



HOWARD COUNTY SHERIFF'S OFFICE
GENERAL ORDER ADM-33
EDUCATION & TRAINING
EFFECTIVE JUNE 19, 2017

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I. POLICY

The Howard County Sheriff's Office (HCSO) believes that well-trained members are better prepared to act decisively and correctly in a broad range of situations. Training results in greater productivity, effectiveness and unity of purpose among members. To this end, the HCSO makes training a key goal for all its employees, both sworn and civilian, and therefore assists members in continuing their education through classes, workshops, conferences, and seminars.

II. ORGANIZATION & ADMINISTRATION

- A. The Education & Training Coordinator is a component of the Office of the Sheriff.
- B. Recruit deputy Sheriff Candidates will complete a training program approved by the Police Training and Standards Commission (PTSC)
- C. Lateral deputy Sheriff Candidates will receive training from the Howard County Sheriff's Office.
- D. Additionally, recruit and lateral deputy Sheriff Candidates will receive training regarding HCSO policies, procedures, rules, and regulations.
- E. The training goals of the Howard County Sheriff's Office are:
 - 1. To obtain State approved law enforcement officer entrance-level training and certification for all deputy sheriff candidates.
 - 2. To provide all deputies with specialized training to enhance career development opportunities.
 - 3. To increase the knowledge, skills, and abilities of all deputies to ensure the safe and efficient implementation of the policies and procedures of the HCSO.
 - 4. To promote the development and proficiency of all deputies in the various sections and units of the HCSO.

5. To provide deputies with the yearly in-service needs as mandated by the Police Training and Standards Commission (PTSC), to include an annual retraining program with legal updates.
 6. To provide all civilian personnel with necessary training to enhance professional performance.
- F. Training Function:
1. The training function and responsibility for the Education & Training Coordinator is assigned to the Administrative Services Division.
 2. The management and operation of the training function is assigned to the Administrative Services Division for all civilian and sworn personnel.
 3. Implementation of the training function is the responsibility of the Education & Training Coordinator, in conjunction with the Office of the Sheriff, and includes:
 - a. Planning and developing training programs;
 - b. Updating, evaluating, and revising all training programs;
 - c. Notifying staff of required training and the availability of other training opportunities;
 - d. Assuring that all required training is attended and maintaining accurate and complete training records; AND
 - e. Implementing and evaluating all training programs to ensure the training is relevant, valuable, and consistent with the goals and practices of the HCSO.
- G. The specific activities assigned to the Education & Training Coordinator include:
1. Planning and developing training programs.
 2. Implementing training programs.
 3. Notifying personnel of required training and training that is available to Office personnel.
 4. Maintaining training records.
 5. Forwarding completion of in-service training program records or notifications to MPTC for certification.
 6. Ensuring that required training programs are completed.
 7. Selecting instructors.
 8. Evaluating and coordinating training programs.
- H. The Education & Training Coordinator will utilize all possible resources for the creation, development, and evaluation of current and future training programs. These resources may include, but are not limited to:
1. Inspection reports;
 2. Staff reports and meetings;

3. Consultation with field personnel regarding field observations, suggestions, and recommendations;
 4. Training evaluations;
 5. Recommendations from supervisors based on deficiencies identified in work performance evaluations;
 6. Participation and approval by the Chief Deputy or Sheriff; AND
 7. Internal Affairs investigative reports.
- I. Job task analysis and position descriptions are the most useful instruments available to ensure that the design and development of training programs are relevant and beneficial to the performance of attending personnel.
1. If analysis of work performance evaluations shows additional training is needed, the Education & Training Coordinator will develop and provide this training or obtain it from an appropriate resource or agency.
 2. Courses of instruction will be developed using training goals and performance objectives.
 3. Training goals will be general in nature and will state an overall purpose for the training.
 4. Performance objectives will:
 - a. Focus on the elements of the jobs for which formal training is needed
 - b. Provide a clear statement of what is to be learned
 - c. Provide testing instruments for the students; AND
 - d. Provide a basis for evaluating the effectiveness of the training.
- J. Performance objectives allow training participants to familiarize themselves with information they are required to know, the skills that must be demonstrated, and the circumstances under which the skills will be used.

