



OFFICE OF THE COUNTY SHERIFF  
Montgomery County, Maryland  
Darren M. Popkin, Sheriff



GENERAL ORDERS/PERSONNEL PROCEDURES

<b><u>Subject:</u></b> Training	<b><u>Number:</u></b> 2.28	<b><u>Effective Date:</u></b> 10/15/20
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Policy: The Sheriff's Office considers training as the foundation upon which all activities are based. Well trained personnel are better prepared to act decisively and ***appropriately*** in a broad range of situations. Training also results in greater productivity, effectiveness, and unity of purpose.

Purpose: This directive specifies the function and responsibilities of personnel assigned to the Training Section regarding all aspects of training.

Contents:

- I. Organization and Administration
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- V. In-Service, Advanced, Specialized, Roll Call, Legal Updates and Promotional Training
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**I. Organization and Administration**

- A. The Training Section is a component of the Administrative Services Division.
- B. The Administrative Division Captain, in conjunction with the Training ***Coordinator***, will administer the training function for all Sheriff's Office personnel.
- C. In accordance with the Memorandum of Understanding with the Montgomery County Department of Police, Entry-level and In-Service Training are conducted jointly at the Montgomery County Public Service Training Academy (PSTA).
  - (1) A Training Academy Sergeant ***and a deputy may*** be assigned to the PSTA on a full time basis.
  - (2) Additional instructor support, to include in-service and firearms training, will be provided on an as-needed basis.

D. The training goals of the Sheriff's Office are:

- (1) To provide State approved Entry-level Training and certification as a law enforcement officer for all deputy sheriff candidates.
- (2) To enhance career development by providing all deputies with the opportunity for specialized training.
- (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 Sheriff's Office.
- (4) To promote the development and proficiency of all deputies in the various sections of the Sheriff's Office.
- (5) To provide deputies with the yearly in-service training needs as mandated by the Maryland Police *Training* and *Standards* Commissions (MPTSC).

E. Training Function Components

Components of the training function include but are not limited to:

- (1) Planning and development of training programs.
- (2) Updating and revising all training programs, as needed.
- (3) Implementing and evaluating all training programs to ensure that the training is relevant, valuable, and consistent with the goals of the Sheriff's Office.
- (4) Notifying employees of required training and the availability of other training opportunities.
- (5) Ensuring that all employees attend required training.
- (6) Maintaining accurate and complete training records.
- (7) Making recommendations on the selection of instructors.

F. Training Program Development Resources

All potential resources for the creation, development, and evaluation of current and future training programs will be utilized. These resources may include but are not limited to:

- (1) Job task analysis.
- (2) Position Descriptions.
- (3) Performance objectives and goals.
- (4) Inspection reports.
- (5) Staff reports and meetings.

- (6) Consultation with field personnel regarding their observations, suggestions, and recommendations.
  - (7) Training evaluations.
  - (8) Recommendation from supervisors based upon deficiencies identified in work performance evaluations.
  - (9) Documented Reports.
- G. 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. If analysis of work performance evaluations shows additional training is needed, the Training Section will develop and provide this training or obtain it from an appropriate resource or agency. Courses of instruction will be developed using training goals and performance objectives. Training goals will be general in nature and will state an overall purpose for the training. Performance objectives will focus on the elements of the jobs for which formal training is needed, provide a clear statement of what is to be learned, provide testing instruments for the students, and provide a basis for evaluating the effectiveness of the training.
- H. Performance objectives are the basis of all beneficial and successful training programs. These performance objectives should:
- (1) Focus on the elements of the job task analysis for which formal training is needed.
  - (2) Provide clear statements of what is to be learned.
  - (3) Provide the basis for evaluating the participants.
  - (4) Provide a basis for evaluating the effectiveness of the training program.

Performance objectives acquaint the training participants with the information they are required to know, the skills that must be demonstrated, and the circumstances under which the skills will be used. This approach enables the instructors to relate training directly to the job performance that will be expected by supervisors.

## **II. Training Committee**

The Sheriff will establish a Training Committee to assist the Training Section in the identification of training needs and the development of training programs.

