



**California State University, Los Angeles**  
**Department of Public Safety**

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NUMBER: II-2 APPROVED: \_\_\_\_\_  
Larry Bohannon, Interim Chief of Police

EFFECTIVE: April 5, 2017

SUPERSEDES: April 19, 2012 Reviewed/Revised: 12/22/19

SUBJECT: **Training and Career Development**

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I. PURPOSE:

The purpose of this directive is to establish guidelines for training and the career development program for department personnel.

II. POLICY:

- A. The training program shall provide the highest caliber of training of personnel based upon needs, career enhancement, and the mission of the department.
- B. This agency recognizes the training function in the development and evaluation of training needs in order to provide a comprehensive overall training program.

III. DEFINITIONS:

- A. Attendance. The rules and guidelines establishing attendance regulations and requirements. Attendance to training programs once an employee is notified of a training assignment is mandatory, unless a person is relieved of the requirement by a higher authority.
- B. Career Counseling. The relationship (process) between trained counselor/supervisor and employee that is designed to facilitate an employee's career choices, comprehension of career goals, and achievement of career goals through meaningful and well informed choices.
- C. Career Development Activities. An organized and supervised set of duties or functions designed to stimulate learning, e.g., counseling, training job rotations.
- D. Counseling. The giving of advice; advising. As used: discussions between the rated employee and rater leading to advice to the former concerning performance.
- E. Field Training. A structured and closely supervised program provided to recruit officers to facilitate the application of skills and knowledge obtained in the academy/classroom to actual performance in on-the-job situations.

- F. Field Training Officer (FTO). An officer who has been carefully selected and trained to deliver the field training program to recruit officers.
- G. In-Service Training. Training in addition to recruit training, which may include periodic retraining or refresher training, career development, promotional training, advanced training, and shift briefing training.
- H. Lesson Plan. A detailed guide from which an instructor teaches. The plan includes goals, specific subject matter, performance objectives, references, resources, and method of evaluating or testing the students.
- I. Proficiency. The additional skills, knowledge and abilities that are needed to remain competent in performing the duties and responsibilities of a job.
- J. Recruit/Basic/Entry Level Training. The orientation of new officers to their jobs and the development of basic law enforcement skills.
- K. Reimbursement. Costs reimbursed to employees for attending training programs inside or outside the agency.
- L. Remedial Training. Personalized training to correct a specific deficiency, which is usually identified by either (1) testing or other evaluation during training, or (2) supervisory evaluation during routine job performance.
- M. Shift Briefing. Training or informational sessions of short duration administered to law enforcement officers just prior to, or after, their tour of duty.
- N. Skill. A present, observable competence acquired or developed through experience and/or training.
- O. Skills, Knowledge, and Abilities. Skills are the proficiency with which an individual performs. Knowledge is a body of information or the understanding gained through learning, education, experience, or associations. Abilities are processes required to perform the various job responsibilities.
- P. Specialized Training. Training to enhance skills, knowledge and abilities taught in either recruit or in-service programs. Specialized training may address supervisory, management, and/or executive development training, or it may include technical and job-specific subjects, e.g., robbery investigation, crime scene processing, sexual assault investigation, etc.
- Q. Task. A unit of work performed by an individual to accomplish the goal of a job.
- R. Training Committee. An advisory committee developed to recommend the type and method of training and training needs of the department.

#### IV. PROCEDURES:

- A. Training Committee.
  - 1. Composition of the Training Committee: the committee will consist of three to five organizational members. Selection and replacement of committee members is solely at the discretion of the Chief of Police, and may include, but is not limited to;
    - a. Training coordinator;
    - b. Field Training Officer (FTO) Program coordinator;
    - c. Administrative Services Manager;
    - d. Operations Lieutenant; and
    - e. Parking and Transportation Manager.

