MOBILE POLICE DEPARTMENT MOBILE, ALABAMA

GENERAL ORDER #33

02/25/2008

SUBJECT: TRAINING ORGANIZATION AND ADMINISTRATION

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33.1.1 TRAINING COMMITTEE

The Department utilizes a training committee to assist the Chief of Police in developing and evaluating the training needs of the Department to meet the requirements of APOST and CALEA.

A. COMMITTEE COMPOSITION

- 1. *Support Services Division Commander
- 2. *Precinct 1 Commander
- 3. *Precinct 2 Commander
- 4. *Precinct 3 Commander
- 5. *Precinct 4 Commander
- 6. *Special Operations Section Commander
- 7. *Administrative Services Section Commander
- 8. *Accreditation Manager

B. RELATIONSHIP OF THE TRAINING FUNCTION TO THE COMMITTEE

*The Support Services Division Commander shall be responsible for scheduling committee meetings as needed to prepare for yearly in-service and other Departmental training needs. The members of the committee will assist the *Support Services Division Commander in compiling the list of necessary training classes to *meet CALEA and APOST requirements, as well as any additional classes the members feel are necessary, which will be taught the following year during the annual in-service training of sworn and civilian personnel.

C. AUTHORITY AND RESPONSIBILITIES OF THE COMMITTEE

The training committee will compile a list of the necessary training classes and then submit the list to the Chief for approval or if necessary, revisions. Upon approval, the Training Unit Commander shall schedule the training class dates and arrange to have the appropriate instructors teach the classes.

D. ANNUAL REVIEW OF TRAINING PROCEDURES

The training committee will review all training programs to ensure that they complement personnel and operational needs, legal requirements and Department policies. This will include a review of new laws, court decisions, Department directives, evaluation of training programs and the identification of problems through a review of the Internal Affairs Annual Report, dealing particularly with citizen complaints, officer involved shootings or use of force.

E. TO WHOM THE COMMITTEE REPORTS

The training committee reports directly to the Chief of Police.

33.1.2 ATTENDANCE REQUIREMENTS

All Department approved in-service training scheduled by the Training Unit Commander shall be distributed in a Personnel Order signed by the Chief of Police.

It is the responsibility of the Training Instructor to complete the roll call attendance forms and submit them to the Training Unit for entry into the computerized training files.

The only excused absences from scheduled training are:

- 1. Required court appearances
 - 2. Sick leave
 - 3. Prior professional or training commitment
- 4. Personnel shortage, as determined and approved by supervisor.

Members will make up all mandatory training that they miss.

33.1.3 EMPLOYEE REIMBURSEMENTS FOR TRAINING

Reimbursement for mileage, housing, meals, fees, books and other relevant expenditures will be made to employees attending approved training events consistent with city guidelines.

33.1.4 LESSON PLANS

A. TRAINING PROGRAMS PERFORMANCE OBJECTIVES

All training developed and administered by this agency will be competency-based. A minimum competency will be demonstrated by attending agency members prior to receiving credit for the training.

The Training Unit commander is responsible for the preparation of performance objectives. These performance objectives should:

- 1. Focus on the elements of the job task 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.

B. CONTENT OF TRAINING AND SPECIFICATIONS OF APPROPRIATE TECHNIQUES

Lesson plans should ensure the training subject is addressed accurately and completely and is properly sequenced with other training materials, when applicable. Moreover, lesson plans should establish the purpose of the instruction, set forth the performance objectives, relate the training to critical job tasks, and identify the matters to be taught. They also should include references, teaching techniques to be used, participant responsibilities, and method of evaluation.

C. LESSON PLANS

Training administered by this agency for APOST continuing education credits will have a lesson plan submitted to APOST and the training officer at least 30 days prior to the training date.

Lesson plans will be prepared for all training courses conducted. Additionally, lesson plans will be obtained and maintained by the training unit for all coursework routinely provided to the department.

D. TESTING IN TRAINING PROGRAMS

Training administered by this agency will utilize competency-based testing that uses performance objectives and measures participant knowledge of and abilities to use jobrelated skills. Written tests, oral tests, or the evaluation of performance improvement will be used either alone or in combination to ensure minimum competency is achieved. Tests that can be demonstrated will be graded pass/fail. The Training Unit will maintain testing results.

