

TITLE: CAREER DEVELOPMENT PROGRAM

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PURPOSE

The Santa Fe Police Department has established a Career Development Program for all sworn personnel promoting the development and improvement of knowledge, skills and abilities, thereby effectively improving job satisfaction and raising levels of performance.

The goal of the program is to assure that all personnel are afforded the opportunity to participate in training and developmental programs available through the department.

DISCUSSION

The Career Development Program will serve as an avenue in which the participating employee will further professional growth by increasing capabilities in their present assignment and enhance their ability to advance into future assignments.

The primary manner in which the career development program will be accomplished will be through the use of In-Service Training and Career Counseling.

POLICY AND PROCEDURE

22.1.01 ADMINISTRATION OF PROGRAM

A. The Training and Recruiting Unit Commander is responsible for the administration of the Career Development Program. Responsibilities include identifying program objectives which will be reviewed on an annual basis to assure the program meets with the needs of Department personnel.

B. In order to assure continual growth of the program it may become necessary to enlist the assistance of various educational institutions. These institutions may include but are not limited to those listed below. Other training sources may be developed as additional training needs are identified.

1. New Mexico Law Enforcement Academy
2. Santa Fe Community College
3. College of Santa Fe
4. Northern New Mexico Community College
5. LETN
6. Northwestern University (Traffic Institute)
7. IPTM
8. IACP
9. FLETC (Federal Law Enforcement Training Center)
10. Federal Agencies (FBI, DEA, Secret Service etc.)
11. USDOE (Central Training Academy)

22.1.02 CAREER COUNSELING AND INSERVICE TRAINING

A. Career counseling will be the responsibility of the Training and Recruiting Unit. All available resources will be utilized in identifying individual (employee) needs within the program, direction of the employee and the needs of the department.

1. In order to provide adequate counseling services to employees, those assigned the responsibility of career counseling will be adequately trained to assess the Skills, Knowledge and Abilities (SKA's) of employees, the SKA's required by the department, development and preparation of a career planning schedule, utilization of the resource inventory, administration of a performance evaluation and the provision and importance of feedback and recommendations of the employee.

B. The Santa Fe Police Department will continue to utilize "In Service Training" as a method of

assuring that the skills, knowledge and abilities of the employee remain proficient as required to perform the duties and responsibilities of their assigned position. In addition, in service training will be utilized to enhance the skill of the employee beyond the minimum standard, thereby increasing the potential for upward mobility.

1. All personnel must meet the minimum requirements set by the New Mexico Law Enforcement Academy for continuing education.
 2. In service training may be utilized as a means of providing training opportunities for all career specific positions. The nature and scope of the training should be determined by the skills, knowledge and abilities required of the position.
- D.** The Santa Fe Police Department will offer positions in career specific areas. Career specific positions are identified by departmental need and will include those described in 22.1.05 of this Directive, as well as any other positions which may be identified at a later date.
1. Career specialty areas will be designed to encourage and stimulate the employees interest in the position and further enhance their ability to advance within the department (upward mobility). Selection into career specialty areas will be competitive in nature as prescribed by the criteria for selection into specialized assignments/areas.
- E.** The Santa Fe Police department will provide career specific training in Management Techniques. Any employee wishing to participate in Management Techniques Training will have successfully attained and completed all necessary training within a specified "career specific" program, thus increasing the potential for upward mobility in the career path as identified by the employee.
1. Areas of management and/or supervision training should include the following:
 - a. MIS (management information systems)
 - b. Fiscal management (budgeting)
 - c. Organizational issues
 - d. Decision making
 2. Training will be achieved by various means to include but not limited to:
 - a. Accredited Law Enforcement Institutions
 - b. Accredited Educational Institutions
 - c. In service training w/certified instructors.
 3. The Santa Fe Police Department will maintain classified positions for sworn personnel as prescribed by Personnel Rules and Regulations. Personnel in positions without supervisory responsibility will receive career specific training as previously described in this section. Upon promotion to any supervisory position, personnel being promoted will receive training as required so as to perform the necessary supervisory, managerial and administrative duties as assigned. Such training will commence within ninety days of promotion.
 - a. Training will be directly related to level of responsibility and assignment. Training will be provided when possible prior to assuming new duties. When training prior to assignment is not possible efforts to provide In-Service training will be made to ensure that the promoted employee will have sufficient knowledge to assume their new duties. Formal training will be initiated at the first available time period.
- F.** The Santa Fe Police department will maintain written records of all Basic, Advanced, Career specific and In-Service training which has been received by sworn and civilian personnel, as outlined in the Training Section of this manual. Information to be kept on file will include the following:
1. Course title and description

2. Training provided (hands on)
3. Instruction provided (classroom)
4. Dates and length of course
5. Academic grade point average or pass/fail denotation
6. Identification of any special skill, honor or achievement awarded upon completion, to include instructor and/or expert certification.
7. In addition, training files will be utilized to identify potential candidates qualifications when applying for, or being considered for special assignment, reassignment or promotion.

