



DEPARTMENTAL REGULATIONS
CONCORD POLICE DEPARTMENT

GENERAL ORDER 29
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Chief of Police

TRAINING AND CAREER DEVELOPMENT

A. POLICY STATEMENT

The Concord Police Department recognizes the necessity for maintaining a well-trained work force. Police personnel, both sworn and non-sworn, must receive the appropriate levels of initial and continuing training to meet the demands of the profession, as well as the expectations of the public. The Concord Police Department is therefore committed to providing this type of training on a continuous basis.

B. GENERAL

1. The purpose of this policy is to develop a standard for determining the training needs of the Concord Police Department, and for meeting those needs in an efficient and effective manner.

C. ADMINISTRATION

1. Training Committee

- .1 The Training Committee will be responsible for determining the training needs of the Concord Police Department. The Training Committee will meet annually to evaluate the agency training plan, and to set the annual in-service, roll-call, and special training. The committee operates under the command of the Investigative and Administrative Services Division Commander.

- .01 The Training Committee will be chaired by the Training Manager and will consist of the following members:

Division Commanders
District Command Representative
Watch Command Representative
Investigations and Administration Services Lieutenant
Communications Supervisor
Corporal Coordinator
FTO Coordinator
Reserve Coordinator
K-9 Coordinator
Professional Standards Sergeant
Community Service Desk Corporal
Patrol Sergeant
Patrol Officer
Detective
Perishable Skills Instructor

- .02 Membership on the Training Committee will be based on assignment, with the exception of those assignments that are comprised of more than one person. In that instance,

membership will be determined by interest, coupled with the recommendation of the incumbent Committee members. Final determination for Committee compilation will rest with Immediate Staff with recommendation from the Training Manager.

- .03 The Training Committee members will continuously monitor their work groups in an effort to determine individual, unit, and/or agency training needs. Immediate needs will be expressed to the Training Manager via memorandum or electronic mail. Projected needs will be expressed during the annual meeting of the Training Committee.
- .04 During the annual meeting of the Training Committee, Committee members will present those training needs that have been identified. The Training Committee will assess the needs, and set priority to them. Those training needs that are determined to require attention during the following calendar year will be categorized in the following manner: annual in-service training, roll-call training, and special training.
 - .001 Annual in-service training items will be delivered to in-service instructor sub-committees created as a result of their specific subject matter expertise (e.g. firearms, emergency vehicle operations, defensive tactics, etc.). The in-service instructor sub-committees, at the direction of the Training Manager, will develop specific curriculum to address the identified training needs for the upcoming annual in-service training.
 - .002 Roll-call training items will be delivered to the Corporals. The Corporals, at the direction of the Corporal Coordinator and in conjunction with the Training Manager, will develop specific curriculum to address the identified training needs for the upcoming annual roll-call training.
 - .003 Special training items will be delivered to the Training Manager. The Training Manager will develop specific curriculum or a specific training strategy to address the identified training need (e.g. training bulletin, multimedia training, outside presenter, etc.).

2. Training Attendance

- .1 The success of any training program lies within the attendance and participation of the students. As a result, attendance in training programs authorized by the Concord Police Department is mandatory.
 - .01 Employees in specialty positions often meet Departmental or other training mandates through specialized training for their position. As a result, these employees may opt out of certain portions of the annual in-service training session. Such an excusal shall be permitted only with knowledge of the employee's supervisor and only after authorization from the Training Manager.
 - .001 Nothing in this policy shall relieve an employee from meeting POST minimum training requirements or from attending Department-mandated training.
- .2 In the event of an excused absence from training, the employee will do the following:
 - .01 Annual In-service Training
 - .001 Notify the Training Manager as soon as practical.
 - .002 Identify a make-up date and time.

- .02 Advanced Officer Courses
 - .001 Notify the instructor in charge.
 - .002 Notify Training Manager.
 - .003 Identify a make-up date and time.
- .03 In the event of an unexcused absence, the Training Manager will notify the employee's Division Commander via written memorandum. The Division Commander will take the following action:
 - .001 Determine the specific reason for non-attendance.
 - .002 Take disciplinary action if necessary.
 - .003 Have employee report to the Training Manager for make-up training.
- .3 When an employee has successfully completed an outside training program, he/she will present their certificate to the Administration Secretary for posting on their Training Record.
 - .01 Posting will include the following:
 - .001 Title of the course.
 - .002 The total hours attended.
 - .003 The date attended.
 - .004 The course presenter.
 - .005 The employee's performance in the course.
- .4 When an employee has successfully completed an annual in-service training session, their attendance record will be forwarded to POST by the Training Manager for Continuing Professional Training course credit. All training attendance will be entered into the Training Management System.
 - .01 Maintenance of the training records will be the responsibility of the Administration Clerk, at the direction of the Training Manager.
 - .02 The training records will be kept in locked storage in the Administration Unit of the Concord Police Department, and will not be removed from the Unit for any reason.
 - .03 An employee who wishes to view their record may schedule a viewing with the Administration Secretary or Administration Clerk.
 - .04 Should a supervisor or manager, other than the Training Manager, need to review an employee's training record, they must log in with the following information:
 - .001 The name of the employee.
 - .002 The name of the person viewing.
 - .003 The reason for the viewing.