33.1.5 **REMEDIAL TRAINING**

Remedial training is designed to correct deficiencies in skills, knowledge and abilities necessary to perform the responsibilities of various assignments.

When a member's immediate supervisor believes that remedial training is required, the supervisor will specify in writing why the training is required and what training may be appropriate. This recommendation will be submitted to the training unit commander through the chain of command. *When the remedial training has been completed, the type and duration of the training shall be documented and sent to Training to be entered in employee's training record.

Attendance is mandatory for assigned remedial training in accordance with General Order 33.1.2. The Chief of Police will give final approval for all remedial training assignments. A recommendation for remedial training should be made for any employee, regardless of length of service, displaying a pattern of work deficiency uncorrected through normal supervisory instruction. *The remedial training will be completed within a reasonable timeframe to effectively correct the deficiency in a timely manner.

33.1.6 UPDATE OF TRAINING RECORDS

The commander of the Training Unit shall ensure that all training records and test results are forwarded to the clerical staff of the training unit for update in the database. Records shall be entered by class name and by the name of the employee receiving the training. Additionally each class shall have a separate file, which includes the instructor, the attendees, date, times and other pertinent information. Individual employee files will also be updated with a copy of the information.

33.1.7 MAINTAINING TRAINING RECORDS

The Training Unit will ensure the agency is able to demonstrate what training was provided, who attended the sessions, and the performance of the attendees. At a minimum, the training unit will maintain a record of each class to include:

- 1. Course content (lesson plans)
- 2. Names of attendees
- 3. Performance of attendees.

^{*}The retention schedule for lesson plans and other related records are outlined in the Alabama Peace Officers Standards and Training Commission section of the Alabama Records Disposition Authority.

33.1.8 TRAINING AFFILIATION WITH EDUCATIONAL INSTITUTIONS

Training conducted in association with a college or university will be developed as required by the department training committee. The training supervisor will coordinate any affiliated training on behalf of the department and assure that any college or APOST approved credits earned by Department members are included in employee computerized training records.

33.1.9 OUTSIDE ORGANIZATIONS AS RESOURCES

The Training Unit will identify appropriate outside resources for the department's training needs and incorporate those resources into the agency training process as required. The Mobile Police Department will also utilize the training offered by the Mobile County Personnel Board and the City of Mobile Municipal Information System for all personnel. The Training Unit will assist the training committee by maintaining a list of outside training resources and available descriptive literature.

33.1.10 RECIPROCAL TRAINING OPPORTUNITIES

The Training Unit will identify training opportunities available from other criminal justice agencies for Department members. The committee will also identify training this agency may provide to other agencies.

33.1.11 IN-HOUSE FACILITIES

Training classes may be conducted in the Mobile Police Departments Training Institute located at 2460 Government Boulevard., the Mobile Police Academy located at 1251 Virginia Street, Metro Firearms Range or at other locations.

33.1.12 TRAINING BASED ON JOB TASK ANALYSIS

The curricula of in-house training programs will be closely related to actual job requirements. This will be accomplished through periodic job task analysis conducted by the Mobile County Personnel Director. This analysis will be based on informal surveys and interviews. The Training Unit Commander may provide input into the update of job task analysis between formal evaluations as required.

33.1.13 RELEASE OF TRAINING RECORDS

The Chief of Police must approve the release of training records.

33.2.1 ADMINISTRATION AND *OPERATION OF THE *TRAINING UNIT

A. The goals and objectives of the Mobile Police Department Training Unit are to provide to the employees, members, and outside agencies, the most up to date methods of policing. The Training Unit will be responsible for *administering basic APOSTC instruction for new recruits, mandatory *yearly in-service, including APOSTC firearms qualification, for all sworn personnel, additional firearms and weapons training, and remedial training for those personnel who do not meet the minimum requirements set by the Mobile Police Department. The Mobile Police Department Training Unit will maintain, and update training records of all personnel, both civilian and sworn. Through research and evaluating the needs of personnel, the Training Unit will develop programs and classes as directed by the Chief of Police.

