POLICY/PURPOSE:
The purpose of this section is to establish guidelines for the delivery of timely, effective training that meets the needs of the Cedar Rapids Police Department (CRPD). It shall be the policy of the CRPD to develop, support, and advance the skills, knowledge, and abilities of each employee through the training function. It is the ultimate goal of training to prepare employees to act correctly and decisively under a broad spectrum of situations, and to work with greater productivity and effectiveness.

PROCEDURE:
Organization and Administration of Training - Department Training Goals
In general, the goal of training is to support and develop the employee’s ability and desire to serve and protect the community.

Within the context of their particular job description, the training component will support employees in understanding what they are supposed to do and why they are doing it.

Training Function
The training function of the department will be staffed by employees of the entire department. The Training Coordinator is responsible for the development and coordination of the department's training programs. It is the Training Coordinator’s responsibility to provide training for all sworn and non-sworn personnel, in accordance with the goals of the agency.

The specific duties of the Training Coordinator are:
- Planning and developing training programs
- Notifying personnel of required training and training that is available
- Maintaining training records
- Ensuring that required training programs are attended
- Implementing training programs
- Selecting instructors
- Evaluating current instructors
- Evaluating training programs
- Coordinating training programs
Annual Training Program
All department sworn personnel will complete annual training to ensure they are kept up to date with new laws, technological improvements, and revisions in department policy, rules, and regulations.

Annual training is structured to motivate officers and to further the professionalism of the department. The training calendar shall be developed by the Training Coordinator. Training should include but is not limited to a review of the following topics:

- Department directives, policy, rules, and regulations
- Leadership
- Ethics and integrity
- Statutory or case law effecting law enforcement operations
- Exercise of discretion
- Interrogation and interviewing techniques and policy
- Use of force policy and demonstrate proficiency with: [1.3.11]
  - All lethal and Electronic Controlled Devices (ECD) annually
  - All other less lethal weapons and weaponless control techniques at least biennially
- Emergency medical procedures
- Emergency, critical incident and contingency plan
- Crime prevention procedures
- Collection and preservation of evidence
- Report writing and records system
- City required training sessions

Evaluation and Revision of Agency Training Programs
An annual evaluation of all training will be made in November of each year in conjunction with annual budget preparation. This evaluation will provide for updating and revising departmental training. The Training Coordinator shall be responsible for the annual review of department training.

The process includes the following:

- Review of new laws, court decisions, and departmental directives.
- Evaluation of in-house and outside department training.
- A review of attendance and the training received.
- Identification of any problems with physical facilities, materials, and scheduling.
- Consultation with command staff and supervisors of specialty personnel programs, to ensure training meets or exceeds operational needs.
Developmental Resources
The Training Coordinator will use various sources of information to provide a legitimate measure of training needs. Training programs are to be developed utilizing all available resources, including but not limited to:

- Inspection reports
- Staff reports and/or meetings
- Consultation with field personnel and field observations
- Training evaluations and surveys
- Annual training evaluation
- Internal Affairs investigative reports
- City Legal Department
- Accreditation standards

Attendance Requirements [33.1.2]
The attendance by department personnel at department required training shall be mandatory and consistent with the following guidelines:

- Attendance will be documented of all agency-sponsored training, as well as training provided by outside vendors.
- The mandatory training matrix and criteria so set forth shall be adhered to.
- Exceptions to mandatory training will be allowed under the following circumstances:
  - Personnel with prior vacation approval.
  - Reasonable excuses such as illness, court appearances, personal emergencies, police business emergencies.
  - In those incidents where a court appearance or an emergency extends to such a period of time that pertinent information in class cannot be made up. A student will report the lack of completion to the Training Coordinator. The Training Coordinator will schedule a makeup class if practical.
  - Unexcused absences from training programs shall be treated in the same manner as if the employee had an unexcused absence from work.