III. NEWLY SWORN DEPUTIES

- A. All newly sworn members, including lateral deputies, must successfully complete, or have already completed, an PTSC Certified Law Enforcement Training Academy prior to any routine assignment of any capacity in which the deputy is allowed to carry a firearm or is in a position to make an arrest.
- B. In addition to academic training, proficiency is also required in the areas of firearms, defensive driving, and physical training / defensive tactics.
- C. All newly sworn members serve a probationary period in which continued training is received and proven competency is required.

IV. FIELD TRAINING & EVALUATION PROGRAM

A. RESPONSIBILITIES & GUIDELINES

1. The Administrative Services Lieutenant has oversight responsibility for the field training and evaluation program (FTEP).
2. The Education & Training Coordinator reports directly to the Administrative Services Lieutenant for all facets of field training and evaluation and has the following responsibilities:
 - a. Identifying & modifying problem aspects of the program;

- b. Devising training for the participants;
 - c. Acting as a liaison with the PTSC Training Academy; AND
 - d. Overseeing the selection process.
3. The Education & Training Coordinator, in conjunction with the Division Lieutenants and Chief Deputy, determines the parameters of field training and evaluation, consistent with the requirements established by the PTSC.
 4. The standards of proficiency set by the FTEP are designed to ensure that each deputy completing the training receives the necessary instructions and guidance under field conditions so as to meet the standards of the Office.
 5. These guidelines shall also serve, in part, as standards that must be met by a probationary deputy to attain merit system status at the end of the probationary period.

B. FIELD TRAINING DEPUTY SELECTION

1. One of the goals of the FTEP is to have a pool of qualified Field Trainers (FT) available to meet training needs. Periodic announcements may be made for FT assignments. Eligible deputies must submit a written request to the Chief Deputy to be considered for assignment as an FT.
2. Requests for FT consideration will be reviewed by the following HCSO members:
 - a. Chief Deputy
 - b. Division Lieutenants
 - c. Education & Training Coordinator
3. All deputies the rank of Deputy Sheriff, Corporal, and Sergeant are eligible for consideration for assignment as a FT.
4. Criteria for selection includes, but is not limited to, the following:
 - a. The performance history and service record of the deputy, with emphasis on the deputy's motivation, judgment, and leadership potential.
 - b. The deputy's interpersonal communication skills, including the ability to clearly convey instructions, policies, and procedures.
5. All FT deputies must complete a PTSC approved Field Training Officer course.

C. PROGRAM OPERATION

1. Familiarization with the Written Directive System (PowerDMS)
 - a. Entry Level Candidates
 - 1) The Administrative Services Lieutenant will issue each candidate Howard County Sheriff's Office PowerDMS log-in credentials and will conduct a review and familiarization of all written directives, with an emphasis on *OPS-01, Use of Force, OPS-02, Authorized Weapons, ADM-21, Vehicle Pursuits, and ADM-04 Discrimination and Harassment* prior to the candidate assuming operational duties.
 - 2) Candidates will review the General Order's via PowerDMS and sign for receipt of all Orders via PowerDMS.

- 3) The Administrative Services Lieutenant will issue each candidate an HCSO Orientation binder.
 - b. Lateral Transfer Candidates
 - 1) Lateral transfer candidates will be issued Howard County Sheriff's Office PowerDMS log-in credentials and will conduct a review and familiarization of all written directives, with an emphasis on *OPS-01, Use of Force, OPS-02, Authorized Weapons, ADM-21, Vehicle Pursuits, and ADM-04 Discrimination and Harassment* prior to the candidate assuming operational duties.
 - 2) Candidates will review the General Order's via PowerDMS and sign for receipt of all Orders via PowerDMS.
 - 3) The Administrative Services Lieutenant will issue each candidate an HCSO Orientation binder.
 2. Upon successful completion of entry level training and/or lateral transfer, a probationary deputy must successfully complete a rotational Field Training & Evaluation Program (FTEP). An entry level deputy must complete fourteen (14) weeks and a lateral transfer deputy must complete four (4) weeks of a rotational Field Training & Evaluation Program (FTEP).
 - a. The FTE period will ensure that each new deputy is assigned to and performs tasks associated with each of the major units of the Office.
 - b. The Education & Training Coordinator will provide each Division Commander with a copy of the candidate's rotational schedule via the online scheduler.
 - c. Division Commanders and FT deputies must ensure that the training program encompasses the widest possible range of assignments.
 - d. During the Field Training & Evaluation Program, the probationary deputy will be assigned to work with a series of FT deputies.
 3. A daily evaluation must be completed on probationary deputies by their respective FT deputy.
 4. FT deputies will submit to their Division Commander a FTEP Daily Observation Report. This report will address current training progress and problems.
 5. At the conclusion of each week, the Division Commander will meet with each FT deputy and probationary deputy to discuss the performance of the prior week and develop plans for the coming week.
 6. If it is determined that a probationary deputy is not responding to training, a remedial program of instruction will be formulated by the Chief Deputy, Division Commander, and Education & Training Coordinator, with guidance from the FT deputy.
 7. At the conclusion of the probationary deputy's rotating in a section or unit, the section or unit Supervisor will complete a Field Training Evaluation Report. This report, along with daily observation reports and any additional reports, will be forwarded to the Administrative Services Lieutenant. The Administrative Services Lieutenant will submit a final field training evaluation report to the Chief Deputy.
- D. Probationary deputies who do not respond satisfactorily to training at the end of the fourteen (14) week period for entry level deputies and four (4) weeks for lateral deputies may be extended in the program for up to eight (8) additional weeks.