2. Process for selecting and replacing committee members.
    - a. The Chief of Police will select personnel to serve on the training committee.
    - b. Membership shall include, at a minimum, members of the command staff responsible for the primary areas of the agency: Uniform Patrol, Administration, and Parking Services.
    - c. The Chief or his designee will review the composition of the committee periodically (normally prior to the beginning of each fiscal year) and change personnel if necessary.
  3. Relationship of the Training function to the Training Committee. The Committee will meet as necessary and will be responsible for the management and coordination of the internal training function and making recommendations for individual and department-wide training programs.
  4. Authority and responsibility of the Training Committee.
    - a. The committee has the authority to evaluate the overall training provided and needed for the entire organization, including sworn and non-sworn.
    - b. The responsibility of the committee is to plan, develop, coordinate, schedule, and implement training programs, and will update the Department Training Plan following a Training Committee meeting.
    - c. The committee shall meet as needed and provide a written report to the Chief of Police.
  5. The Training Committee shall report directly to the Chief of Police.
- B. Attendance requirements for employees assigned to authorized agency training programs.
1. Attendance at an assigned training course is required.
  2. When an employee cannot attend an assigned course or any scheduled department training due to illness, court subpoena, or some other emergency, that employee must notify the Police Lieutenant as soon as possible.
  3. When an employee has missed an assigned training course it will be rescheduled, if possible, for a future session or a similar training course.
  4. Certification of completed training shall be submitted to the Assistant to the Chief for update of the employee's training records. This certification will include the subject of the training, an overview of the course (if possible), number of hours, performance tests administered, and special certifications received.

- C. Reimbursement to employees attending training programs in or outside the agency.
1. The University Police Department will reimburse employees attending training programs for such expenses as mileage, meals, lodging, fees, tolls and other related expenses at the rates established in accordance with University policy and the Collective Bargaining agreements.
  2. There shall be no compensation for travel expense incurred while attending local training classes (within 25 miles) of the campus. There will be no compensation for travel time when attending schools voluntarily.
  3. Travel time to attend required training out of town which involves overnight travel is counted as hours worked for purposes of computing overtime pay, only up to the amount of time which is equal to the employees normal working hours. If travel takes 12 hours and the employee normally works 8 hours, the amount of comparable time is 8 hours. Mealtime may be deducted from travel time as well. As a general rule, travel to training will be reimbursed at straight time on an hour for hour basis exclusive of meal breaks.
  4. If the employee is offered public transportation which would require 3 hours of travel time but elects to drive his/her own vehicle or to ride as a passenger in another's car, requiring 8 hours of travel, the employee will only be compensated for the shorter of the two times. In this example 3 hours for computing compensation. The compensation paid for travel is limited to the amount that would be the most economical mode of transportation to the training location.
  5. Employees shall receive per diem expenses for meals and lodging according to schedules set by the State or P.O.S.T. depending on the school, conference or seminar.
  6. Receipts shall not be required for travel or per diem expenses when attending POST training.
- D. Lesson Plans.
1. Lesson plans are required for all training conducted by the department.
  2. Lesson plans will include the following:
    - a. A statement of performance and job related objectives;
    - b. The content of training and specifications of the appropriate instructional techniques; and
    - c. Identification of any tests used in the training process.
  3. It is the responsibility of the instructor to submit a lesson plan prior to instructing the course to a supervisor for approval (to a Sergeant or Command Officer, as appropriate). The department will provide each instructor with guidelines and format for lesson plan development.

- E. Policy concerning remedial training.
  - 1. Remedial training is directed at solving a particular problem and/or improving an area of performance.
  - 2. Remedial training will be provided to any employee who has been identified by his/her supervisor to be deficient in any required area of performance.
  - 3. Remedial training can be provided through additional training provided by department supervisors or FTOs or through required attendance at P.O.S.T. in-service training courses.
  - 4. Remedial training must be completed in a designated time and with clearly defined and expected results. Officers who are assigned to any remedial training must attend and complete the training. Failure to complete the training may result in disciplinary action.
  - 5. At the time an employee is identified as requiring remediation, a timetable will be established by the employee's supervisor for completion of training and improvement in performance.
  - 6. All remedial training recommendations must be approved by a command level officer (Lieutenant, Deputy Chief, or Chief) and must be documented.
  - 7. Probationary employees must satisfactorily complete remedial training as a condition of continued employment.
  
