

	<b>WEST ORANGE POLICE DEPARTMENT WRITTEN DIRECTIVE SYSTEM</b>		<b>3:13</b>
	<b>PROFESSIONAL DEVELOPMENT</b>		
	<b>Effective Date: 12-10-19</b>		<b>Supersedes: 3:13 (01-11-12)</b>

**3:13-1 PURPOSE**

The purpose of this directive is to codify this department's philosophy regarding the professional development of its personnel. Professional development is designed to improve the knowledge, skills, abilities and attitudes of all personnel.

**3:13-2 POLICY**

The Chief of Police has a responsibility and an obligation to train the members of the police department. Therefore, it is the policy of this department to train its members and provide counseling, professional development opportunities and assistance to employees in choosing, preparing, entering and/or progressing in agency job assignments. It is further the policy of this department to provide individual growth opportunities that will promote performance, efficiency and overall job satisfaction. Job satisfaction may typically be defined as the attitude towards your job.

**3:13-3 GENERAL**

- a. Professional development is a structured process that is utilized to provide opportunities for individual growth and development at all levels of the organization. Meeting current and long range goals and objectives in an efficient and effective manner is largely dependent upon the level of knowledge, skills, ability and attitude that all employees bring to their individual assignments, duties and responsibilities.
- b. This directive is designed to work closely with *Directive 3:12 Performance Evaluations*, to promote a balance between individual career goals and the agency's mission, core values, goals and objectives.
  - a. For purposes of this directive the terms career development, professional development and vocational development shall all mean the same thing.
  - b. All employees are strongly encouraged to advance their formal education by seeking college degrees or post-graduate degrees. This agency, to the extent possible, will facilitate such efforts through adjustment of work schedules and related responsibilities.
  - c. Employees may participate, usually at their own expense, in law enforcement alumni associations and professional associations that have goals and objectives compatible with the law enforcement profession. Examples include, but are not limited to:

- International Association of Chief's of Police
  - National Criminal Justice Association
  - Police Executive Research Forum
  - National Association of Black Law Enforcement Executives
  - Association of Professional Communications Officials
  - National Emergency Number Association
  - National Association of School Resource Officers
  - Narcotics Officers Associations
  - Crime Prevention Officers Associations
  - Juvenile Officers Associations
  - Traffic Officers Associations
- d. While counseling and in-service training are key elements of any professional development program, the most essential component is the motivation of the individual employee to learn and grow professionally toward defined career goals. Progress toward attainment of personal goals can only come from the employee's own efforts. While the agency has a responsibility to provide certain growth opportunities, the employee is ultimately responsible for initiating and sustaining these activities.
- e. Selected sworn personnel should be considered to rotate throughout the various divisions and bureaus of this department in order to gain a better understanding of the duties, responsibilities, skills and abilities pertinent to these assignments.
- f. The improvement of leadership, management and supervisory skills is a critical component of this professional development program.

**3:13-4 CAREER COUNSELING**

- a. Career counseling serves to link identified employee career needs, desires and individual knowledge, skills, abilities and attitudes with available resources that will assist in the attainment of those personal and organizational goals and objectives.
- b. Career counseling shall be performed at all levels of the organization. Effective counseling, whether career counseling or otherwise, demands that supervisors know their subordinates in depth.
- c. Further, the formal performance evaluation process requires that supervisors observe their subordinate's on-the-job behavior in order to effectively rate their performance. Performance can be improved through effective counseling and training. These two concepts are indispensable to each other.

- d. Supervisors at all levels should meet regularly with their subordinates to identify career goals, reinforce organizational goals, and establish training needs. Supervisors should make recommendations for formalized training once these training needs are established.
- e. Supervisors should attend a formalized training class to develop their career counseling skills at the earliest opportunity upon promotion. These classes include, but are not limited to:
  - Performance Consulting
  - Coaching Employees to Better Work Performance
  - Dealing with Unacceptable Employee Behavior
  - Career Counseling

### **3:13-5 TRAINING-GENERAL**

- a. Training is an on-going process intended to assist all members of the agency to do better in their present or future assignments or tasks by influencing their knowledge, skills, abilities and attitudes. This on-going process demands that supervisors of all ranks continually train their subordinates to allow them to take over in the supervisor's absence. Training serves three general purposes:
  - Well trained employees are generally better prepared to act decisively and correctly in a broad spectrum of situations;
  - Training results in greater performance, effectiveness and efficiency;
  - Training fosters cooperation and unity of purpose.