- B. The unit is commanded by a lieutenant who is immediately subordinate to the *Commander of Support Services Division. All full time *unit staff *who provide instruction shall have specialized training and/or work experience that qualifies them as instructors.
- C. The Administrative procedure is addressed in the Unit S.O.P.
- D. The Operating Procedure is addressed in the Unit S.O.P.
- E. *All Police Recruits receive a Mobile Police Academy Handbook at the beginning of their training.
- F. The Training Unit shall provide instructions in policies and procedures specific to the Mobile Police Department to all newly employed personnel who have *previously received APOST Certification, *and to *sworn employees who have been employed from the re-employment register of the Mobile County Personnel Board and/or who have been absent from law enforcement for more than *twelve (12) months.

33.2.3 ACADEMY ORIENTATION

The Department provides all recruits with a Mobile Police Academy Recruit Handbook, outlining the following:

- 1. The organization of the academy
- 2. The academy's rules and regulations
- 3. The academy's rating, testing and evaluation system
- 4. Physical fitness and proficiency skill requirements
- 5. Daily training schedules.

33.3.1 MINIMUM TRAINING FOR INSTRUCTORS

All full time agency instructors will receive instructor training in their applicable specialty to include as a minimum:

- 1. Lesson plan development
- 2. Performance objectives
- 3. Instructional techniques
- 4. Testing and evaluation techniques
- 5. Resource availability and use.

The training officer is responsible for ensuring that instructors receive the required training.

33.3.2 AGENCY TRAINING INSTRUCTOR CRITERIA

Quality instructors are critical to a successful training program. Officers interested in becoming training instructors will meet the following requirements:

- 1. All full time instructors must have obtained at a minimum, a BA or BS degree in formal education, or equivalent amount of specialized training and work experience pertaining to the field of instruction.
- 2. All full time instructors shall obtain a certificate in lesson plan development, Teacher Certification from the School Board, in-service training compatible to above or attend the FBI Instructor Development School. (Copies are maintained on file in Training).

- 3. Express a sincere interest in serving as a Department instructor.
- 4. All instructors participating in basic and in-service training courses at approved schools must be certified through the Alabama Peace Officers Standards and Alabama Training Commission (APOST). Code of Alabama Title 36-21-41 through Title 36-24-45.

Instructors will be selected by the Chief of Police based on recommendations from the training committee.

33.3.3 AGENCY INSTRUCTOR TENURE

Instructor assignments will be for a minimum two-year term unless:

- 1. The instructor is relieved by the Chief of Police due to a demonstrable deficiency; or
- 2. The instructor requests cancellation of instructor assignments for personal reasons; or
- 3. Promotion or other personnel development necessitates discontinuation of instructor status.

33.3.4 SELECTION CRITERIA FOR OUTSIDE INSTRUCTORS

Instructors from outside the Department teaching in- house classes must be approved by the training officer. The training officer will ensure the following:

- 1. The instructor's resume will be on file and verified.
- 2. The instructor is certified by the APOST Board and/or is an authority on the subject to be taught.
- 3. Compensation for a training class is approved through the Office of the Chief of Police.

33.4.1 ACADEMY TRAINING REQUIRED PRIOR TO ASSIGNMENT

The Department requires sworn officers to complete a minimum *520 hours of basic training in an APOST certified academy program prior to assignment in any capacity in which the officer is allowed to carry a firearm or receive any powers of arrest.

33.4.2 RECRUIT TRAINING PROGRAM REQUIREMENTS

The recruit-training program of the Department includes:

- 1. A curriculum based on job task analysis of the most frequent assignments of officers who complete recruit training; and
- 2. Use of evaluation techniques designed to measure competency in the required skills, knowledge and abilities.

33.4.3 *FIELD TRAINING OFFICER PROGRAM

The *Field Training Officer *(FTO) Program is designed to provide directed field experience for new officers and lateral transfers, serving as a final step in the officer selection process. For the purpose of this program, a lateral transfer is an APOSTC certified police officer who is hired from another police agency.