- .004 The date and time.
 - .5 Roll-call training and roll-call attendance will be tracked by the Corporals and sent to the Corporal Coordinator in the form of a monthly memorandum. A copy of these memorandums will be retained by the Training Manager, and will be entered into the Training Management System.
 - .6 Special Training will be tracked by the Training Manager and entered into the Training Management System.
3. Training Requests and Reimbursement
- .1 Whenever an employee is scheduled to attend a training program authorized by the Concord Police Department, the Training Request Form must be completed and signed by the employee's Supervisor, Bureau Commander, and Division Head. This form, along with specific class information, should be submitted to the Administration Secretary at least three weeks in advance, when possible.
 - .01 Approval of Training Requests is dependent upon the following:
 - .001 The training requested has been identified in the agency training plan as mandatory, essential, or desirable for the task assignment held by the requesting employee.
 - .002 The employee requesting the training is performing at a "meets standards" or "exceeds standards" level.
 - .003 The requested training does not negatively impact staffing levels and/or overtime.
 - .004 Exceptions may be made by the employee's Division Head.
 - .005 Training Requests that are denied will be returned to the requesting employee with an explanation from the employee's Supervisor, Commander, or Division Head.
 - .2 Upon receipt of the Training Request Form and supporting documentation, the Administration Secretary shall:
 - .01 Prepare a Training Request and Expenditure Report for payment of registration fees, lodging, meals, transportation, and other necessary expenses.
 - .02 Forward a notice to the employee that a Training Request and Expenditure report has been prepared.
 - .03 Provide the employee with a Training Evaluation Form.
 - .04 Forward an expense check, a copy of the Training Request and Expenditure Report, and a POST Training Reimbursement Form (when POST reimbursable) to the employee, approximately one week before the first day of training.
 - .3 The employee will be responsible for the following:
 - .01 Making travel arrangements, including hotel reservations, use of City car, booking airline reservations, arranging for car rental, and obtaining City gasoline cards
 - .02 Turning in the POST Training Reimbursement Form to the course instructor .

- .03 Attendance in the course and ensuring that the employee's attendance is reflected on the course roster.
- .04 Completion of the Training Expense and Expenditure Report within five days after employee's return.
 - .001 All expenditures must be itemized in the "After Attendance" column and all receipts attached (hotel receipts must be itemized). If a non-POST reimbursable course, meal receipts must also be included. Meal receipts are not required for POST reimbursable courses.
 - .002 Total "After Attendance" expenses.
 - .003 Deduct the items paid from the total the City advanced employee. If expenditures exceed advances, the employee will be reimbursed. If the advance exceeds the expenditures, employee must attach a check for the difference, made out to "City of Concord".
 - .004 Sign the completed Training Request and Expenditure Report and return to the Administration Secretary along with a Concord Police Department Training Evaluation form (CP 21-1231), within five days for course credit.
- .05 Meet with immediate supervisor and/or the Training Manager to discuss the following:
 - .001 The benefits of the course.
 - .002 Any conflicts noted between the course content and the policies and practices of the Concord Police Department.
 - .003 What information, if any, the returning employee can provide to his/her unit or the department.

4. In-service Training

- .1 In-service training will occur for sworn personnel every calendar year, and course content, which will include legal update, will be determined by the Training Committee as a result of the annual training needs assessment.
 - .01 In-service training will be coordinated by the Training Manager and will be submitted to POST and the affiliated community college for course credit and POST certification.
 - .02 In-service training will be conducted by members of the Concord Police Department In-service Instructor Team, and/or outside subject matter experts.
 - .001 In-service Instructors will be selected via the process established in General Order No. 78.
 - .002 The Training Manager will maintain a file containing the qualifications and current resumes of the In-service Instructor Team.
 - .003 In-service instructors will receive updated training in their subject matter expertise, as well as continuing instructional skills development, as prescribed by General Order No. 78.