Training ensures that the needs of the agency are addressed. Training must be consistent with the agency's mission, core values, goals and objectives.

- b. Although the agency is responsible for training its workforce, employees are encouraged to seek training in all aspects of the policing profession. Supervisors should understand that better trained subordinates require less direct supervision enabling them to concentrate more on people rather than the details of the tasks that are performed.
- c. Continual training allows agency personnel to be guided more by ethical conduct than by rule and regulation.
- d. Training takes on many forms and is available from many sources. Training should not be considered as just formalized training courses. Undoubtedly, the best training resources in this department come from within, meaning from the workforce itself. Supervisors should recognize that subject matter experts on a wide range of topics exist in all ranks of this department. Supervisors should identify the strengths and weaknesses of their subordinates and take the necessary steps to have those subordinates with strengths assist those with weaknesses.

For example, an officer with weak report writing skills should be afforded the opportunity to receive assistance from another officer with strong report writing skills. Employees with strong computer skills should be given an opportunity to instruct or tutor employees with weak computer skills. The supervisor should coordinate this training.

- e. All training must be documented and become part of each employee's permanent training record.
- f. Training can be grouped into the following general categories:
  - Recruit training;
  - Field training of recruit officers;
  - In-service training;
  - Shift briefing training;
  - Remedial training;
  - Specialized training;
  - Outside training;
  - Supervisory, management and leadership training.

### **3:13-6 TRAINING COMMITTEE**

- a. In order to facilitate the training process, this department will utilize a training committee.
- b. The Training Committee will nominally be composed of division and bureau commanders, union representatives and the training coordinator. The commanding officer of the Office of Professional Development will serve as the head of the committee.
- c. The Chief of Police shall replace members of the Training Committee upon promotion, transfer, or separation. The unions may appoint any single member to the committee upon final approval from the Chief of Police.
- d. As focal points within the chain of command, training committee members can assist in identifying and evaluating training needs, and developing and implementing training programs. Training needs can be identified through observation of performance, requests for training, or through job-task analyses. Evaluation of training can also be accomplished through these methods.
- e. The Training Committee shall meet at the discretion of Head of the Committee and select training topics for the year based upon their observations, employees' performance evaluations, policing trends, community needs, and budgetary constraints. The Training Committee has the authority to select topics for consideration and final approval by the Chief of Police.

### **3:13-7 K.S.A. INVENTORY**

- a. The knowledge, skills and abilities of each employee will be reflected in the permanent training records. The computerized master training file contains:
  - A listing of the course name or topic;
  - The location where the training was given;
  - The date of the training.
- b. The detailed records are maintained in each employee's training file. The detailed records include copies of certificates, cards, completed tests, etc.
- c. Supervisors are encouraged to obtain copies of the computerized master training file in order to assess their subordinate's needs.
- d. Job task analyses may be conducted periodically to identify training needs. All personnel are required to participate in these studies.
- e. The Office of Professional Development shall establish and maintain a resource library of courses and training manuals for reference and use by members of this department. This resource library may be used by any member of this department for research, operational or practical purposes.

### **3:13-8 POLICE RECRUIT TRAINING**

- a. All basic police recruit training will be conducted at a police academy certified by the Police Training Commission.
- b. All basic recruit training will conform to the provisions of the Police Training Act, NJSA 52:17b-66, et seq.
- c. All recruits are required to successfully complete the course of instruction at the police academy unless granted a waiver under NJSA 52:17b-66, et seq.
- d. The Office of Professional Development shall maintain the recruit training records in the training files.
- e. Upon graduating from a police academy, recruit officers will receive copies of and training in the Written Directive System, including all policies, procedures, rules and regulations.
- f. All newly hired agency personnel shall receive training in the accreditation process within 30 days after employment begins or after successful completion of the police academy.

### **3:13-9 FIELD TRAINING**

- a. The Field Training Program for recruit officers is discussed in depth in Directive 2:3-6.
- b. The Field Training Program for new supervisors is discussed in depth in Directive 2:3-7.
- c. The Field Training Program for communications staff members is discussed in depth in Directive 13:4.