### **A. Role and Authority of the Training Committee**

The Sheriff grants the Training Committee authority to serve in an advisory capacity to him and the Sheriff's Office Training Section. The Committee reports to the Sheriff via the Assistant Sheriffs and the Chief Deputy.

B. Composition of Training Committee

The Training Committee consists of nine (9) permanent members:

- (1) Chief Deputy.
- (2) Assistant Sheriff *for Operations*
- (3) *Assistant Sheriff for Administration*
- (4) Captain, Administrative Division (Chair).
- (5) Captain, Court Services Division.
- (6) Captain, Criminal and Civil Division.
- (7) Captain, Family Division.
- (8) Training *Coordinator*.
- (9) Training Academy Sergeant.

C. Duties and Responsibilities of Committee:

- (1) The Committee will receive input and suggestions from all employees of the Sheriff's Office.
- (2) Annually, the Committee must review training programs to ensure they are responsive to personnel and operational needs, legal requirements, and office policies. After a review of the recommendations of the Training Committee, the Administrative Division Captain in conjunction with the Training *Coordinator* must prepare an evaluation ensuring that:
  - (a) The training proposed is job related, effective, and timely;
  - (b) Current training programs are reviewed and evaluated to ensure training objectives are being satisfied;
  - (c) Training opportunities and resources are identified which may supplement or improve existing training programs; and
  - (d) Upon conclusion of the training year, an accounting will be made to the Sheriff, reflecting the number of persons trained and the extent of the training provided.

**III. Entry-Level Training**

- A. All deputy sheriff candidates must successfully complete a Maryland certified Police Training Academy Entry-level Training program prior to any routine assignment of any capacity in which the deputy is allowed to carry a firearm or is authorized to make an arrest.

- B. The attended academy will ensure that all training objectives required by MPTSC regulations are met. In addition to academic training, proficiency is also required in the areas of firearms, defensive driving, first responder, and physical training/defensive tactics.
- C. *An orientation handbook will be provided by the academy staff to all deputy sheriff candidates at the beginning of the entry level training program.*

#### IV. **Field Training & Evaluation Program**

Instruction of Sheriff's Office policies, procedures, rules, and regulations is conducted during the Field Training & Evaluation Program. Deputy Sheriff Candidates are given access to these written directives in PowerDMS during the first month of Entry-level training. Upon graduation, deputies will receive further instruction in accordance with General Orders/Personnel Procedures 2.28.A, Field Training & Evaluation Program.

#### V. **In-Service, Advanced, Specialized, Roll Call, Legal Updates and Promotional Training**

- A. *The MPTSC* has issued regulations for the certification of all law enforcement officers in the State of Maryland. These regulations include the following and must be met on a yearly basis.

- (1) In-Service Training

Every sworn law enforcement officer in the State of Maryland must receive a minimum of eighteen (18) hours of in-service training each calendar year. This training must be approved by the MPTSC in advance and may include specific topics to be addressed as mandated by the *MPTSC*. In addition to these requirements, it is the responsibility of the Training Section to provide the most up-to-date training that is available to ensure that deputies are prepared to handle all potentially hazardous situations which may arise during the performance of their duties.

- (2) Firearms Training

The MPTSC mandates that each sworn law enforcement officer in the State of Maryland be qualified on an approved course of fire every calendar year. Each course of fire submitted to the *MPTSC* for approval must contain certain specific areas of performance as mandated by the *MPTSC*.

- B. Executive Development Training for Sworn Personnel

- (1) Executive development training is designed to improve the professional competence of deputies who have demonstrated leadership and supervisory capabilities. This training may be provided by the Executive Development Institute at the MPTSC, the Leadership Development Institute at the PSTA or other appropriate institutions.

- (2) Nominations may be submitted by Section Supervisors or the candidates themselves, via the chain of command to the Training Section.
- (3) All nominations to attend executive development training will be reviewed, and only the Sheriff and/or Chief Deputy may approve the personnel selected to attend the 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 to the Sheriff's Office; and
  - (d) Recommendations by the Division Captains and the Training ***Coordinator***.