Use of Resources, Public and Private
The Training Coordinator will identify, maintain, and continually update a file of potential resources in the public and private sector that are available to enhance training programs.
Inter-Agency Training
The Training Coordinator will encourage, promote, and coordinate the sharing of training between the CRPD and other criminal justice agencies. This practice of sharing will help eliminate duplication of training efforts and:

- Increase operational and/or administrative effectiveness.
- Improve inter-agency cooperation and coordination.
- Promote better understandings between criminal justice agencies.

Lesson Plans
The use of lesson plans will be required of all training provided in-house, as well as training provided by outside instructors.

Lesson plans will ensure that the subject to be covered is addressed completely and accurately, and is properly sequenced with other training material.

Lesson plans will address the purpose of the instructions, set forth the performance objectives, relate the training to critical job tasks, and identify the matters that will be taught. [33.1.4a]

- Lesson plans and/or training material will be submitted by the course instructors to the Training Coordinator prior to instruction.

Guidelines and format for lesson plan development will include:

- References.
- Teaching techniques (lecture, group discussion, panel, seminars, debate, and handouts). [33.1.4b]
- Responsibilities of participants for material taught.
- Plans for evaluation of participants.
- Identification of any tests used in the training process. [33.1.4d]

Lesson Plan Approval [33.1.4c]
The Training Coordinator will be responsible for the approval of lesson plans. This is to ensure lesson plans are consistent with department guidelines for lesson plan development, other department policies, and existing state requirements.
Remedial Training [33.1.5]
Remedial training is personalized training to correct a specific deficiency identified by testing, and other evaluation processes during training or routine job performance.

Remedial training will be made available by the Training Coordinator, as the need arises. Although timetables are difficult to impose upon remedial efforts (physical problems, injury, skill development, available seats, course type, and instructor availability); a period of one (1) year from the point of observed and documented failure will be considered reasonable.

Exception to the one (1) year time period may occur, for example, in critical skill areas such as firearms proficiency. These exceptions will be addressed on a case-by-case basis with input from instructor(s), immediate supervisor, and Training Coordinator.

At the end of one (1) year, or earlier in case of a critical skill area, if failure (or specific deficiency) still exists, then a determination will be made in conjunction with the instructor(s), immediate supervisor, and Training Coordinator, as to the issue of any deficiencies.

- A written recommendation will be drafted to the Chief of Police. Disciplinary action may result.
- Members assigned to remedial training shall show participation efforts in remedial training. Failure to do so may result in disciplinary action as recommended by the Chief of Police.

Training Records [33.1.6]
Training records of all personnel are maintained by the Training Coordinator, and include:
- Dates and times of attendance
- Type of training and hours
- Attendance and test scores
- Certificates received

Records of Training Classes [33.1.7]
The Training Coordinator will maintain records of training classes. At a minimum, the file will include:
- Course content (lesson plans, title)
- Name of attendee(s)
- Test and/or performance results, if administered

The Training Coordinator will be responsible for the documentation, administration, and control of all records related to the training of departmental personnel.
Reimbursements [33.1.3]
Reimbursements shall be allowed per the City of Cedar Rapids policy. Refer to Meal and Incidental Expenses located on CR@Work.

IN-SERVICE TRAINING [33.5.1]
All departmental members will be assigned to attend in-service training sessions on an annual basis. The training may include the following:
- City mandated training
- Refresher training
- Specialized training
- Career development
- Promotional training
- Advanced training
- Roll call training

Department members may receive annual in-service training through advanced training schools such as:
- International Association of Chiefs of Police, I.A.C.P. Conference
- F.B.I.N.A. Associates Training
- Management Training Schools

The purpose of in-service training sessions is to provide departmental personnel with:
- Legal updates
- Supplemental training on advances, changes and improvements in the law enforcement profession
- Requisite training in conjunction with assignment of specialty duties
- Promotional training
- Executive development training for higher-ranking officers

Each officer will receive annual in-service training on the department's policies, proficiency with any approved weapons they are authorized to use, and weaponless control techniques with a potential for serious injury. This training may be known as defensive tactics.
- All training in this area will be monitored by a certified instructor.
- At this period in time all authorized weapons and associated equipment will be viewed and inspected. All training and inspections will be documented and maintained by the Training Coordinator.
All sworn members shall meet the annual weapons qualification requirements, including the qualifications for primary and secondary weapons.