### **3:13-10 IN-SERVICE TRAINING**

- a. In-service training is conducted to ensure that personnel are kept up to date with new laws, changes to existing laws, court decisions, guidelines, technological improvements, and revisions in agency policy, procedures, rules and regulations.
- b. In-service training shall include, but is not limited to:
  - Firearms qualification/re-qualification;
  - Use of force;
  - Pursuit guidelines;
  - Domestic Violence;
  - PR-24 or baton training;
  - Breathalyzer certification and re-certification;
  - Radar certification and re-certification;
  - APCO/NCI communications certification and re-certification;
  - CPR and/or EMT certification;
  - First Responder;
  - Crash Injury Management;
  - Other Attorney General or Prosecutor guidelines;
  - Ethics and integrity training;
  - Decision-Making skills training;
  - Legal updates to include statutory additions, amendments and court decisions
- c. In-service training will generally be conducted during designated departmental training days. Under the provisions of Article VII, Section 5, of the SOA and PBA collective bargaining agreements, police officers and supervisors on a 4-2 schedule are required to attend five (5) training days per calendar year. Sworn personnel on a 5-2 schedule are also required to attend five (5) training days per calendar year, but will attend during their normal working hours. Civilian personnel shall normally attend during their usual working hours.

- d. Those officers and supervisors on a 4-2 schedule are expected to attend their assigned training days. Unauthorized absences may be treated as neglect of duty, and discipline would be consistent with *Directive 1:6 Uniform Standards of Conduct*. Those employees on a 5-2 schedule who are scheduled for an in-service training are also expected to treat the in-service training as another scheduled working day.
- e. Training days will be scheduled as evenly as possible throughout the calendar year, but scheduling conflicts and range facility availability may cause a deviation from this norm. One training day per calendar year shall have a training block on legal updates. The number of hours devoted to this training block in legal updates shall be determined by the training coordinator.
- f. In-service training will be scheduled through, and often initiated by, the training coordinator.
- g. Personnel are required to attend all training assignments when scheduled. It is recognized that scheduled and unscheduled absences may interfere with scheduled training. Reasons include, but are not limited to:
- Court;
  - Sick or injury leave;
  - Vacation;
  - Other training assignments.

Notices of training are generated sufficiently in advance to preclude any conflicts with court or vacation. It is the individual employee's responsibility to bring any conflicts to the attention of their immediate supervisor so that they can be resolved beforehand. Secondary employment shall not interfere with an in-service training assignment.

Employees utilizing sick time when scheduled for an in-service training day must follow the procedures set forth in *Directive 3:2 Sick Leave*. If the employee is able to reschedule their attendance with the training coordinator to another day, the employee's sick hours will be returned to the employee by the Commander of Staff Services/Administration. If the employee is not able to attend/schedule another training day with the OPD Commander, then the sick hours will be used against the employee.

- h. It is the responsibility of the Commander of the Office of Professional Development to ensure that all employees are trained and/or certified in those training courses, certifications, or concepts mandated by NJ State law, WOPD directives, CALEA standards, NJ OETS, NJ PTC, or other relevant training commissions. The OPD Commander must ensure that any employee who misses training, due to scheduled or unscheduled absences, be scheduled for or be given the opportunity to be trained. This may entail the utilization of agency instructors to train the employee during his/her tour of duty, rescheduling another in-service training day for later in the calendar year, or enrollment at an outside training course.

- i. The Office of Professional Development shall maintain: records of each training class the agency conducts; lesson plans; names of attendees; and performance of attendees as measured by tests (if administered).
- j. Lesson plans shall minimally include:
  - A statement of goals, performance objectives, and job related activities
  - The training content (what is being delivered) and the appropriate training strategy to utilize
  - The identification of any testing instruments or methodology to assess whether the knowledge, skills, or abilities have been learned, retained, or enhanced. (A copy of the test or rating instrument shall be submitted along with the lesson plan for approval.)
- k. The lesson plan approval process includes:
  - Lesson plans in any training topic may be obtained from a certified police training academy or other academic institution. The lesson plan shall be submitted to the Office of Professional Development for approval. Typically, a preformatted lesson plan from one of these sources will ordinarily be approved.
  - The lead instructor assigned to implementing or presenting a training course is responsible for the completion and submission of a lesson plan to the Office of Professional Development prior to instructing the course. The lesson plan should ensure that the training topic is sufficiently addressed and is properly sequenced with supplemental training aids (handouts, slides, power point, video, electronic projection, overhead transparencies, etc.)
  - Training strategies include, but are not limited to:
    - Lecture
    - Group discussion
    - Panels
    - Seminars
    - Debates
    - Computer assisted instruction
    - Field experiences
    - Simulations
    - Problem solving
  - The Training Coordinator, or designee, will review the lesson plan and grant approval or send it back to the author for modifications.
  - The Training Coordinator will review all lesson plans prior to the annual training committee meeting to ensure they are current and up to date.
  - Each lead instructor for the various agency training programs is responsible for updating lessons plans as necessary.