C. Specialized Training

- (1) Specialized training is designed to enhance the knowledge, skills, and abilities received through basic entry level or in-service training programs.
- (2) Positions requiring specialized training may include:
  - (a) Academic Instructor
  - (b) Accreditation Manager
  - (c) ***Armorer (Pistol, Shotgun, or Rifle)***
  - (d) Background Investigator
  - (e) Crisis Intervention Team
  - (f) Crisis Negotiator
  - (g) K-9 Handler
  - (h) Firearms Instructor
  - (i) Firearms Investigation Unit
  - (j) Gang Unit
  - (k) Office of Professional Responsibility
  - (l) ***Peer Support Team***
  - (m) School Resource Officer (SRO)
  - (n) Sheriff's Response Team (SRT)
  - (o) Special Event Response Team (SERT)
  - (p) Taser Instructor

- (q) Upon promotion to:
  - (i) Sergeant
  - (ii) Lieutenant
  - (iii) Captain
- (3) In addition to supervised on-the-job training, specialized training should 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) Specialized training should be developed and based on the results of a job task analysis of the specialized assignment. Valuable resources such as experienced personnel and recommendations of other law enforcement practitioners who have identified specific course content and hours that they believe necessary to provide personnel the required specialized skills should also be incorporated into the design and development of the curriculum.
- (5) In addition to developing specific skills, personnel assigned to specialized activities should be made aware of the administrative requirements and relationships of the specialized function to other parts of the Sheriff's Office.
- (6) Upon transfer to any specialized position, personnel are provided supervised on-the-job training immediately, typically followed by specialized training within 30 days after assignment. However, because of staffing and budgetary constraints unforeseen delays may occur which will be addressed as expediently as possible by the Training Section.
- (7) Retraining will be provided to any employee in a specialized position as needed or required for continued certification. Supervisors of deputies in specialized positions will work with the Training *Coordinator* on any retraining required. The type and duration of retraining will be considered on a position-by-position basis.

D. Roll Call Training

Roll call training provides for dissemination of current information and training to personnel between formally scheduled training sessions.

- (1) To be effective, roll call training must be well managed and supervised. In order to accomplish this goal, the following guidelines must be followed to ensure that the training provided meets the highest possible standards:
  - (a) Planning: Planning of roll-call training is the responsibility of the Section Supervisor so that specific needs of that section may be addressed and conducted on an as needed basis.
  - (b) Techniques: Techniques used for roll-call training may include lecture, group discussion, hands-on-training, demonstration modules, on-line training, or the use of audio/visual materials.
  - (c) Relationship with the academy: The academy staff/facilities may be utilized as a resource or to address a specific training need.
  - (d) Instructional personnel: Informal training sessions may be conducted by Section Supervisors, certified deputy sheriff and/or police instructors, deputies, or civilians who have specific expertise with the materials being presented.
  - (e) Evaluation of roll-call training: Section Supervisors are responsible for evaluating the training program to ensure that the training objectives are being met. Recommendations are also encouraged to maximize the training benefit from such programs.
- (2) Scheduling of roll-call training is the responsibility of the Section Supervisor since they have firsthand knowledge of what areas of performance need improvement and the ideal time to conduct such training.
  - (a) Section Supervisors have the responsibility of ensuring that all section personnel attend the roll-call training.
  - (b) Deputies and civilian personnel absent from a roll call must review the roll call log upon their return to ensure they are kept up to date with any roll call training.
  - (c) ***If appropriate, roll call training may occur in a virtual or web based environment.***

E. Legal Update Training

All sworn personnel must receive annual training on legal updates. This will be accomplished through the in-service training program at the PSTA, roll call training, on-line training, or electronic mail.

F. Promotional Training

All newly promoted first line supervisors and administrators receive training as mandated by the *MPTSC*. This training must occur within one (1) year of their promotional date.



G. Performance, Planning and Evaluation Training

Any deputy promoted to a position with performance, planning, and evaluation duties must receive training from their Section Lieutenant regarding their responsibilities in the process. This training must be conducted as soon as practical after promotion and must include a review of:

- (1) General Order/Personnel Procedure 2.17, Performance Planning and Evaluation;
- (2) The Performance Planning and Evaluation Program training module.
- (3) Applicable sections of the Collective Bargaining Agreement; and
- (4) Montgomery County Personnel Regulations.