- E. If the probationary deputy is still performing at an unsatisfactory level by the end of the extension period, termination procedures may be initiated.

V. TRAINING (SWORN & UNIFORMED)

- A. The following PTSC regulations must be met on a yearly basis:

- 1. In-Service Training

- a. Sworn and uniformed members of the HCSO must receive a minimum of eighteen (18) hours of in-service training each calendar year including firearms training.
- b. This training must be approved by the PTSC in advance and shall include specific topics to be addressed as mandated by the Commission.
- c. In addition, it is the responsibility of the Education & Training Section to provide the most up-to-date training that is available to ensure HCSO deputies are prepared to handle all potentially hazardous situation which may arise during the performance of their duties.

- 2. Firearms Training

- a. Sworn members of the HCSO must be qualified on approved courses of fire every calendar year.
- b. Each course of fire submitted to the Commission for approval must contain certain specific areas of performance as mandated by the Commission.

- B. Advanced Training for Sworn Personnel

- 1. Advanced training is designed to improve the professional competence of deputies who have demonstrated leadership and supervisory capabilities.
- 2. Nominations for advanced training may be submitted by Unit or Section Supervisors or by the candidates themselves via the *Form 16 Training Request* via the chain of command to the Education & Training Section.
- 3. All nominations to attend advanced training will be reviewed and the Sheriff and/or Chief Deputy may approve personnel selected to attend training. Criteria used for this process may include:
 - a. Commitment and prior work performance of the candidate;
 - b. Consideration of the assignment and duties of the nominee upon return from such training;
 - c. Evaluation of the cost in relation to the benefit of the HCSO; and
 - d. Recommendations by the Chief Deputy and/or Division Lieutenants.

- C. Specialized Training

- 1. Specialized training provides deputies with the necessary knowledge, skills, and abilities, in addition to those received through basic entry level or in-service training programs.
- 2. Positions requiring specialized training may include:

- a. Internal Affairs
- b. Education & Training Instructor
- c. Firearm Instructor
- d. K-9 Handler
- e. Domestic Violence
- f. Upon promotion to:
 - 1) Corporal
 - 2) Sergeant
 - 3) Lieutenant

- 3. In addition to supervised on-the-job training, specialized training will include the following:
 - a. Development and/or enhancement of the skills, knowledge, and abilities particular to the specialization.
 - b. Management, administration, supervision, personnel policies, and support services of the function or component.
 - c. Performance standards of the function or component.
 - d. Office policies, procedures, rules, regulations, and legal issues specifically related to the function or component.
- 4. In addition to developing special skills, personnel assigned to specialized activities will be made aware of the administrative requirements and relationships of the specialized function to other areas of the HCSO.

D. Roll Call Training

- 1. Roll call training provides for the dissemination of current information and training to personnel between formally scheduled training sessions.
- 2. Roll call training will be scheduled, as needed, by the Education & Training Coordinator, in conjunction with the Division Lieutenants.
- 3. Supervisors are responsible for the attendance of all applicable section personnel.
- 4. Deputies absent from roll call training will be given an opportunity to review the roll call log upon their return.

E. PowerDMS

- 1. PowerDMS will be used as a tool for conducting online training and testing when needed.