- l. The Training Coordinator shall assist personnel in developing lesson plans and shall send as many officers as possible to a Methods of Instruction course to enhance their lesson plan development abilities.
- m. Agency personnel shall receive information and training regarding the accreditation process prior to an on-site assessment. This may occur by way of roll call, PowerDMS, or during an in-service training day.

**3:13-11 REMEDIAL TRAINING**

- a. It is incumbent upon supervisors to continually monitor their subordinate's performance to identify training needs. Individual personnel may also request remedial training to correct or improve their performance.
- b. As the name implies, the purpose of remedial training is to improve performance.
- c. Remedial training can be conducted at shift briefings, during counseling sessions, at in-service training, at outside training, or on the spot.
- d. **ALL** remedial training, whether requested or accomplished, **MUST** be documented and forwarded through the chain of command to the Office of Professional Development. Remedial training is a good indicator that the agency's training programs may need revision.
- e. Supervisors must monitor the employee's performance following the training to see if the training has achieved optimum or desired results.
- f. The attending supervisor, tour commander or the bureau/division commander, if indicated, should recommend additional remedial training.

**3:13-12 SPECIALIZED TRAINING**

- a. Specialized job assignments require the development or enhancement of specialized skills, knowledge and abilities. These skills, knowledge, and abilities include, but are not limited to:
  - Recovering latent fingerprints and palm-prints;
  - Crime scene processing;
  - Photographing crime and crash scenes;
  - Preparing crime or crash scene sketches;
  - Arson Investigation;
  - Crash investigation;
  - Crash reconstruction;
  - Vehicle dynamics;
  - Interview and interrogation;

- Firearm Instruction;
  - 9-1-1 basic or E.M.D. training
- b. Division Commanders must ensure that their staff members are provided with any applicable specialized training at the earliest opportunity upon transfer or assignment to their respective division.
  - c. Most specialized skills will be learned at an outside training course. See 3:13-13 for the Outside Training process.
  - d. Supervisory personnel whose subordinates have attended these specialized schools shall also attend training classes in these topics (if not already done) to gain an understanding of the disciplines involved. This supervisory training will provide training in the necessary management, administration, supervision, policies and procedures to provide the subordinate with the necessary support services. This will serve to enhance supervised on the job training.
  - e. The communications function requires specialty skills that are not typically learned in a formal training class. While the 9-1-1 and EMD classes provide the necessary basic skills and certification necessary to work in the communications center, supervised hands-on training is required. Communications supervisors shall be extra attentive to newly hired public safety telecommunicators and provide one-on-one training where indicated.
  - f. Employees who receive specialized training should be aware of any retraining requirements or recertification procedures that exist. The employee shall forward this information to the Training Officer through the chain of command when necessary. Specialized training which requires recertification procedures include, but not limited to firearms

### **3:13-13      OUTSIDE TRAINING PROCESS**

- a. Requests for outside training shall be documented and forwarded to the Office of Professional Development through the chain of command. Each level of command will review the request and either approve it, deny it or remand the request back to the employee or supervisor for further explanation or justification.
- b. Supervisors shall ensure that requests are job related and in comportment with the organization's mission, core values, goals and objectives.
- c. The training coordinator shall make every effort to accommodate the approved training request dependent on funds, staffing needs and course availability.
- d. Training notices shall be electronically forwarded to the respective commanding officers for distribution to the employee and so that scheduling adjustments can be made.
- e. After attending a formalized training class or seminar, each employee attending the class or seminar is required to submit a Training Completion Form and forward it through their chain of command to the Office of Professional Development documenting that they had attended the course. The report will

indicate the benefits that the employee has received and any benefit the agency will receive as a result of the employee's attendance at the course. This process will ensure that the employee is credited for attending the course.

