., SERT training, wiretap training, etc.
- 3. The following items shall be included in all training records, although format may vary from course to course:
 - a. Name.
 - b. Employee number.
 - c. Course name.
 - d. Grade or pass/fail score received.
 - e. Course date.
 - f. Course location.
- 4. A Troop or Bureau/Office sponsoring a course shall ensure the updating of the training records of members attending within 30 days from the completion of the course.

G. CURRICULUMS

1. All training courses offered by or in conjunction with the Department shall be conducted according to an approved lesson plan.
2. Lesson plans, conforming to Appendage A, shall be submitted for approval prior to the scheduled commencement of training, to the Director, Bureau of Training and Education, by the responsible Bureau, Office, Troop, Unit, non-Department agency, etc., for all mandatory and non-mandatory courses.
3. Training conducted or regulated by another agency requires the submission of lesson plans conforming to Appendage A.
4. The Bureau of Training and Education shall retain a copy of each lesson plan; however, lesson plans of a confidential nature shall be returned to the submitting Bureau, Office, Troop, Unit, non-Department agency, etc.
5. When training is conducted under the auspices of another agency; e.g., American Red Cross, PEMA, etc., the materials provided shall be sufficient for compliance with the curriculum requirements.
6. All lesson plans shall periodically be reviewed, updated, and corrected when necessary. Any plan with substantial amendments shall be resubmitted for review and approval.

H. ATTENDANCE POLICY

1. Members assigned to Department training programs shall attend and participate in all scheduled aspects of the program.
2. Members participating in any out-service training shall adhere to the attendance requirements of the training.
3. Unless otherwise specified, a 100% attendance requirement is established for all participants in any training program.
4. Any anticipated scheduling conflicts; e.g., leave, court attendance, etc., shall be accommodated prior to the start of training, or the individual shall be scheduled for training another time. Emergency situations shall be addressed on an individual basis with final determination made by the course instructor.

5. At no time shall a member receive recognition for attendance or completion of a training program with an attendance rate of less than 80% of the total hour allotment.
6. Personnel permitted to return to the training program after an absence shall be responsible for all instructions and assignments missed.
7. Attendance shall be verified at the start of each session.
8. Personnel attending authorized training programs shall adhere to all standards set by the Department regarding appropriate attire to be worn. Questions relating to this subject shall be directed to the Director, Bureau of Training and Education.

I. MANDATORY IN-SERVICE TRAINING

1. Members shall participate in a minimum of 12 hours of annual in-service training each year. The 12 required hours includes legal updates and is in addition to training required by AFA or CPR recertification, annual weapons qualification, remedial training, etc.
2. Members attending an out-service training program and seeking hour credit toward their annual requirement must submit a request for consideration containing the program title, content, hour allotment, and relevance to primary assignment to the Director, Bureau of Training and Education.

J. TRAINING AFTER EXTENDED ABSENCES

1. Absences Less Than Two Years: When a member returns to duty after an absence of less than two years, that member shall be assigned Station or administrative duties until the following requirements are met:
 - a. All Department directives and regulation changes/updates are reviewed.
 - b. Current firearms qualification is successfully completed. This includes fall proficiency, if applicable. Qualification/proficiency training shall be conducted by a Troop/Bureau/Office Firearms Instructor.

- c. CPR/First Aid/Automated External Defibrillation (AED) certifications are current. Instruction shall be provided by Troop/Bureau/Office CPR/First Aid/AED Instructors.
 - d. Troop Education Officer (TEO) Training and Mandatory In-Service Training (MIST) is completed. Training shall be conducted by TEOs. Questions on requirements or requests for specific lesson plans shall be directed to the Supervisor, In-Service Programming Unit, Bureau of Training and Education.
 - e. Any other scheduled training that was missed is received.
2. Absences of Two Years or More: When a member returns to duty after an absence of two years or more, that member shall be assigned Station or administrative duties pending retraining. Required retraining/makeup training shall be accomplished through coordination between the member's assigned Troop/Bureau/Office, the Bureau of Training and Education, and the Bureau of Human Resources. Questions relating to this subject shall be directed to the Director, Training Division, Bureau of Training and Education.