F. Supervisory and Executive Training

- 1. All recently promoted supervisors and administrators will receive training as mandated by the Police Training and Standards Commission (PTSC).
- 2. Supervisory and Command personnel may attend additional training to further develop leadership and management abilities.

VI. CIVILIAN TRAINING

- A. All newly appointed civilian personnel shall receive the following training from the Howard County Office of Human Resources:

1. Orientation to the Howard County Government's role, purpose, goals, policies and procedures.
 2. Working conditions and regulations.
 3. Responsibilities and rights of employees.
- B. The Administrative Services Lieutenant will issue all civilian personnel Howard County Sheriff's Office PowerDMS log-in credentials and will conduct a review and familiarization of all written directives, with an emphasis on *ADM-04 Discrimination and Harassment*.
- C. Civilian Positions Requiring Specialized Training
1. Civilian members of the Warrant/Fugitive Unit and Domestic Violence Unit require specialized computer training to participate in the NCIC and METERS computer networks.
 2. This training requires attendance of the State of Maryland CJIS training workshop, pursuant to Maryland State law.
- D. On-going retraining for civilian personnel is the responsibility of the Unit or Section Supervisor to whom the employee is assigned. This training will be designed to update skills and to increase knowledge for new job responsibilities.
- E. Civilian personnel are also encouraged to participate in the wide array of employee training programs offered by the Howard County Office of Human Resources.

VII. REMEDIAL TRAINING

- A. Remedial training is directed at solving a particular deficiency in work performance or knowledge in a specific area. The circumstances and criteria used to evaluate the need for remedial training for HCSO employees include, but are not limited to, the following:
1. A request for remedial training made by a supervisor must be submitted to the Chief Deputy via the chain of command. The request must be in memorandum format and must state clearly the need for remedial training. Any supporting observations or evidence must be attached to the memorandum.
 2. A request for remedial training for any deputy who fails to qualify with his/her issued weapon will be conducted in accordance with the guidelines established by *General Order OPS-01, Use of Force*.
 3. The Chief Deputy, in consultation with the employee's Division Commander and the Education & Training Coordinator, will review the request and make a determination as to the best method of providing the needed training.
 4. In most cases, remedial training will be initiated as soon as possible following the testing, documented deficient job performance, or request from a supervisor.
 5. If the Chief Deputy deems remedial training necessary, the employee will be required to participate and successfully complete the training.

VIII. ATTENDANCE

- A. The Education & Training Coordinator is responsible for monitoring staff attendance at all training programs, including those conducted outside the HCSO.

- B. Deputies may be excused from attending a training program for court appearances, illness, or conflicts in scheduling only upon proper notification to their Unit or Section Supervisor and the Education & Training Coordinator.
 - 1. If an emergency prevents attendance of a scheduled training session, HCSO personnel are required to immediately notify their supervisor and the Education & Training Coordinator.
 - 2. In the event of training scheduled with outside agencies, the outside agency must also be notified by the employee.
 - 3. Unit and Section Supervisors are responsible for ensuring the rescheduling of any missed or incomplete training.
- C. It is the responsibility of all personnel attending outside training courses to provide the Education & Training Coordinator with any course certificates or diplomas to be maintained in their permanent training files.

IX. EDUCATION & TRAINING REQUESTS

- A. In order to ensure proper documentation of training requests for all Howard County Sheriff's members, a *Form 16 Memorandum – Training Request* will be completed detailing the following information:
 - 1. Name of the training.
 - 2. Where the training will be located.
 - 3. The dates and times of the training.
 - 4. Costs associated with the training – to include, registration fees and hotel/travel costs.
 - 5. A brief synopsis of the curriculum for the training – what will be covered, certificates awarded, re-training or re-certification schedule, if applicable.
- B. The following documents will be attached to the completed *Form 16 Memorandum*:
 - 1. A copy of the training brochure and any additional information on the training;
- C. The completed *Form 16 Memorandum* and all attached documents will be forwarded, via the proper Chain of Command, to the Education & Training Coordinator.
- D. Reimbursement for travel expenses incurred by the employee will be conducted in accordance with Howard County policy.