The objectives of the program are:

- 1. To formulate learning opportunities for new officers and lateral transfers that meet or exceed the training needs of both the community and the Mobile Police Department
- 2. To develop and enhance the trainee's learning from the academy within the community environment through a series of real-life problem-solving activities
- 3. To foster a growing independence from the *Field Training Officer over the course of the program
- 4. To produce graduates of the training program who are capable of providing responsible, community-focused police services
- 5. To prepare trainees to use a problem-solving approach throughout their careers by employing problem based learning training
- 6. To promote the practice of using community members as partners in problem solving
- 7. To design fair and consistent evaluations that address a trainee's skills, knowledge, application, and ability to problem solve effectively

The following are provisions and procedures for *Field Training:

*Field Training will be administered as outlined in the department *Field Training Officers *(FTO) Manual.

- A. *Field Training is expected to take *32 weeks for a new hire and 16 weeks for a lateral transfer. However, depending on experience and ability, the completion time may vary as long as the minimum of 160 hours of field training have been met.
- B. *Field Training Officers *(FTOs) are selected by the Chief of Police upon recommendation by the *FTO selection committee. *FTOs are obligated to serve an 18 month term of service. Criteria for selection include:
 - 1. Expressed interest
 - 2. Supervisory recommendation
 - 3. Performance evaluation
 - 4. Awards and Commendations
 - 5. Disciplinary profile (to include review of sick leave usage)
 - 6. Written and oral communication skills
 - 7. Job knowledge
 - 8. Experience
 - 9. Oral Interview
- C. Coordination of the *Field Training Officers Program is the responsibility of the Training Unit. Supervision of individual *FTOs during shift is the responsibility of the assigned shift commander.
- D. The Training Unit will act as liaison to peace officer basic courses on behalf of the *FTO Program as necessary.
- E. Officers elected as *FTOs will receive *FTO training. *FTOs will successfully complete a Departmental approved *FTO course prior to performing *FTO duties. Additionally,

- *FTOs will complete department approved *FTO refresher courses as necessary, or as directed by the Chief of Police.
- F. Rotation of assignments for new or lateral officers will follow guidelines contained in the *FTO Manual.
- G. *FTOs will evaluate new and lateral officers by the following methods:
 - 1. Coaching and Training Reports
 - 2. Problem Based Learning Exercises
 - 3. Learning Activity Packages
 - 4. Mid-term and Final Evaluations
 - 5. And other methods outlined in the *FTO Manual
- H. Reporting responsibilities of *FTOs will be as outlined in the *FTO Manual. The *FTO Manual will be reviewed, amended and updated by the Training Unit as required.

33.4.4 RECRUIT TRAINING SUBJECT AREAS

APOST Board certification of all agency recruits ensure new officers will be comprehensively trained in all aspects of law enforcement, including but not limited to:

- 1. Administration of justice
- 2. Alabama statutes
- 3. Criminal procedures
- 4. Human behavior
- 5. Juvenile justice
- 6. Law enforcement operation and procedure
- 7. Techniques of criminal investigation and testifying
- 8. Patrol functions
- 9. Traffic law enforcement
- 10. Firearms
- 11. Defensive tactics

33.5.1 REQUIRED IN-SERVICE TRAINING

The Mobile Police Department requires all sworn personnel to complete, annually, a retraining program in compliance with APOST standards and agency requirements.

In-service Firearms Qualifications - All sworn personnel will be required to successfully qualify with duty weapons twice each year, including regularly scheduled in-service sessions. A minimum score of 70% is required to qualify.

The in-service training is constructed so that personnel of equal rank attend in a particular session. Training for that session will be tailored to assist attending personnel in the performance of their daily activities as well as providing updates on new laws, technologies, and areas of special concern.

The block of training is intended to provide a scheduled retraining of departmental personnel. The Department will continue to schedule classes of special instruction at institutions of higher learning whenever possible. Specialized training will be conducted as needed.

In-service training will continue on its current schedule as will roll call training. Attendance of the in-service training is mandatory.