K. REMEDIAL TRAINING

1. Remedial training is the process of presenting members with supervisory-guided techniques necessary to correct a demonstrated performance deficiency or further training to improve skills from satisfactory to higher levels. It is the supervisor's responsibility to monitor all aspects of the subordinate's work performance and recognize when providing appropriate training at the proper time will ensure the subordinate is able to perform work tasks in a satisfactory manner.
2. Remedial training shall be instituted whenever:
- a. A supervisor has determined that training or further training is the most appropriate method of correcting the deficiency.
 - b. A member demonstrates a deficiency in job performance that, if it continues, will result in a less than satisfactory performance evaluation.
 - c. A lack of job knowledge is a factor in a current, less than satisfactory performance rating.

- d. A supervisor recognizes that a subordinate has the potential to achieve improved job performance by monitored job training.
3. Documentation is an essential element of the remedial training process. Whenever a specific problem has been identified and initial supervisory efforts have failed to correct the problem, documented remedial training shall be instituted. The purpose of documentation is to establish a record that the remedial training has been conducted and completed, as requested.
4. If in the remedial training process it becomes evident that the root of the problem lies outside remedial training needs, existing corrective procedures and/or referral to the Member Assistance Program may be initiated.
5. Supervisors shall document remedial training by placing correspondence, directed to the individual, in the individual's supervisory file. The correspondence shall include the following:
 - a. Individual's name and job assignment.
 - b. Location of work assignment.
 - c. Date remedial training documentation is initiated.
 - d. Date of initial unacceptable performance.
 - e. Specific problem and specific examples including date, time, report numbers, specific actions by the member, etc.
 - f. Any previous remedial training pertaining to this performance deficiency.
 - g. Assignment given to correct the deficiency indicated (describe in specific terms). The member may also suggest a plan or course of corrective action that they feel may be of benefit.
 - h. Date the course of action is to be completed.
 - i. Supervisor's signature and date.
 - j. Member's signature and date.

6. Members identified as needing remedial training shall participate fully in the program. Upon completion of the remedial training, an interim performance evaluation shall be prepared.
7. To document failure to fully participate in or successfully complete remedial training, the member's immediate supervisor shall prepare an interim performance evaluation, and forward a copy to the Troop Commander or Bureau/Office Director. Copies of the documented remedial training correspondence and other relevant documents shall also be forwarded with the interim performance evaluation.
8. Remedial Follow-up:
 - a. Supervisors and members shall sign and date the original correspondence indicating successful completion of remedial training and return the correspondence to the individual's supervisory file.
 - b. If remedial training has not been satisfactorily completed upon reaching the deadline indicated on the correspondence, supervisors shall initiate remedial training follow-up. The supplemental correspondence shall follow the same format as the remedial correspondence, with the following additions:
 - (1) Notation of the specific remedial action not satisfactorily completed and continuing performance deficiency.
 - (2) Specific recommendations regarding the substandard performance.
 - (3) Comments on satisfactory performance, if applicable.
 - c. The remedial training follow-up correspondence shall be attached to the original remedial training correspondence. A copy shall also be forwarded to the Troop Commander or Bureau/Office Director.

L. OUT-SERVICE TRAINING

1. Definitions:
 - a. Out-service training: Refers to courses, training sessions, conferences, workshops, seminars, conventions, or professional association meetings sponsored or coordinated by sources other than the Commonwealth. While all of these

activities may not necessarily involve instruction or training, they are subject to the procedures in this regulation.

- b. Out-service training costs: Include registration, tuition, laboratory, and other related fees; but not costs for books, instruments, or other materials retained by personnel unless the cost for such materials is part of the registration or tuition fee.
 - c. Advanced training: Includes all training received by personnel after completing Cadet training, initial entry-level training, and employee orientation. It includes in-service and out-service training, regardless of the training source, funding source, or course content. Delivery of quality, advanced training to all personnel is essential to provide a solid foundation supporting the many Department functions and responsibilities. The Department remains committed to improving advanced training opportunities and continues facilitation of advanced training to all personnel.
2. Authorization: In order to provide an opportunity for personnel to increase knowledge and skills required in performing current duties or advancement to more responsible positions, authorization for attendance of eligible personnel at such educational activities may be granted. Authorization will be contingent upon Department needs, budgetary considerations, and job relevancy. Out-service training resources shall be limited to the highest priority training needs; i.e., those essential to current job duties. Specialized functions and duties performed by the requester will be considered when determining whether or not the request is job related.
 3. Responsibility: Until a requester receives final approval of a request, they shall assume full responsibility for any monetary commitments.
 4. Leave: Personnel are expected to schedule out-service training, particularly academic courses, during nonworking hours. Travel time spent to attend out-service training shall not be used as a basis for overtime.
 - a. Out-service training may not exceed 20 workdays per calendar year, unless the training is required by the Department.
 - b. Department-required, out-service training shall be considered a work assignment and no leave shall be charged.