- f. Employees must attach a copy of any course certificate and a copy of any course manual or curriculum. The copy of the course certificate will become part of the employee's training file. The Training Coordinator will maintain the course manual, textbooks or curriculum in the department's resource library for reference or discovery purposes. (Note: The course manual, textbooks or curriculum may be too cumbersome for the employee to copy. In this case, forward the actual course manual, textbooks or curriculum to the Training Coordinator. Normally, the course manual, textbooks, or curriculum will be copied for the employee. The originals are property of the department and will be retained for future reference.)
- n. After successfully completing an outside training course, employees may be required to instruct other employees in the topic so that others may also benefit from the training.
- o. Employees attending outside formalized training courses should avail themselves of the use of a departmental vehicle, if available. If no departmental vehicle is available, employees may use their personal vehicle. Reimbursement for mileage incurred in a personal vehicle shall only be considered if no departmental vehicle is available and only between headquarters and the course location and back. All requests for reimbursement must be submitted on a separate miscellaneous report with receipts attached, if applicable. (See Ordinance 9-10.6 and Article XXI, Sections 2 & 3, of the SOA and PBA contracts.) The Chief of Police may authorize an employee to maintain custody of an agency vehicle for multiple days in the case of a training course sustained for more than one day.
- p. Employees attending outside formalized training courses must be appropriately attired in the uniform of the day, formal or casual business attire or as designated on the training notice.
- q. Under the provisions of Municipal Ordinance 9-10.6 and Article XXI, Sections 2 & 3 of the SOA and PBA contracts, members attending outside formalized training courses are entitled to lunch and parking reimbursements. Although not specifically addressed in ordinance or contracts, necessary tolls will be reimbursed. Receipts are required for reimbursement.
- r. This department will incur the cost of agency-assigned formalized training classes, including course fees, books and materials. Reimbursement for housing, airfare, and ground transportation will be provided when these courses are conducted out-of-state or a substantial distance away. Receipts are required for reimbursement.

### **3:13-14 POLICE ACADEMY RELATIONSHIP**

- a. While officers are assigned to attend training at outside facilities they shall conduct themselves in a professional manner. Any action that an officer may take

during training at an outside academy shall be subject to the same liability coverage and protection as if the officer was working for the department at the time of the incident. Further, the training academy or training facility accepts legal liability for the content and material presented during any given training program, unless such liability is waived, in writing by the Chief of Police of this agency.

- b. The NJ Police Training Commission sponsors recruit, in-service and specialized training courses, at approved police academies, in order to meet the training needs of law enforcement agencies statewide. Attendance at such academies for training purposes contributes to an agency's ability to meet its training goals. Training academies serve as a host agency for training, and participation at said locations is voluntary upon the part of this agency, with the approval of the training academy. The Administrative Commander will maintain liaison with PTC approved police academies, identifying training programs which meet the training needs of this agency.
- c. All officers who have been assigned to attend an outside training program are bound by the rules, regulations, policies and procedures of the department, as well as all rules of conduct, regulations, and dress codes established by the training facility.
- d. Any requests for the agency to provide staff, facilities, instructors, and other resources to a training academy shall be considered on a case by case basis, staffing and budget permitting. All such requests are subject to the approval of the Chief of Police.

### **3:13-15      SHIFT BRIEFING**

- a. Remedial training and in-service training may be conducted during shift briefing. Outside training courses are not intended to replace shift briefing as a training medium.
- b. Shift briefing training is a technique that will supplement all other training. The goal of this training is to keep officers up to date between more formal retraining sessions.
- c. Topics for shift briefing training include, but are not limited to:
  - Review of agency directives, policy, procedures, rules and regulations, with an emphasis on changes;
  - Ethics and integrity;
  - Statutory or case law, with an emphasis on changes;
  - Interrogation and interviewing techniques;
  - Firearms/Range safety;
  - Shotgun loading and unloading techniques;
  - Officer survival techniques;
  - Special operations and unusual occurrences;

- Traffic control techniques;
  - Traffic management;
  - Collection and preservation of evidence;
  - Emergency medical techniques;
  - Report writing;
  - Interpersonal skills training;
  - Victim/witness rights, policies and procedures;
  - Domestic Violence;
  - Radio discipline;
  - Telephone communication techniques;
  - Attorney General and Prosecutor guidelines;
  - Criminal investigation techniques;
- d. Tour commanders and patrol sergeants have great latitude in selecting topics for shift briefings. Shift briefings must be compatible with the agency's mission, core values, and policies, goals and objectives.
- e. Bureau commanders and bureau sergeants also have great latitude in selecting topics for shift briefings. Shift briefings must be compatible with the agency's mission, core values, and policies, goals and objectives.
- f. Training in any topic selected should be planned ahead of time. Planning ahead of time does not require a complex process, but does establish a basis for the shift briefing ahead of time. This planning facilitates the instruction and provides a basis for documentation. Shift briefing training should be supplemented with handout material whenever possible.
- g. This shift briefing training should be succinct. Generally, the instruction and ancillary discussion should be no more than 5-10 minutes in length.
- h. The shift briefing training shall be documented for inclusion in the master training files. The Supervisor's Daily Report has a section for this use. A copy of the Supervisor's Daily Report shall be forwarded to the Training Coordinator.
- i. Shift briefing training will be continually evaluated to ensure that the topics are in compartment with the agency's mission, core values, etc.
- j. Although supervisors are responsible for ensuring that this training is provided, this agency is rich in subject-matter experts in a variety of topics, as indicated in section 3:13-6d. Supervisors shall make maximum use of their personnel to provide training to others.