- F. Updating of training records of employees is required following participation in any training programs.
  - 1. The department will maintain and update training records for department employees.
  - 2. Individual training records:
    - a. Date of training;
    - b. Type of training;
    - c. Certificate received, if applicable;
    - d. Attendance; and
    - e. Test scores, if applicable.
  - 3. Department Training records shall include (each training session conducted by the agency):
    - a. Course content (lesson plans);
    - b. Names of personnel in attendance;
    - c. Performance of individual attending as measured by written and or practical examinations, if applicable; and
    - d. Course critique.

4. All training records shall be maintained in accordance to the established CSU Records/Information Retention and Disposition Schedule.

G. Training of Instructors.

1. Selection of instructional personnel is critical to the operation of a successful training program. Abilities required for instruction in all programs includes knowledge of the subject areas to be taught and knowledge of methods and practices and teaching theories.
2. The training coordinator will select instructors from outside the department when the needs for training cannot be attained with department members.
3. Personnel assigned to the training function and given the responsibility to instruct shall receive training that includes at the minimum:
  - a. Lesson plan development;
  - b. Performance objective development;
  - c. Instructional techniques;
  - d. Testing and evaluation techniques;
  - e. Resource availability; and
  - f. Learning theory.

H. Recruit Training.

1. Basic Academy

- a. Police recruit trainees (cadets) are required by law (Penal Code Section 832) and POST regulations [Section 1005(a) and Chapter D-1, Section 1-1 through 1-3] to attend a POST certified basic academy.
- b. All sworn officers are required to complete a recruit training program prior to assignment in any capacity in which the officer is allowed to carry a weapon or is in a position to make an arrest. This requires at least 640 hours of recruit training plus an additional Field Training and Evaluation Program. The department Field Training and Evaluation Program is field performance based and utilizes written examinations, practical skills and written exercises that evaluate the knowledge, skills and abilities of the recruits.
- c. This Department will utilize and have its cadets attend the Los Angeles Police Department, Los Angeles County Sheriff's, Orange County Sheriff's, Rio Hondo, or Goldenwest Academies depending on availability. The Field Training Officer assigned to the recruit or a person assigned the responsibility by the Deputy Chief or his/her designee (i.e., Administrative Sergeant) will attend the academy orientation with the recruit and will maintain contact with the recruit throughout training.

- d. All injuries, performance issues, or legal liabilities related to the academy training shall be reported to the Department's contact (Deputy Chief, Operation's Lieutenant, Administrative Sergeant, or designee).
    - Financial responsibilities of the department shall include only the salary of the recruit during the training and any equipment normally supplied to fulltime officers.
    - Medical treatment related to injuries shall be covered by the existing medical plan selected by the recruit at the time of hire.
    - At no time is the academy or academy personnel relieved of legal liabilities related to improper actions.
  - e. The academies provide each recruit with an orientation handbook at the time the academy begins.
  - f. The Deputy Chief (or designee) will be responsible for tracking the recruit's progress during the academy training. The Deputy Chief (or designee) and assigned FTO will act as liaison with the academy staff and provide department input as needed.
  - g. Police recruit trainees (cadets) will not be assigned to general law enforcement duties until completion of academy training as prescribed by law.
  - h. The recruit training program shall include:
    - a curriculum based on tasks of the most frequent assignment associated duties of officers who have previously completed recruit training; and
    - use of evaluation techniques designed to measure competency in the required skills, knowledge, and abilities.
2. Post-Academy Training
- a. After completion of the academy, the trainee will go through a one-week orientation process. The orientation week will prepare the trainee for the FTO program and the department rules, regulations and procedures will be discussed. During this week the trainee will be given:
    - 1) an overview of the university and the department; and
    - 2) a review of the critical department written directives including Use of Force, Patrol Operations, and Preliminary and Follow-up Investigations.
  - b. The orientation period must include firearms and impact weapon qualification as trainee demonstrated proficiency in arrest and control techniques.

- c. Additional training will be completed during this time to prepare the trainee for field duties.