- .2 Lesson plans will be required for all training courses presented during the annual in-service training session. Instructors will submit their lesson plans to the Training Manager for review and approval prior to course presentation. Lesson plans will minimally include:
 - .01 A statement of performance and job-related objectives.
 - .02 The content of the training and specification of the appropriate instructional techniques.
 - .03 Identification of any tests used in the process.
- .3 The Concord Police Department in-service trainers and Corporals will strive for consistency and uniformity in their presentation of training. Nevertheless, should a member of the training staff or an attending employee identify an inconsistency, they shall notify the Training Manager as soon as possible.
 - .01 It will be the responsibility of the Training Manager to investigate the inconsistency and to correct it.

5. Remedial Training

- .1 Any course that requires an employee to either demonstrate manipulative (psycho-motor) proficiency and/or to pass a written exam shall include a form of remediation for those who fail. Remediation shall include elements of re-training and a re-testing component. Re-training and re-testing shall occur at the earliest convenience which best affords the employee an opportunity to pass the course.
 - .01 If an employee fails a second time during in-service training or weapons proficiency training, he/she will be required to attend a re-training session. A special effort will be made by the instructor and training staff to identify specific problems for implementation of corrective action.
 - .02 The Training Manager shall notify the Investigative and Administrative Services Division Captain and the employee's Watch Commander via written memorandum when a second failure occurs. This memorandum shall identify the employee's problem and recommended corrective action.
 - .03 Failure to pass testing a third time shall result in disciplinary action, which may include the immediate suspension of peace officer powers, if deemed appropriate.
- .2 Remedial training may be used as a means for addressing discipline, which results from an administrative investigation. The Training Manager shall work in cooperation with the Office of the Chief of Police and the Professional Standards Sergeant to ensure that disciplined employees receive appropriate re-training that addresses specifically identified problem area(s). The Training Manager shall inform the Professional Standards Sergeant, via memorandum, of the content of the curriculum and date(s) when the disciplinary re-training is completed.

6. Recruit Training

- .1 Prior to assignment in any capacity in which a sworn officer is allowed to carry a weapon or is in a position to make an arrest, he/she will complete a two-week orientation program. The orientation takes place prior to commencement of the Field Training Program and may include, but not be limited to, blocks of instruction on the following:
 - .01 Orientation to the City and City Departments.

- .02 Orientation to the Concord Police and Mission, Vision and Values.
 - .03 Issuance of Departmental equipment, except firearm.
 - .04 Expectations of the FTO Program.
 - .05 Orientation to Investigative and Administrative Services Division.
 - .001 Major Crimes Unit and Financial Crimes Unit (FTO Manual 2.75-2.78, 2.79-2.83, 2.84-2.99, 4.06-4.09).
 - .002 Special Victims Unit (FTO Manual 2.51-2.74).
 - .003 Crime Scene Investigations (FTO Manual 3.28-3.41).
 - .06 Traffic Accident Investigation (FTO Manual 2.01-2.18).
 - .07 Community Policing (FTO Manual 4.01-4.05).
 - .08 Radio/MDC/E-mail/Timecard Training (FTO Manual 1.15-1.29).
 - .09 Use of Force (FTO Manual 1.86-1.97).
 - .001 Firearms are issued at this point after successful completion of General Order No. 35 and General Order No. 40 written tests, as well as the firearms qualification course.
 - .10 Report Writing (FTO Manual 1.98-1.107).
 - .11 Arrest Law and Procedures (FTO Manual 1.130-1.154).
 - .12 Traffic Stops/Traffic Enforcement/Suspended Driver Enforcement/Vehicle Impoundment (FTO Manual 1.30-1.47, 2.38-2.50).
- .2 Throughout the Field Training Program, the recruit shall receive instruction in and demonstrate knowledge of the policies, procedures, rules and regulations of the Concord Police Department.

D. AGENCY TRAINING PLAN

1. The Training Plan of the Concord Police Department is a living document designed to identify the training needs of every position within the Department. The Training Plan identifies, by classification, training that is considered mandatory, essential, and desirable. It is the responsibility of the Training Committee to review the Training Plan on an annual basis. The Training Manager is ultimately responsible for maintenance of the Plan, and ensuring Training Plan Compliance for those items deemed mandatory by POST, the Concord Police Department, or any other governing body.
 - .1 The kinds and types of training listed within the Training Plan are subject to change and are dependent upon such things as classification, rank, and unit. Nevertheless, there are some training mandates that remain fairly consistent. They are as follows:
 - .01 Basic Training Course: required of all recruits prior to assignment as a Police Officer (Penal Code Section 832 (a)).
 - .02 Continuing Professional Training: Bi-annual, 24-hour refresher training, which fulfills POST requirements (POST Admin. Man., Section 1005 (d)).