X. TRAINING INSTRUCTORS

- A. The Howard County Sheriff's Office shall select qualified members to act as instructional staff for in-service and firearms training.
- B. Minimum Training Required for Instructors:
 - 1. Instructors who teach in any mandated or approved program shall possess an instructor certificate sanctioned by the PTSC.
 - 2. This certificate certifies that the applicant has completed an instructor training program approved or sponsored by the PTSC, which contains the following subject matter areas:

- a. Introduction to the basic concepts of learning and teaching.
- b. Introduction to the role of training in the law enforcement profession.
- c. Effective speech techniques.
- d. Resource availability.
- e. Preparation and use of audio-visual equipment.
- f. Development of behavioral and performance objectives.
- g. Testing and evaluation techniques.
- h. Development of lesson plans.
- i. Experience in presentation of mock classroom lesson plans.

C. Lesson Plans

1. The development of a lesson plan ensures that the subject to be covered is addressed completely and accurately and is properly sequenced with other training materials.
2. Lesson plans establish the purpose of the instruction, set performance objectives, relate the training to critical job tasks, and identify matters that will be taught.
3. Lesson plans will include provisions for the following:
 - a. Guidelines and format for lesson plan development as required by the PTSC.
 - b. A statement of performance objectives.
 - c. The content of the training and specifications of the appropriate instructional techniques.
4. Additionally, lesson plans shall include:
 - a. References
 - b. Teaching techniques to be used.
 - 1) Lecture
 - 2) Group discussion
 - 3) Panel
 - 4) Seminar
 - 5) Debate
 - 6) Role-play
 - 7) Hands-on demonstration
 - 8) Practical skills
 - c. How the training relates to the job to be performed.
 - d. Responsibilities of trainees for the material taught.
 - e. Plans for evaluating trainees.
5. Instructional techniques to be incorporated may include:
 - a. Conference (debate, discussion groups, panels, and seminars)
 - b. Field experiences (field trips, interviews, operational experiences, and observations)
 - c. Presentations (lecture, lecture/discussion, lecture/demonstration)
 - d. Problem investigations (committee inquiry)

- e. Simulations (case study, games, and role-play)
- 6. The Administrative Services Lieutenant, in conjunction with the Education & Training Coordinator, is responsible for the approval of all lesson plans before the training is conducted. This procedure ensures that lesson plans are consistent with HCSO guidelines on lesson plan development, satisfies PTSC requirements, and coincides with HCSO policy.
- 7. Requirements for approval from the Commission:
 - a. If planning to conduct an approved in-service program, the curriculum for the program must be submitted to the Commission sixty (60) days prior to the start of the program.
 - b. The topics covered in the curriculum will be taught by Commission-approved instructors.
 - c. A test shall be administered and a score of 70 percent must be achieved for certification.
- D. Testing Procedures
 - 1. For all training programs, instructors will prepare tests based on performance objectives to measure the trainees' knowledge, skills, and abilities.
 - 2. In accordance with PTSC regulations, 70% is considered a passing score.
 - 3. The Administrative Services Lieutenant, in conjunction with the Education & Training Coordinator will review and approve all tests in advance.

XI. EDUCATION & TRAINING RECORDS

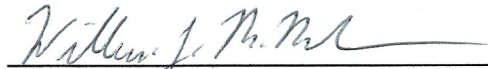
- A. The Education & Training Coordinator is responsible for the collection and maintenance of all training records for the Howard County Sheriff's Office. These records shall include the following:
 - 1. Date of the training
 - 2. Types of training received
 - 3. Certificates received
 - 4. Instructor information
 - 5. Attendance sign-in roster
 - 6. Signed test, scores and course evaluations
 - 7. Agendas
 - 8. FTO Evaluations
 - 9. Associated valid P# (if applicable)
- B. It is the responsibility of all personnel attending outside training courses to provide the Education & Training Coordinator with any course certificates or diplomas to be maintained in their training files.
- C. In addition, personnel completing any training or coursework such as seminars, conferences, or college classes may submit certificates of completion to be maintained as a permanent record in their training files.
- D. It is the responsibility of the Education & Training Coordinator to maintain records of all training classes provided, to include:
 - 1. Lesson plans.
 - 2. Objectives
 - 3. Names of attendees.

- 4. Performance of attendees as measured by tests.
- E. Training records will be afforded the same confidentiality as personnel records. Only persons authorized by law will have access to these records.
- F. Lesson Plans must be reviewed and approved/reapproved every three (3) years.
- G. An audit of the Education and Training section will be conducted annually by the Administrative Services Lieutenant or his designee.

XII. CANCELLATION

This General Order cancels ADM-33 Education and Training, dated March 23, 2010.

Authority:



William J. McMahon
Sheriff