### 3. Field Training and Evaluation Program

- a. Refer to the Department FTO Manual for a complete description of the FTO program.
- b. Corporals and designated officers assigned to Patrol will attend FTO School and will serve in the role of Field Training Officers.
- c. The FTO Program is part of the selection process that combines field training with objective evaluations to ensure that the standards of a competent police officer are met. The program is operated by the operations division on the theory that those best qualified to determine the suitability of a person to be a police officer are police officers currently working in the field.
- d. The recruit Field Training and Evaluation program is a minimum of 14 weeks in duration and is divided into four phases and includes:
  - 1) a curriculum based on the tasks of the most frequent assignment associated duties of officers who complete recruit training; and
  - 2) use of evaluation techniques designed to measure competency in the required skills, knowledge, and abilities.
- e. Extended Training – Trainees that may need additional training may be extended in the FTO program for a period of time agreed upon by the FTO, the Field Training Coordinator and the Chief of Police.
- f. All trainees must complete the Department Training Program and view all assigned training videos before a letter of completion will be submitted to the Chief of Police for signature.
- g. If it is the consensus of the FTO's and the Field Training Coordinator that a trainee is not making expected progress, documentation to that effect will be submitted to the Police Lieutenant for action and recommendations.

### 4. Selection of Field Training Officers (FTO's).

- a. Generally, Corporals assigned to Patrol will attend FTO School and will serve as Field Training Officers.
- b. The field training officers will be supervised by the Field Training Coordinator.
- c. A Sergeant selected by the Chief of Police provides a liaison between the academy and the recruit. While attending the Academy, the recruit and Academy personnel are instructed to contact the selected Sergeant concerning any issues or concerns.



- d. Field Training Officers will attend periodic training arranged through the Field Training and Evaluation Program. Prior to assignment as a FTO, an officer shall attend the P.O.S.T. Field Training program.
  - e. Rotation of recruit field assignments:
    - 1) Recruits will be rotated between Field Training Officers throughout the program.
    - 2) Assignments will include both day and night shifts to ensure exposure to a variety of duties and environments.
  - f. P.O.S.T standardized guidelines will be used to evaluate recruits.
  - g. Field training officers will complete daily observation reports, and end of phase reports. If remedial training is required, Field Training Officers will report this to the program coordinator.
- I. In-Service, Shift Briefing, and Advanced Training.
- 1. All sworn personnel are required to complete an annual retraining program that includes legal updates and firearms.
    - a. In-service training will be conducted according to P.O.S.T guidelines to ensure that all sworn personnel stay current with new public acts, laws, technological advances, and revisions of the department policy manual.
    - b. All training provided or received shall be documented and included in the officer's training file.
  - 2. Shift Briefing.
    - a. Shift briefings will supplement in-service training and will be documented on a department record of training form, or at the minimum within the ARMS CAD system.
    - b. Sergeants will supervise shift briefings and ensure the record of training is completed.
    - c. A person with special knowledge or skills may conduct shift training.
  - 3. Familiarization with the Accreditation Process.
    - a. All newly hired personnel (sworn and non-sworn) shall receive an overview of the accreditation process within thirty-days after their employment begins, or within thirty days after completion of the academy. Sworn personnel shall receive this training as part of their FTO Program.
    - b. The Chief of Police or his designee will provide an introduction and familiarization to the accreditation process to all department personnel on an ongoing basis (as provided previously during the self-assessment phase and initial accreditation).
    - c. All agency personnel will receive information on accreditation prior to any re-accreditation on-site assessment.

J. Specialized In-Service Training.

1. Functions requiring specialized in-service training includes at a minimum:
  - a. Investigations;
  - b. firearms;
  - c. defensive tactics;
  - d. baton training;
  - e. report writing related to the use of Automated Records Management System (ARMS); and
  - f. an agency employee assigned to the position of accreditation manager within one year of being appointed to the responsibility.
2. Specialized training and the development of skills include the following:
  - a. Development and/or enhancement of the skills, knowledge and abilities particular to the specialization through formal and on-the-job training;
  - b. Management, administration, supervision, personnel policies and supports services of the function or component assigned, to attain a clear understanding of the responsibilities and individual role;
  - c. Agency policies, procedures, rules and regulations specifically related to the function or assignment;
  - d. The requirements or mandates of law;
  - e. Performance standards of the function or component involved; and
  - f. Supervised on the job training with skill development as the goal.
3. Retraining is required to maintain certifications for certain specialized assignments. For many assignments this is accomplished through update training. This retraining shall be accomplished as mandated by the Department training plan and P.O.S.T. requirements and will be documented in the employee's training file.
4. Critical Response Unit.
  - a. The CRU is a system-wide mutual aid resource that provides responses to prevent and mitigate the effects of a natural disaster (to include urban search and rescue), executive protection and civil disorder, when local University officials deem a necessity exists.
  - b. CRU has a prepared and published training plan for the members to follow. The training plan outlines required courses and the means to document the courses.
  - c. All members assigned to CRU are required to engage in training and readiness exercises. These exercises usually occur quarterly and cover specific responsibilities related to the above three functions.