Training includes but is not limited to the following:

- 1. Use of deadly force
- 2. Statutory case law
- 3. Criminal investigation
- 4. Defensive tactics
- 5. Collection and preservation of evidence
- 6. Report writing
- 7. Contingency plans; rapid deployment force
- 8. Hazardous materials
- 9. Crime prevention
- 10. Domestic violence
- 11. Use of discretion
- 12. Pursuits
- 13. Community Oriented Policing
- 14. Biased based policing
- 15. Dealing with the mentally ill

33.5.2 ROLL CALL TRAINING

- A. Supervisors shall provide roll call training. Supervisors who are not required to conduct formal roll call will conduct training sessions as often as practical. The supervisor is responsible for planning and organizing a structured session, recognizing the training needs of his personnel, and ensuring that training needs are met.
- B. Roll call training will include discussion and review of departmental training bulletins and memoranda; legal bulletins, notes and memoranda; substantive laws and enforcement techniques; the Department General Orders; and other identified material.
- C. The Training Unit will provide training resources on an as-needed basis. The goal of roll call training is to keep employees informed between formal retraining sessions.
 - 1. Roll call training may consist of the following:
 - a. Videotape programs
 - b. Special instruction of a local nature dealing with problems occurring within each precinct area, i.e., commander orders, traffic conditions, etc.
 - c. Review of procedures
 - d. Other topics of interest
 - 2. Lectures and demonstrations, singularly or in combination.
 - 3. Training of a specialized nature may be provided by the following:
 - a. Certified or outside instructors or supervisory personnel approved by the Division Commander.
 - b. Personnel with special expertise in an area being discussed.
 - 4. Supervisors shall continuously monitor and evaluate roll call training to ensure that training is relevant. Supervisors are encouraged to maintain contact with sources such as Training, Planning and the Legal Advisor to ensure the most

- current information and techniques are being utilized.
- 5. Supervisors and their personnel will be responsible for attentiveness to roll call training and making appropriate notations pertaining to the daily activity and changes in departmental policies.
- 6. Supervisors are to document roll call training. Documentation may include copies of materials discussed and date, time, and names of personnel in attendance. The completed documentation shall be submitted to the Training Unit Commander for entry into the database. A Roll Call Training Documentation Form (PD 018) will be used to document training.

33.5.3 FAMILIARIZATION WITH THE ACCREDITATION PROCESS

Civilian employees receive familiarization training of the accreditation process within 30 days of their initial employment. Police Officers will receive this training during the Police Academy. All agency personnel receive an accreditation overview prior to an on-site assessment associated with each re-accreditation. Training content will include, as a minimum:

- 1. The history and background of accreditation and the Department's involvement in the process
- 2. The accreditation process
- 3. The goals and objectives of accreditation and,
- 4. The advantages of accreditation and its impact on the Department

33.5.4 ACCREDITATION MANAGER TRAINING

The accreditation manager shall receive specialized accreditation manager training within one year of being appointed *and shall be responsible for providing appropriate training to other agency personnel assigned to the accreditation process.

33.6.1 REQUIREMENT OF SPECIALIZED TRAINING

Specialized training is intended to provide more than the basic "on the job training" often found in traditional arrangements. Specialized training will be based on the tasks required of the specialized assignment. The training will be closely coordinated with experienced specialized personnel and should be accepted and approved by APOST.

Agency members assigned to the following positions will receive relevant specialized training:

- 1. Chief of Police
- 2. Division/Section Commander
- 3. Investigator
- 4. Shift Commander
- 5. Field Training Officer
- 6. Firearms Instructor
- 7. Draeger Operator
- 8. Canine Officer
- 9. Physical Evidence Technician
- 10. Youth Services Officer
- 11. Crime Prevention Officer
- 12. Training Officer
- 13. Traffic Radar Instructor
- 14. Hostage Negotiator
- 15. SWAT Unit Personnel
- 16. Underwater Recovery Team

- 17. Explosive Ordnance Disposal
- 18. Mounted, Marine and Motorcycle Officer
- 19. Community Oriented Policing Personnel
- 20. Hazardous Material Technician
- 21. Organized Crime and Intelligence Officer
- 22. Narcotics, Vice, Liquor and Gambling Officer.