**SHORT-TERM JOB ROTATION**

Short-term job rotation is a program where individual officers rotate throughout the various divisions and bureaus of the department in order to experience the various specialized skills required of the positions. By understanding and practicing the various job tasks and disciplines associated with these positions, the concept of teamwork is reinforced and coordination of effort is facilitated. Program highlights include:

- a. Employees will rotate through the Patrol Division, Community Service Unit, Juvenile Bureau, Detective Bureau, Records Bureau, Office of Professional Responsibilities, Administration Office, and Traffic Bureau, but not necessarily in that order.
- b. Short-term job rotation is a mandatory training program. It is expected that all personnel will participate in the short-term job rotation at least once during their career.
- c. Officers will normally spend between 12-18 months in this program and generally rotate through the various divisions/bureaus every three months. These three-month tours will remain flexible.
- d. Officers will normally wear the uniform of the day, but may adjust their manner of dress at the discretion of the commanding officer of the division/bureau where they are assigned.
- e. Because this program is essentially a training assignment, maximum benefit may be derived by alternating the officer's duty hours within the division/bureau to coincide with investigations or assignments that could provide superlative training potential.
- f. Officers will not be entitled to any investigative or administrative detective stipend while on temporary assignment, but will remain eligible for overtime assignments in the patrol division as per the existing process.
- g. The Chief of Police shall select the personnel who will participate in this program. Union input into the selection process will be given due consideration, but the Chief of Police has the ultimate selection responsibility and authority consistent with NJSA 40A:14-118.
- h. Supervisors and commanders may request that a subordinate participate in the program as part of the officer's training regimen. All requests must be in writing, noting the reasons for the request, and forwarded to the Chief of Police through the existing chain of command. Commanders shall note their approval or disapproval of the request as it moves through the chain of command providing sound reasons for their decision.
- i. Division and Bureau commanders shall ensure that the core competencies of their specialized functions are learned by the participant. This is best accomplished by promulgating a checklist of these disciplines. Periodic job task analyses can serve to identify these core competencies.

- j. Upon completion of each segment or assignment, the division/bureau commander shall ensure that a formal written performance evaluation of the participant is completed in accordance with Directive 3:12.
- k. All completed performance evaluations and ancillary reports concerning the participant shall be forwarded to the Chief of Police for final review. These documents shall eventually be forwarded to the Office of Professional Development and become part of the officer's training record.
- l. The Office of Professional Development should conduct periodic evaluations of the program and modify the program if necessary. The Office of Professional Development will have full staff and functional authority in the career development process.

**3:13-17      MANAGEMENT TRAINING**

- a. As indicated in section 3:13-3f, this department recognizes that the improvement of leadership, management and supervisory skills is the single most critical facet of this professional development program.
- b. The Office of Professional Development will aggressively research those management courses that are in comportment with the agency's mission, core values, etc. These courses include, but are not limited to:
  - West Point Command and Leadership;
  - Northwestern University Police Staff and Command;
  - Northwestern University Executive Management;
  - FBI National Academy;
  - FBI Law Enforcement Executive Development;
  - Southern Police Institute Management;
  - Supervision of Police Personnel, IACP;
  - Supervision of Police Personnel, FBI;
  - Supervision of Police Personnel, Northwestern University;
  - Certified Public Manager Program, Levels I, II, III, NJDOP;
  - Certified Public Manager Program, Levels IV, V, VI, NJDOP;
  - Supervision of Personnel, NJDOP;
  - Contemporary Supervision, NJSACOP;
  - High-Impact Supervision, University of Delaware.
- c. These training courses are dependent upon many factors, including course availability, funding, and agency staffing needs. The Chief of Police will make every effort to utilize these courses to their fullest extent.
- d. The Office of Professional Development shall ensure that newly promoted supervisors, especially sergeants, are afforded this training. Every effort will be made to have new sergeants attend one or more of these classes during their

working test period. If possible, these courses may be scheduled prior to the actual promotion. Course availability may result in a deviation from this practice.