This training must be documented on a Performance, Planning and Evaluation Rater Training Memorandum (MCSO12) and forwarded to the Accreditation Manager upon completion.

**VI. Civilian Training**

A. All newly appointed civilian personnel must receive the following training:

- (1) Orientation to the Sheriff's Office role, purpose, goals, policies, and procedures.
- (2) Working conditions and regulations.
- (3) Responsibilities and rights of employees.

B. This training will be provided jointly between the Montgomery County Office of Human Resources and the Section Supervisor to whom the employee is assigned in the Sheriff's Office.

C. Civilian personnel should be trained to meet the job requirements as identified by a job task analysis.

D. Civilian Positions Requiring Specialized Training:

- (1) Training for civilian personnel who predominantly deal with the public should stress not only the skills necessary to perform the technical aspects of their jobs but also the importance of the link they provide between the citizen and the Sheriff's Office, which often shapes a citizen's perception of the Sheriff's Office.
- (2) Some civilian positions require specialized computer training to participate in the various Criminal Justice Information Systems. This training requires the successful completion of the Maryland CJIS training class as mandated by State law. Positions in this category may include:
  - (a) Client Assistance Specialist.
  - (b) Public Safety Telephone Reporting Aide.

- (c) Program Manager.
- (d) Principal Administrative Aide.
- (3) Any civilian employee who is promoted to a position with performance, planning, and evaluation duties must receive training from their supervisor regarding their responsibilities in this process. Supervisors must follow the procedures as outlined in Section V., G. above.
- E. On-going retraining for civilian personnel is the responsibility of the Section Supervisor to whom the employee is assigned. This training must be designed to update skills and to increase knowledge for new job responsibilities. Civilian personnel are also encouraged to participate in the employee training programs provided by the Montgomery 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 Sheriff's Office employees include, but are not limited to test scores, on-the-job performance, conclusions from an internal affairs investigative report, or a request from a supervisor.
- B. A request for remedial training requested by a supervisor must be submitted to the Administrative Division Captain via their chain of command. The request must be in memorandum form stating the need for remedial training and documenting any supporting observations or evidence.
- C. Remedial training for any deputy who fails to qualify with their issued weapon must be done in accordance with written directive 3.01.A, Authorized Weapons, Section VIII., E.
- D. The Administrative Captain, in consultation with the deputy's division captain and the Training *Coordinator* must review the request and make a determination as to the best method of providing the needed training.
- E. Remedial training will be initiated as soon as possible following the testing, documented deficient job performance, or request from a supervisor.
- F. If the Administrative Division Captain approves the remedial training request, the employee will be required to participate and successfully complete the training.

## **VIII. Attendance**

- A. Employees are required to attend training courses for which they have been scheduled. Employees may be excused from attending a training program for court appearances, conflicts in scheduling, sudden illness, or emergencies. Employees must immediately notify the Section Supervisor of their inability to attend the training. In the event of training scheduled with outside agencies, the outside agency must also be notified by the employee.

- B. Section Supervisors are responsible for:
- (1) Monitoring employee attendance at all training programs, including training outside the Sheriff's Office.
  - (2) Ensuring the rescheduling of any missed or incomplete training.
  - (3) Notifying the Training *Coordinator* when training is missed.
- C. Employees who attend an outside training course must complete an Attended Training Notice (MCSO160) and forward it with any course certificate or diploma to the Training Section to be maintained in their permanent training file.
- D. The Training *Coordinator* must contact deputies after the completion of an outside training course for input on the quality and relevance of the course. The Training *Coordinator* must evaluate all appropriate information and determine if the course is of continuing value to the Sheriff's Office.