- c. Member-/employee-initiated out-service training occurring during regular work hours, which has been approved for payment by the Commonwealth, shall be considered a work assignment. Member-/employee-initiated out-service training not paid for by the Commonwealth, but job-related, occurring during regular work hours, may be approved as educational leave at the discretion of the Troop Commander or Bureau/Office Director.
 - d. For out-service training not paid for by the Commonwealth but job related, educational leave may be approved at the discretion of the Troop Commander or Bureau/Office Director. Approval shall be based on the following factors:
 - (1) Operational needs of the Department.
 - (2) A clear and convincing demonstration of approval for educational leave with pay is in the best interest of the Department.
 - e. Personnel will be restricted to a cumulative maximum of 20 days educational leave with pay in any calendar year for the purpose of out-service training not paid for by the Commonwealth but job related. Troop Commanders and Bureau/Office Directors shall ensure that educational leave is recorded and monitored prior to authorizing educational leave. If the 20-day maximum has been reached, annual leave, personal leave, or leave without pay, as requested, shall be approved.
 - f. Out-service training occurring during regular work hours which is not paid for by the Commonwealth and is not job-related may be approved as annual leave, personal leave, or leave without pay.
5. Submission of Request:
- a. General: Requests for approval to attend out-service training shall be submitted on an Out-Service Training Authorization, Form STD-279 (refer to Appendage E).
 - b. Submission: The Out-Service Training Authorization shall be completed and submitted, **through channels**, to the requester's Troop Commander or Bureau/Office Director at least 45 calendar days prior to the beginning of the requested training. The Commander/Director shall forward the completed authorization, along with any supporting documentation,

through channels, to the Director, Bureau of Staff Services. The Director, Bureau of Staff Services shall ensure the request(s) is provided to the appropriate Deputy Commissioner or **the** Commissioner for approval.

- c. Group requests: When more than one person is to attend the same out-service training, a single authorization request shall be submitted for those persons permanently assigned within the same Troop, Bureau, or Office provided all information on the authorization, excluding items 15, 20, and 22 of Appendage E, is identical for each participant.
 - (1) Participants in a group request may be from different Troops only if a single Bureau/Office Director agrees to code the expenses for all participants to the Bureau/Office.
 - (2) The Troop Commander or Bureau/Office Director shall ensure one authorization is completed for the group.

6. Approval of Out-Service Training:

- a. The Commissioner or appropriate Deputy Commissioner shall be the final approving authority for out-service training and shall acknowledge approval, compliance with labor relations agreements, and eligibility requirements by affixing his/her signature to the authorization.
- b. Untimely requests and requests which do not meet the criteria for Department authorization shall be disapproved and returned to the requester.

7. Notification of Approved/Disapproved Out-Service Training Requests: The Director, Bureau of Staff Services shall provide the affected Troop Commander or Bureau/Office Director with the original approved/disapproved Out-Service Training Authorization for further processing. In addition, the Director, Bureau of Staff Services shall ensure that a copy of all approved Out-Service Training Authorizations are forwarded to the Commander, Advanced/Regional Training Section, Bureau of Training and Education.

8. Forensic-Related Training: To ensure the standards established by the Department in the various forensic and scientific disciplines are not compromised by personnel receiving incomplete training in forensic-related subjects (e.g., blood splatter analysis, latent fingerprint examiner), the Troop Commander or Bureau/Office Director

shall not schedule a request for training without first consulting the Director, Bureau of Forensic Services.