22.1.03 REVIEW OF THE CAREER DEVELOPMENT PROGRAM

- A. On an annual basis the Santa Fe Police Department will review all avenues in which to conduct In-Service training and career specific training. All available resources will be compiled in an inventory and kept on file. The inventory will list both internal and external sources of training.
- B. A list of all available resources for In-Service training and Career Specific training within the department will be compiled with information pertaining to the instructors qualifications to instruct in a particular field.
- C. A list of all available resources for In-Service training and Career specific training outside of the department will be compiled. This list will contain information pertaining to the Accreditation or Certification of the institution and their qualifications to instruct in a given field. A file copy of the inventory will be kept in the Training section and will be available upon request to all personnel participating in the career development program. This list will also contain information pertaining to the following:
 1. Contact person or registrar
 2. Address
 3. Phone number

D. The Santa Fe Police Department will conduct a review of all In-Service and Career Specific training for each officer. This review will be conducted by the immediate supervisor and the employee, and will be done on an annual basis, at the time the employee is evaluated (PADP).

1. Specific areas of concern to be addressed during the review will be the progress of the employee in relation to established career goals, and their relationship to training received during the review period. Additionally, whether the training that has been provided adequately assists the employee in achieving the skills, knowledge and abilities required to perform present and future jobs within the department.
2. Whenever possible the review will be conducted by the departmental career counseling officer and the employee. The employee's supervisor should also be present during the review.

E. The Santa Fe Police Training and Recruiting Unit will, when possible, identify positions within the career development program where participants will be afforded the opportunity for professional growth as well as improved job satisfaction and performance.

22.1.04 EDUCATIONAL LEAVE

A. Employees within the department who are receiving instruction (classroom) or training (hands on) as required by the agency for re-certification or assignment will receive educational leave in the following manner:

1. **In-Service and Career Specific Training**
 - a. In service training provided by the Santa Fe Police Department will be identified as educational leave. The employee will be relieved from his regular assignment and credited for being present. If the employee is on a regularly scheduled day off he/she will be compensated at a rate of time and a half for advanced training and at "straight" time for time for basic certification requirements.

- b. In-Service and Career Specific training provided by other than the Santa Fe Police Department will be identified as educational leave. The employee will be relieved from his/her regular assignment and credited for being present. If the employee is on a regularly scheduled day off he/she will be compensated at a rate of time and a half for advanced training and at "straight" time for time for basic certification requirements.
- c. If the Training is being provided at locations outside of the Santa Fe area, compensation will be made, for the driver only, for travel time utilized to attend the training, as provided by FLSA.

2. Formal Educational Programs

- a. Formal educational programs are those which are offered for credit by an Accredited College or University.
 - b. The Santa Fe Police Department is governed by the City of Santa Fe Personnel office "Employee Tuition and Training Assistance Guidelines" as set forth in the Administrative Manual.
 - c. Eligibility requirements provide a maximum of four hours per week, which may be utilized, for attendance of Formal Educational Programs. Compensation for attending formal educational programs on off duty time will not be granted. Additionally, attendance of formal educational programs on regularly scheduled duty hours will be based on manpower availability.
- B. The Santa Fe Police Department is governed by the City of Santa Fe Human Resources Department "Employee Tuition and Training Assistance Guidelines" as set forth in the Administrative Manual.
 - C. The City of Santa Fe Police Department will, based on manpower availability attempt to accommodate personnel who are participating in

Formal Educational Programs which conflict with scheduled work hours. Participants who are assigned rotating shifts will receive equitable treatment in relation to those who are assigned on Day shift status.

- D. All participants are subject to compliance with the "Employee Tuition and Training Assistance Guidelines" as set forth in the Administrative Manual.

3. Higher Education

- a. The Santa Fe Police Department will encourage sworn personnel to achieve a minimum of a Bachelors degree from an accredited College or University.
- b. Through the "Employee Tuition and Training Assistance Guidelines" as currently outlined, Employee's are encouraged to begin or continue Higher Education immediately upon submitting the required documents to the Personnel Office.