**IX. Requests to Attend Training**

- A. Deputies who wish to attend a non-mandatory training course, seminar or conference must complete a Request to Attend Training Form (MCSO159). The form must be submitted through the deputy's chain of command to the Chief Deputy for approval.
- B. Criteria for Approval of Requests to Attend Training
- Factors evaluated for the approval of a training request may include but are not limited to one or more of the following:
- (1) Satisfactory work performance of the employee.
  - (2) Value of training.
  - (3) Relevance to the needs of the Office.
  - (4) Relevance of training to duty assignment, supported by written endorsement from employee's supervisor. This endorsement must attest to the employee's suitability for the training.
  - (5) Adequacy of training.
  - (6) Cost of training or travel requirement.
  - (7) Availability of funds.
  - (8) Follow-up training required.
  - (9) Supervisory recommendation.
  - (10) Workload considerations.

C. Potential Training Resources (Public & Private)

The Sheriff's Office encourages an active participation in all available training programs that are applicable to the duties and responsibilities of the Office from both the private and public sectors. The Training *Coordinator* is responsible for providing notifications and facilitating registration for employee training opportunities offered by, but not limited to:

- (1) International Association of Chiefs of Police.
- (2) Federal Law Enforcement Training Center.
- (3) *MPTSC*
- (4) Neighboring law enforcement agencies.
- (5) Specialized training organizations.
- (6) Montgomery County Office of Human Resources, Training Section.

D. Training Provided by other Criminal Justice Agencies:

The Sheriff's Office encourages training provided by and for other criminal justice agencies to increase effectiveness, improve coordination, and promote better understanding among criminal justice system agencies. Training opportunities may be available from but not limited to:

- (1) Local Jurisdictional Sheriff's Offices.
- (2) Local Jurisdictional Police Departments.
- (3) The National Center for State and Local Law Enforcement Training.

E. Reimbursement for Training

- (1) Personnel of the Sheriff's Office are encouraged to participate in continuing education through the Montgomery County Office of Human Resources, Training Section. Tuition assistance programs may be available for County employees who are:
  - (a) Taking individual courses directly related to their current position; or
  - (b) Seeking an undergraduate and graduate degree program such as A.A., B.A., M.A., M.S., etc.
- (2) Generally, no expenditures for meals, lodging, etc., will be authorized for local travel. Local travel is defined as that area within a 75-mile radius of the County Office Building in Rockville, Maryland.
- (3) In the event of training outside the local travel area, personnel will complete a Travel Authorization Request form and submit it to the Chief Deputy.

- (a) Registration fees will be pre-paid whenever possible.
  - (b) Lodging, transportation, and meal expenses are authorized for non-local travel. Meals must not exceed the allotted per-diem as shown on the Federal Government U.S. General Services Administration's (GSA) website for meal and incidental expense (M&IE) rates. The rates are currently displayed at [www.gsa.gov/perdiem](http://www.gsa.gov/perdiem).
  - (c) Personal items, alcoholic beverages, entertainment, traveler's checks, flight insurance, and expenses of the employee's family are not authorized expenditures.
  - (d) Expenditure claims *which are in addition to meals and incidental expenses authorized by the United States General Services Administration guidelines*, must be supported by original receipts or they will not be honored.
- (4) A Travel Expense Report (MCSO37B) must be submitted within five (5) working days after the travel is completed.

## X. Training Instructors

### A. Selection

Selection of qualified instructional staff is critical to the operation of a successful training program. This selection process must ensure that the instructor candidate possesses the skills, knowledge, and abilities necessary to be an effective teacher. Instructors must meet the following requirements:

- (1) A minimum of 2 years of law enforcement experience.
- (2) Extensive training and experience in a particular subject area.
- (3) Possess the interpersonal skills to communicate to a variety of people in a clear and concise manner.
- (4) Ability to successfully complete the approved instructor training program and satisfy all other requirements mandated by the MPTSC in accordance with Code of Maryland Regulations (COMAR).

### B. Tenure

Instructors must maintain their instructor certification by successfully meeting the requirements of the MPTSC.