In-service training sessions should be structured in such a way as to motivate personnel and further the professional development of the department. Topics suited to in-service retraining sessions include:

- Department policy, procedures, rules, and regulations
- Changes in the law and/or technological improvements
- Performance evaluations - process and purpose
- Report writing skills
- Crime scene responsibilities
- Safety practices
- Civil liability
- Proper use of discretion
- Court decision updates

Required skills, knowledge, and abilities for in-house instructors:

- Work-related experience (preferably a minimum of two (2) years)
- Formal training and/or certification in the topic of instruction
- Good verbal communications skills
- Knowledge of teaching methods, theories, and practices

Selection and approval of qualified instructors for the department's in-service training program is the responsibility of the Training Coordinator.

In-House Instructors’ Tenure:
Instructors of the CRPD may remain as in-house instructors so long as their evaluations, performance, and interest are acceptable.

The Training Coordinator will be responsible for providing in-house instructors training in the following areas:

- Creating a beneficial learning environment
- Lesson plan development
- Performance objectives development
- Instructional techniques
- Learning theory
- Testing and evaluation techniques
Prior to assuming any teaching responsibilities, all instructors will be certified by the Iowa Law Enforcement Academy (ILEA) in their area of instruction; or as a general instructor. Instructor certifications are managed by the Training Coordinator.

Instructors Outside the Department:
- The Training Coordinator will be responsible for selecting appropriate instructors and vendors for in-service training available from outside the department. Other public safety agencies are a great resource for certified competent instructors.
- Selection will be based upon need as articulated by various organizational components and a training needs analysis.
- Compensation for instructors and vendors for in-service training received outside the department will be arranged, as needed, by the Training Commander.

**ROLL CALL TRAINING:** [12.1.4; 33.5.2]
Officers will occasionally obtain short training topics that can be presented during the normal pre shift roll call session with their respective shift commanders. These short sessions can be an effective tool in an officer’s professional development and training.

Process for conducting shift roll call training;
- Prior to any roll call training being presented, shift commanders, officers or other instructors will provide the training division with an outline of the topic being presented not less than 10 days prior to presentation.
- The Administrative Operations Division will review and approve of the training topic and manner or media it is presented in. This is done to ensure that the training is consistent department wide and within the profession.
- The proposed instructor will provide justification as to their knowledge, skills and expertise in the topic being presented.
- Once approved the training may be conducted in accordance with this directive.
- Training that has not been approved will not be presented in any manner.

The training sessions will be presented so as not to interfere with normal department operations or its core mission of providing service to the public.
Training topics will be presented in the most efficient and effective manner that is informative, interesting and timely. These topics should be directly related to the duties and responsibilities of a police officer. Extraneous topics should be avoided.

Prior to the training the training objectives should be presented up front and should be clear. The training presented should clearly outline these desired objectives. A review of the objectives should be completed once the training is finished.

Roll call training session should be documented by the watch commander or supervisor. This documentation will be retained at the shift level unless it is determined to be of value to the entire department, in which case the training division will maintain training sign off forms and the record will be included in the officer’s individual training records in Skills Manager.

The training sessions are short in duration and should comply with all departmental directives. Training presented that contradicts departmental directives or policies may not be presented without approval of the Chief of Police, Professional Standards commander or other person designated by the Chief of Police.