9. Technology-Related Training: To ensure compliance with product warranty and maintenance contract provisions and compliance with Department software standards, the following procedure shall be followed:
 - a. Requests: Training requests for technology-related subjects (e.g., computer hardware, maintenance, and/or repair) or application program (software) training shall not be scheduled without first consulting the Director, Bureau of Information Technology.
 - b. Exemption: Technology-related training offered by the Municipal Police Officers' Education and Training Commission (MPOETC) and Microsoft Office training offered in the Department Training Calendar are exempt from this procedure.
10. Payment of Out-Service Training Fees: Refer to OM 7-17, Staff Services, for procedures governing payment of out-service training fees.

Reimbursement of out-service training fees through a Travel Expense Voucher will be granted for extenuating circumstances only, and the Travel Expense Voucher must include a statement certifying that no prior payment was made to the training source.
11. Related Travel Expenses:
 - a. Travel expenses related to out-service training cannot be paid through Advancement Accounts.
 - b. Travel expenses are reimbursable in accordance with Commonwealth Management and Department directives.
12. Out-Service Training Records:
 - a. The Department shall comply with the Office of Administration guidelines for review of out-service training (refer to Appendage F).
 - b. Each Troop, Bureau, and Office shall maintain a record, by fiscal year, to be forwarded to the Commander, Advanced/Regional Training Section, Bureau of Training and

Education, no later than ten days after the end of the fiscal year, containing the following information:

- (1) Name of personnel attending out-service training.
 - (2) Course or conference title.
 - (3) Start and end date.
 - (4) City and state where occurred.
 - (5) Total costs charged to Code 001, "General Fund."
 - (6) Total costs charged to other state funds.
 - (7) Other state funds code and name.
 - (8) Total costs charged to federal funds.
- c. The Commander, Advanced/Regional Training Section, Bureau of Training and Education, shall prepare an annual report summarizing Department out-service training. The report shall be submitted no later than 30 days after the end of the fiscal year. One copy shall be forwarded to the Office of Administration, Training and Employment Division, and one copy shall be forwarded to the Deputy Commissioner of Staff. The original shall be retained two years with the submitted authorizations for the applicable fiscal year.
- d. The Director, Bureau of Training and Education shall represent the Department during out-service training audits conducted by the Office of Administration. Findings from an audit shall be reported to the Deputy Commissioner of Staff.

M. CAREER DEVELOPMENT

Supervisors may be required to perform career development activities at any time; therefore, they shall receive training in general counseling techniques; techniques for assessing skills, knowledge, and abilities of subordinates; and identification of available training opportunities. Career counseling shall primarily be the responsibility of supervisors assigned as raters in conjunction with AR 4-22, Employee Performance Review Program. The promotional process, recommendations for improving job performance and satisfaction, training and educational programs, individual training records, career interests, and other related items shall be referenced during the annual rating review interview.

1. Headquarters Orientation for Lieutenants and Captains: All newly promoted Lieutenants are required to attend this 12-day, management-level program. Orientation will be made available to other Lieutenants and Captains upon request. Officers shall participate fully and complete the required evaluation. The orientation:
 - a. Provides Lieutenants and Captains with an overall perspective of the Department's operations and responsibilities.
 - b. Is administered, coordinated, and scheduled by the Enlisted Services Division, Bureau of Human Resources.
2. Northwestern University Traffic Institute (NUTI), School of Police Staff and Command, Southern Police Institute, and the New England Administrative Officers School:
 - a. Offer training programs providing attendees with knowledge and skills necessary for assuming increased responsibilities in administrative staff or line command positions.
 - b. The curriculums focus on major topics such as Managerial Functions, Personnel Management, Police as a Public Agency, Skill of an Effective Police Executive, Techniques for Senior Commanders, and Techniques for Senior Staff Officers.
 - c. The programs are available to members who have attained the rank of Sergeant or higher.
 - d. Contingent upon available funds, the Department shall continue to select members for participation in these programs.
 - e. Upcoming programs and the requirements for members requesting to be considered for training will be communicated via Department directive.
3. FBI National Academy:
 - a. Members who have achieved the rank of Lieutenant or higher, and have an acceptable performance record, are eligible to apply for this 11-week program conducted at the FBI National Academy in Quantico, Virginia.
 - b. National Academy students who successfully complete a minimum of 14 semester hours of academic work are awarded