K. Civilian Training.

1. Newly hired civilian personnel will receive the following orientation and training:

- a. Orientation of the department's role, purpose, goals, policies, and procedures;
    - b. Working conditions, University Rules and Regulations; and
    - c. Responsibilities and rights of the employee and confidentiality agreements.
  2. Civilian positions in which pre-service and in-service training is required includes:
    - a. Dispatchers, who will receive training according to P.O.S.T guidelines;
    - b. Parking Officers, that will receive training and orientation through the parking department; and
    - c. Student "Eagle Patrol" will receive training through the Eagle Patrol Coordinator.
- L. Career Development Program.
1. Personnel conducting career development activities receive orientation in the following areas:
    - a. General counseling techniques;
    - b. Techniques for assessing skills, knowledge and abilities;
    - c. University educational opportunities and tuition programs; and
    - d. Cultural and ethnic sensitivity awareness.
  2. P.O.S.T. procedure 1005(b) (1) requires newly promoted sworn supervisors to attend a P.O.S.T. certified 80-hour Supervisory Course within 12 months of the promotion date. The Supervisory Course includes training in supervisory and management roles and responsibilities, oral communications, personnel evaluations, media relations, training and counseling, and internal communications.
  3. The purpose of this program is to assist employees in planning their career paths through the utilization of formal educational opportunities, internal and external instruction, and law enforcement training courses to improve their skills, knowledge and abilities.
    - a. As part of the department's performance evaluation process, all supervisors will conduct career development sessions with their subordinates. During these sessions career development opportunities will be discussed and will be documented in the evaluation. Notations will be made on specific goals and accomplishments to be worked towards during the next review period and the specific training plan or other learning experiences recommended for the next review period.
    - b. The Staff Fee Waiver Program requires that an approved Individual Career Development Plan be on file to take advantage of the program. Supervisors will assist employees who are interested in participating with the completion of their Career Development Plan.
    - c. Sworn personnel competing for the rank of lieutenant and civilian personnel competing for a management personnel plan position shall

have, at a minimum, a Bachelor's Degree from an accredited college. It is highly desirable for sworn personnel competing for the rank of sergeant and civilian personnel competing for a first line supervisory position to have an Associate's Degree from an accredited college.

4. Job related training to newly promoted personnel.
  - a. Specialized or advanced training is provided to individuals who have been promoted or re-assigned.
  - b. This type of training is often provided outside the department and designed to impart higher level supervisory or management skills.
  
- T. Probationary Period: All employees are on probation for 1 year following completion of entry level training according to rules governing state employees.

V. APPENDICES: Lesson Plan Outline.



**Title of Training**

Lesson Plan Prepared By:

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Date Prepared:

\_\_\_\_\_

Approved By: \_\_\_\_\_  
Chief of Police

Date: \_\_\_\_\_

Approved By: \_\_\_\_\_  
Command Level

Date: \_\_\_\_\_

Length of Training Time Required:

I. Performance Objectives/Job Related Objectives:

- a.
- b.
- c.
- d.

II. Types of Instruction:

- a. Lecture
- b. Discussion
- c. Demonstration
- d. Practice
- e. Drills
- f. Direct application

III. Definitions:

IV. Course Outline:

- a. Introduction
- b. \_\_\_\_\_
- c. \_\_\_\_\_
- d. \_\_\_\_\_

V. Exams and/or Skill Tests:

VI. Conclusion & Summary