22.1.05 CAREER DEVELOPMENT THROUGH ASSIGNMENT

- A. In addition to training which is provided to assist members in attainment of career goals, the Santa Fe Police Department offers assignment opportunities to qualified members, selection for which will be in accordance with the appropriate union contract.
- B. Current and anticipated vacancies shall be open to all members who meet the following criteria:
 - 1. **S.W.A.T.**
 - a. **Refer to S.W.A.T. Directive 61.1**
 - 2. **Bomb Technicians:**
 - a. **Refer to EOD Directive 39.1**
 - 3. **Bike Patrol Officers**
 - a. **Refer to Bicycle Patrol Directive 44.01**
 - 4. **K-9 (Canine) Officer**
 - a. **Refer to K-9 Directive.**

5. Criminal Investigations (Burglary, School resource , Narcotics, Organized Crime, Violent Crime, White Collar Crime) :

- a. Must be a full-time sworn officer with a minimum of three (3) years experience, of which one (1) year must have been as Police Officer III with the Santa Fe Police Department.
- b. Must display general knowledge and skills in regards to the specific investigations unit.
- c. Must take an oral board and/or examination to measure basic knowledge and practical skills. The oral board will consist of at least three (3) persons.
- d. Must be willing to commit to two years in the stated division and/or unit.
- f. Must undergo an assessment of past performance, attendance records, and pertinent personnel actions.
- f. Those persons seeking career specific assignment in Narcotics/Vice or SIT must be willing to submit to, and successfully pass a psychological screening which will be conducted by a qualified psychiatrist or psychologist

6. Crime Prevention/Police Community Relations/DARE

- a. Must be a full-time sworn officer with a minimum of two (2) years of experience with the Santa Fe Police Department.
- b. Must display a general knowledge of crime prevention and/or public relations and have effective communication skills.
- c. Must take an oral board or written examination to measure skills and knowledge. The board will consist of three or more persons.

- d. Must be willing to commit to a minimum of two (2) two years in the Crime Prevention Unit.
- e. Must undergo an assessment of past performance, attendance records, and pertinent personnel actions.

7. Field Training Officer:

- a. Must be a full-time sworn officer with a minimum of three (3) three years experience as an officer with the Santa Fe Police Department.
- b. Must have attended or be prepared to attend an FTO class and an Instructor Development class.
- c. Must submit an FTO application.
- d. Must appear before an oral board (three or more persons) to assess their interest and dedication level in regards to training; their ability to teach, evaluate, counsel and provide remedial training; display their decisiveness; to evaluate their techniques of supervision; to show their ability to act as a mature role model; to display their ability to inspect recruits; and show their communication skills.
- e. Must be willing to commit to (2) two years in the FTO program.
- f. Must have an endorsement from a present supervisor or commander.
- g. Must undergo an assessment of past performance, attendance records, and pertinent personnel actions.

8. Training Officer

- a. Must be a full-time sworn officer with a minimum of three (3) years experience as an officer with the Santa Fe Police Department.
- b. Must have attended or be prepared to attend an FTO class and an Instructor Development class.

- c. Must appear before a three (3) person oral board to assess their interest and dedication level in regards to training; their ability to teach, evaluate, counsel and provide remedial training; display their decisiveness; to evaluate their techniques of supervision; to show their ability to act as a mature role model; to display their ability to inspect recruits; and show their communication skills.
- d. Must undergo a review of departmental personnel file to assure strict compliance of all established departmental policies and compliance with all City Ordinances and State and Federal Statutes.
- e. Must be willing to participate and lead all physical activities to include but not limited to: new hire physical agility testing, cadet physical training prior to the cadet's attendance of the Law Enforcement Academy, as well as participating in all other activities requiring physical activity.
- f. Must be willing to commit to (2) two years in the Training Unit.

9. Honor Guard

- a. Must be a sworn, certified law enforcement officer with the Santa Fe Police Department.
- b. Must undergo an assessment of past performance, attendance records, and pertinent personnel actions

10. Armorer

- a. It is the policy of this Department that selections will be made as any other selections to a specialized Training or Division with the following stipulations.
 - A minimum of five (5) years as a certified police officer with this Department.


- A minimum of two (2) years as a certified police firearms instructor.
 - No more than four (4) officers may be trained as an Armorer for the Department as determined by the Chief of Police.
 - Tuition for basic, advance, or re-certification training shall be paid by the Department. As such, any tools or equipment obtained during the course of the training, are the property of the Santa Fe Police Department and will remain in the Armory.
- b. Must undergo an assessment of past performance, attendance records, and pertinent personnel actions

22.1.06

**RETENTION IN
ASSIGNMENT/UNITS**

- A. Those persons who are selected for assignment must maintain the ability to perform the duties and responsibilities of the position.
 - 1. Inability to perform the required duties and responsibilities may result in transfer as outlined in the Department Directive entitled, "Transfer Policy".
 - 2. Assignment may include attendance at various job related training courses. Those persons who fail to successfully pass a required course may be subject to retraining, remedial training, and/or transfer.

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APPROVED: 
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