- .03 Perishable Skills Program (PSP) training: Firearms, arrest/control, driving, and tactical communications. Bi-annual, 14-hour refresher training which fulfills POST requirements (POST Admin. Man., Section 1005 (d)).
- .04 Proficiency Training & Qualifications: Annual training and qualification in the use of agency authorized lethal and less than lethal weapons.
- .05 Supervisory, Management, and Executive Training: 80-hour supervisory, middle management and executive development courses that are mandated by POST (POST Admin. Man., Procedures D-3, D-4 & D-5).
- .06 Reserve Officer Training: POST mandated modular training for reserve officers, pursuant to Penal Code Section 832.6., and POST Commission Regulation 1005(g).

E. SPECIALIZED TRAINING

1. It is recognized that there is an agency need to present specialized in-service training not directly related to regularly planned annual in-service training or identified in the Training Plan. The purpose of this specialized training is to assist the individual in developing the skills, knowledge and abilities necessary to carry out their assigned duties. Specialized units such as Traffic, Crime Scene Investigations, K-9, SET, Communications, and Investigations, as well as any other unit may elect to develop training to meet their specialized needs.
2. This training is described as any class that presents instructional information beyond that normally associated with the dissemination of roll-call information, staff meeting presentations, or non-mandated video presentations.
3. Specialized in-service training may be accomplished without utilizing the resources of the Training Bureau, but must comply with the following provisions:
 - .1 A lesson plan shall be submitted to the Training Manager prior to any actual training which outlines the job related objectives of the course, content of the training, designated instructors and qualifications, and the instructional methods and techniques that will be employed when conducting the class.
 - .2 The Training Manager will review the course content to ensure that there are no known contradictions with agency policy or with POST standards. If appropriate, the Training Manager will certify the training through POST.
 - .3 Upon completion of the training, a roster listing the presentation date(s), number of instructional hours, instructor(s), and personnel who attended the class shall be sent by the unit presenting the class to the Training Manager. All appropriate individual training records will be updated reflecting the training received. The course roster and all related course material will be maintained on file in the Training Bureau.
4. Upon assignment to a specialized position or unit, the employee shall receive instruction in the management, administration, supervision, personnel policies, and support services of that particular position or unit. It is not mandated that this instruction be documented; however, it is the responsibility of the supervisor or manager of the unit to ensure that the employee clearly understands these components.
5. Upon assignment to a specialized unit, personnel will initially receive supervised, on-the-job training in addition to any mandatory training required for the position. The on-the-job training shall be tailored to the needs of the employee and shall be for a time period deemed appropriate by the unit supervisor.

F. TRAINING BULLETINS

1. The Training Bureau may utilize training bulletins as a means for disseminating pertinent training related information regarding special policy announcements, amendments, safety issues and any other information deemed appropriate for distribution using this method.
 - .1 Training bulletins shall be assigned numbers, which identify them by year, and sequential numbers. They shall be reviewed (if time permits) by the training committee and approved for agency distribution by the Chief or his/her designee.
 - .2 Training bulletins are to be posted on the Intranet for all personnel to read. Unit level supervisory staff should also review training bulletins with personnel during roll call and/or staff meetings.
 - .3 After a training bulletin has been posted for a sufficient amount of time, it shall be maintained at the unit in an indexed binder for future reference. The Training Bureau shall be responsible for providing a periodic updated index that shows which bulletins are still valid and which need to be deleted.

G. CIVILIAN TRAINING

1. All newly hired employees of the Concord Police Department will participate in the City of Concord New Hire Orientation Program. In doing so, they will minimally receive the following:
 - .1 A review of the Mission, Vision and Values, a review of the relevant departmental policies, an introduction to the City organizational structure, and City of Concord customer service philosophy.
 - .2 A benefits program overview.
 - .3 An overview of the working conditions, responsibilities and policies affecting the new employee's designated position.
 - .4 A technology overview.
 - .5 A tour of the following:
 - .01 IT/Finance.
 - .02 Printing Services .
 - .03 Planning & Economic Development/Building & Neighborhood Svs..
 - .04 City Manager's Office.
 - .05 Public Works - Maintenance Services/Public Works - Transportation at the Corporation Yard.
 - .06 Parks & Recreation.
 - .07 Engineering.
 - .08 Police Department
2. Those civilian employees with specific training needs as identified in the agency training plan, will receive pre-service and in-service training as prescribed.