**Civilian Training:**

All non-sworn employees will receive initial orientation appropriate for their position. At a minimum, the orientation will include:

- An overview of city and police department operations to include the work environment and regulations [33.7.1b]
- Review of applicable contracts
- Policy/personnel manuals including the agency’s roles, purpose, and goals. [33.7.1a]
- Expected rights and responsibilities of the employee [33.7.1c]
- Expectation of work quality

Training will be administered by designated personnel for all requirements in the respective job description. Those include, but not limited to: [33.7.2]
Non-sworn personnel may also request specialized and advanced training for skills necessary to perform their duties. All such requests should be routed through their supervisors to the Training Coordinator.

**Civilian Training Program:**
(This applies to all civilian personnel participating in the Cedar Rapids Police Bargaining Union.)

The CRPD’s Civilian Training Program process combines on-the-job training with objective performance assessments to ensure that the standards of a competent non-sworn employee are met. These standards are met through:

- Improving the applicant screening process:
  - On-the-job training and evaluations are a logical extension of the department’s overall applicant screening process. They are designed to facilitate on-the-job observations and performance assessment as well as to assess the relative effectiveness of the candidate’s recruitment and selection process.

- Establishing a probationary civilian appraisal process:
  - The program is designed to provide a valid, job-related evaluation of probationary civilian employees by utilizing standardized and systematic approaches to documented job/task performance. Specific documentation of performance will act as the criteria for the retention or termination of the probationary civilian employee. [33.4.2a,b]

- Improving the probationary civilian employee training process:
  - The program provides uniform, on-the-job instruction via Civilian Trainers who serve as mentors and role models for probationary civilians. The program is designed to teach and expedite probationary employee’s knowledge, skills, and abilities to perform the position they were hired for and to reach and maintain department and community expectations for quality service.

**Selection Process of Civilian Trainers:**
If a civilian employee is interested in training new employees assigned to their division, the following would need to occur:

- Employee would need to be assigned to that specific division for a minimum of two years and/or be able to demonstrate considerable knowledge of the position
- Provide in writing to their Division Supervisor a memo of intention to apply for the position, explaining their qualifications and interest in the position.
- Provide a Supervisor Recommendation for Assignment Form (CRPD # 787)
Submit an Application Assignment Change Form (CRPD # 786)

The Selection Committee will consist of three members comprised of department supervisors and/or commanders. The committee will review:

- Required submitted materials
- Applicants personnel files located at CRPD and the Human Resources Department
- Conduct interviews
- Determine qualification to participate based on:
  - Interview
  - Past evaluations
  - Recommendations

**Compensation:**
Trainers scheduled 10-hour workdays shall receive 2.5 hours of compensation in TC for every 10 hours of training. A maximum of 10 hours of TC in a 30-day period will be allowed.

Trainers scheduled 8-hour workdays shall receive 2 hours of compensation in TC for every 8 hours of training. A maximum of 10 hours of TC in a 30-day period will be allowed.

**Release from Civilian Training Position:**
Personnel may be released from the duties as a Trainer as follows:

- At the request of the trainer concerned
- Transfer to a new position
- At the direction of the Division Supervisors

**Civilian Trainer Training:**
All Civilian Trainers will receive formal training consistent with this program. Division Commanders will be responsible for in-service training, in their respected areas, to enhance the knowledge and skills of those selected as trainers. This will continue in an ongoing basis or as needed.

**Training Program:**
Division Supervisors are responsible for the coordination and assignment of the probationary employees throughout the probationary employee’s training period. They will monitor the overall training of probationary employees assigned to their divisions to ensure that standards are being met and to document any issues with the probationary employee and trainer if needed.
Daily, the trainer will complete a Daily Observation Report (CRPD #822) and submit to the Division Supervisor.

Weekly, the trainer will complete an Employee Performance Summary (CRPD #824) and submit it to their Division Supervisor.

Weekly, the trainer, probationary employee, and Division Supervisor will meet to discuss the probationary employee's progress.

At the conclusion of the training period, the probationary employee will complete the Instructor Evaluation Form (CRPD #823) and submit to the Division Supervisor.

After formal training, the probationary employee will work independently. They will be evaluated weekly by the Division Supervisor until their probationary period has ended.