### C. Minimum Training Required

Instructors who teach in any mandated or approved program must possess an instructor certificate sanctioned by the MPTSC. This certificate certifies that the applicant has completed an instructor-training program of at least 35 hours in duration. This program must include but is not limited to the following subject matter areas:

- (1) An introduction to the basic concepts of learning and teaching;
- (2) An introduction to the role of training in the criminal justice profession;
- (3) An introduction to classroom management and instructional techniques;
- (4) Effective speech techniques;
- (5) Development of lesson plans;
- (6) Development of performance and training objectives;
- (7) Testing and evaluation techniques;
- (8) Resource availability and use;
- (9) Preparation and use of audio-visual training; and
- (10) Laboratory experience in presentation of mock classroom lesson plans.

D. Lesson Plans

The development of lesson plans should ensure that the subject to be covered is addressed completely and accurately and is properly sequenced with other training materials. Lesson plans establish the purpose of the instruction, set the performance objectives, relate the training to critical job tasks, and identify ethical considerations related to the topic. Lesson plans will be required for all courses taught by Sheriff's Office instructors. These lesson plans should include provisions for the following:

- (1) Guidelines and format for lesson plan development as required by the MPTSC;
- (2) A statement of performance and job related objectives;
- (3) The content of the training and specifications of the appropriate instructional techniques.
- (4) Additionally, lesson plans will include:
  - (a) References;
  - (b) Instructional techniques to be used, e.g., lecture, group discussion, panel, seminar, debate, role-play, hands-on demonstrations, practical skills;
  - (c) How the training relates to the job to be performed;
  - (d) Responsibilities of trainees for the material taught; and
  - (e) Identification of any tests used in the training process.

- (5) Approval of Lesson Plans
- (a) Lesson plans for courses being taught for entry-level or in-service credit must be submitted to the MPTSC sixty (60) days before the start of the program. The MPTSC will approve the lesson plan and assign the course a “P” number.
  - (b) Lesson plans for courses not being submitted for entry-level or in-service credit must be submitted to the Training *Coordinator* for approval.
  - (c) This procedure will ensure that the lesson plans are consistent with Office guidelines on lesson plan development, satisfy MPTSC requirements, and coincide with Office policy.

E. Testing Procedures

Instructors will prepare tests based on performance objectives to measure the trainees' knowledge, skills, and abilities. Seventy (70) percent is considered a passing score. If the passing score is modified, participants will be notified of such a change at the beginning of the training. The MPTSC approves tests for all training programs as part of the approval process for course certification.

F. Outside Instructors

The use of instructors from outside resources, such as other law enforcement and criminal justice agencies, provide an excellent opportunity for Sheriff's Office personnel to obtain valuable training. Instructors are to be selected and supervised by the Administrative Division Captain in conjunction with the Training *Coordinator* and with the concurrence of the Chief Deputy. Recommendations from all sources will be considered for the selection process of outside instructors. Compensation for outside instructors will be addressed on a case-by-case basis.

## **XI. Training Records**

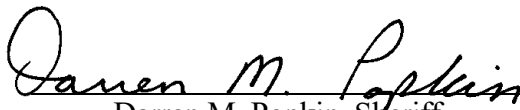
- A. The Training Section is responsible for the collection and maintenance of training records for all Sheriff's Office employees. These records include the date of the training, the types of training received, any certificates received, attendance, and test scores. Employees who attend a training course, other than in-service or firearm training, must forward to the Training Section:
- (1) A completed Attended Training Notice (MCSO160); and
  - (2) Any course certificates, diplomas or other documentation for inclusion in their training file.
- B. The Training *Coordinator* is responsible for maintaining records of all training classes provided by Sheriff's Office instructors to include:
- (1) Lesson plans.
  - (2) Names of attendees.
  - (3) Performance of the attendees as measured by tests, if administered.

- C. In-service training program records or notifications must be forwarded to the *MPTSC* for certification.
- D. Training records are part of an employees personnel file and as such are considered confidential. Only persons authorized by relevant State and Federal laws and regulations will have access to these records. Training records are kept for the entire period of an employee's tenure with the County. After retirement or separation, these records are archived indefinitely.

## **XII. Cancellation**

This directive cancels and replaces General Orders/Personnel Procedures, 2.28, Effective *08/12/15*.

AUTHORITY:



Darren M. Popkin, Sheriff

10/15/2020