- a certificate in Law Enforcement Education by the University of Virginia.
- c. Applicants selected for the 11-week program must agree to remain with the Department for a minimum of three years upon completion of this training.
 - d. The FBI periodically provides publications with information on current law enforcement topics and the status of other program alumni to graduates. Affected members are responsible for ensuring the FBI has the most current information regarding their employment status, rank, and mailing address. The FBINA Data Update, Appendage G, shall be photocopied as needed and used for this purpose.
 - e. Members who have attended the National Academy are encouraged to attend and participate in FBINA Associates activities. Consistent with operational needs, members are authorized to attend local events as a regular work assignment and the appropriate approving authority shall grant reasonable time during scheduled work shifts. Members shall assume responsibility for any fees associated with the event. Overtime is not authorized and reasonable attempts should be made to share Department transportation.
4. Career Corners: Career Corners ensure personnel understand the position classification system and Civil Service requirements for employment and promotion, and furnish personnel with a resource to research career/education possibilities.
- a. A Career Corner shall be established at Department Headquarters, the Bureau of Training and Education, the Bureau of Liquor Control Enforcement, and each Troop Headquarters. A bookcase or shelf space in the Troop/Bureau/Office Library shall be provided for this purpose. The Career Corner for Department Headquarters will be in a bookcase in the cafeteria lounge area.
 - b. Each Career Corner shall provide the following:
 - (1) Internet addresses to access classification specifications for all civilian positions in the Pennsylvania State Police, Civil Service test announcements, reclassification, promotion, Civil Service selection and eligibility processes, etc.

- (2) College and technical school catalogs.
 - (3) Local training course information.
 - (4) Any other materials appropriate to career development and self-improvement.
- c. The Director, Bureau of Training and Education; Director, Bureau of Liquor Control Enforcement; and Troop Commanders shall ensure an employee is designated to organize the education and training information, maintain/update Career Corner materials, and respond to requests from personnel, including photocopying and forwarding materials to personnel working at Department facilities without a Career Corner.
 - d. The Bureau of Human Resources shall maintain the Career Corner for Department Headquarters.
 - e. The method of contact for further information shall be clearly displayed.
 - f. Career Corner materials are not to be removed. However, college/technical school catalogs may be utilized by personnel at Department facilities not having a Career Corner for a period not to exceed two weeks.

N. SHIFT SCHEDULING

1. Consistent with the operational needs of the Department, Station and Section Commanders shall endeavor to accommodate the scheduling requirements of personnel interested in pursuing academic studies.
2. This policy should not be interpreted as giving preferential treatment to some members over others. Station and Section Commanders shall ensure that schedule adjustments are administered equitably and do not interfere with efficiency or cause an imposition to others.

O. SPECIALIZED POSITIONS AND JOB ROTATION

1. The Department's overall operational efficiency and effectiveness depend on the skills, knowledge, and abilities of its members and how they apply them to their duty assignments whether in patrol, criminal investigation, or a specialized position area. Through the Department's in-service training programs, members are provided with

the opportunity to develop high levels of expertise in their area of specialization.

2. Specialized position vacancies and specialized training opportunities shall be posted through the issuance of a directive. Members who have an interest in the position or training may apply by submitting the appropriate correspondence.

NOTE: A member appointed to a specialized position shall work for no less than the first five working days with a supervisor or other member already performing the specialized function.

3. Troop Commanders are encouraged to assign at least one Patrol Section member to the Criminal Investigation Section, per quarter, for a minimum of 90 calendar days. While assigned to the Criminal Investigation Section, Patrol Section members shall be permitted to investigate, or assist in the investigation of, the widest range of criminal incidents possible.
4. The approval of temporary or rotational assignments shall be contingent on operational needs.
5. Troop Commanders shall ensure active solicitation of member participation in rotational assignments. Members shall express interest by submitting Department Correspondence, including a copy of their resume, through channels, to the Troop Commander.
6. To be considered for selection to a rotational assignment, members must have completed the probationary period, received a satisfactory performance evaluation during the most current evaluation period, and be willing to schedule annual leave outside the period of the rotational assignment.
7. Troop Commanders, when evaluating members for rotational assignments:
 - a. Consider the performance evaluation, resume, training, and job experience of each member.
 - b. Consider supervisor recommendations.
 - c. Evaluate a sampling of each member's investigative reports.
 - d. Consider seniority.

- e. Rank order the selected members. Affected Station Commanders shall be advised of the rank order of selected members via Department Correspondence.