H. TRANSITIONAL TRAINING

1. When an employee of the Concord Police Department is promoted to a new position or transferred to a new assignment, they will receive transitional training to make the change as seamless as possible. Doing so will provide the employee with the greatest possibility of success in their new role.
 - .1 To assist in transitional training, the Training Committee will collect information on each task within the Department to be contained in the agency training plan. Information obtained will include, but not be limited to, the following:
 - .01 A role definition for each task assignment.
 - .02 A listing of the specific functions of the assignment.
 - .03 A “typical day” synopsis of the assignment by the incumbent employee(s).
 - .2 The incumbent employee will spend as much time as possible in a mentoring capacity with the transitioning employee to further ease the transition.
2. When an employee has been in an assignment other than that of a Patrol Officer, or the employee is returning to duty as a Patrol Officer after an extended leave of absence due to illness, injury, or administrative leave, that employee will report to the Training Manager for a training needs assessment as prescribed in Procedure No. 1.

I. POLICE ACADEMY TRAINING

1. Recruit officers who are sponsored through the police academy by the Concord Police Department typically receive their basic training at a POST certified academy.
 - .1 Academy staff, based in part on POST criteria, develops the curriculum that is taught in the academy.
 - .01 Individual departments may have input into course content through the Contra Costa County Police Chiefs' Association.
 - .2 Students are provided an academy handbook prior to the beginning of instruction. The handbook provides the student, at minimum, with information regarding the rules and regulations of the academy, the expected code of conduct, evaluation standards, chain of command, and other information that is essential to helping the student make a smooth transition into the academy environment.
2. The Training Manager is the department's liaison with police academy staff.
 - .1 The Training Manager will confer with academy staff regarding the progress of recruits sponsored by the Concord Police Department.
 - .2 The Training Manager is normally the first level of contact for academy staff if misconduct on the part of a department sponsored recruit occurs.
3. The Training Manager is the department's liaison with recruits who are being sponsored through the academy by the Concord Police Department.
 - .1 The responsibilities of the Training Manager include, but are not limited to:

- .01 Assisting the recruit(s) in obtaining the necessary equipment that is not normally provided by the academy.
- .02 Periodically meeting with the recruit(s) to assess their progress through the academy.
- .03 Arranging for ride-alongs with sworn officers of the Concord Police Department as part of the learning experience.
- .04 Facilitating the smooth transition from academy training to the FTO program.

J. CAREER DEVELOPMENT TRAINING SUPERVISOR ORIENTATION

1. One of the responsibilities of supervisors and managers of the Concord Police Department is to assist their subordinates in career development. There is no required training in the areas of career counseling and career development; however, managers and supervisors can help their personnel prepare for lateral and promotional opportunities by doing the following:
 - .1 Meet with each employee and identify their short and long range career goals.
 - .01 A beneficial approach is to encourage the employee to develop one-year, three-year, five-year and ten-year plans. These career plans will be the foundation for the supervisor and the employee to identify the performance, educational, training, and assignment objectives the employee should strive for in enhancing his/her opportunity for lateral and promotional advancement.
 - .2 Speak with the employee about their strengths and weaknesses and identify ways in which they can enhance their strengths and improve on their weaknesses.
 - .01 The performance appraisal is a valuable tool in providing ongoing feedback in this area.
 - .3 Discuss organizational goals and objectives with the employee and his/her role in realizing those goals and objectives.
 - .01 The department's Strategic Plan is a valuable resource. All department managers and supervisors are expected to be familiar with the elements contained within the plan.
 - .4 Discuss with the employee the required and desired qualifications of the position(s) he/she intends to seek.
 - .01 As they are being developed, the role descriptions for the various positions in the organization are available from the Investigations and Administrative Services Division.
 - .02 The selection criteria for the various specialized assignments are available from the Investigative and Administrative Services Division.
2. In order to assist their personnel to prepare for future career opportunities, supervisors and managers should be familiar with the following programs:
 - .1 The Police Professionalization Program, City of Concord Policy & Procedure No. 45.
 - .2 The City's tuition reimbursement program, City of Concord Policy & Procedure No. 42.
 - .3 Training opportunities, internal and external.

.01 The department's Training Manager has several resources available for review, including the POST Administrative Manual and various web sites.