Specialized training will include at a minimum:

- 1. Development and/or enhancement of the skills, knowledge and abilities particular to the specialization.
- 2. Management, administration, supervision, personnel policies and support services of the specialized function. Agency policies, procedures, rules and regulations related to the specialized functions.
- 3. Supervised on-the-job training with experienced personnel. The training unit maintains specific specialized training records.

33.6.2 *SPECIAL WEAPONS AND TACTICS UNIT TRAINING

The *Special Weapons and Tactics Unit (SWAT) participates in monthly training and readiness exercises. The training is documented by the Special Operations Section Commander at the completion of the training.

33.6.3 TIME REQUIREMENTS FOR SPECIALIZED TRAINING

Specialized Training Assignment Changes

- A. This directive applies to those members who have received new assignments to a specialized field or that have been promoted.
- B. Any member of the Mobile Police Department that is transferred to a specialized position will receive additional training in the particular area to which they have been assigned.
- C. Each member will receive a minimum number of hours related to the area in which they have been assigned.
- D. Specialized training shall normally be conducted within thirty days of having actually been placed in their assignment.

33.7.1 TRAINING FOR NEW CIVILIAN PERSONNEL

Newly appointed civilian employees shall receive the following informational training:

- 1. The agency's role, purpose, goals, policies, and procedures
- 2. Working conditions and regulations and
- 3. Responsibilities and rights of employees.

^{*}Personnel who receive any specialized training that involves certifications and/or annual renewals to maintain certification will be required to continue their employment with the Mobile Police Department for a period of 24 months after the specialized training. In the event of a voluntary resignation by the newly trained employee during that 24 month period, the employee will reimburse the Mobile Police Department for 100% of the cost of training.

Incoming civilian employees will receive eight (8) hours training informing them on the rules and regulations, organizational structure, assistance programs, and employee benefits of the City of Mobile. The following are references used in the training:

- 1. GENERAL ORDER MANUAL. Each entry-level employee will receive two (2) hours training in the content and use of the General Order Manual. As this manual is a functional guideline to establish uniform procedures within the Mobile Police Department each employee is responsible for maintaining familiarity with the content of their manual. This manual is available to all employees in electronic format and in hard copy format at the Section level.
- II. MEMORANDUM ORDER MANUAL. Each entry-level employee will receive two (2) hours training in the content and use of the Memorandum Order Manual. Each employee is responsible for maintaining familiarity with the content of their manual. This manual is available to all employees in electronic format and in hard copy format at the Section level.
- III. ORGANIZATIONAL STRUCTURE. Each entry level employee will receive one (1) hour of training in the Organizational and Command structure of the Mobile Police Department to introduce and identify the various Divisions, Sections, Units, and Details. They will also be able to identify Staff Officers and Commanders of each operation.
- IV. EMPLOYEE BENEFITS. Each entry-level employee will receive one (1) hour of instruction in the type of benefits to which they are entitled. Each employee will be given instruction on policy concerning annual, sick, and injured with pay leave, medical, dental, and life insurance coverage along with various financial diversity programs such as Deferred Compensation.
- V. EMPLOYEE ASSISTANCE PROGRAM. Each entry-level employee will receive one (1) hour instruction on the various assistance programs that are offered through the City of Mobile. These programs will include Family Counseling, Financial Counseling, and Substance Abuse.
- VI. ACCREDITATION. Each entry-level employee will receive one (1) hour of instruction on the Accreditation process.

33.7.2 CIVILIAN POSITIONS REQUIRING SPECIAL TRAINING

- A. The following personnel require specialized training:
 - 1. <u>Communications Supervisor</u> This position will receive relevant supervisory training as determined by the training committee.
 - 2. <u>Dispatchers</u> Dispatcher training will be conducted in accordance with the APCO Telecommunications Officers Training Manual and with State certification requirements for ACJIC/NCIC. Emphasis will be placed on both technical skills and a community service orientation.
 - 3. <u>Records Supervisor</u> This function will receive specialized training as outlined in the job description published by the Mobile County Personnel Board.
- B. Civilian employees in administrative secretary and clerk/typist positions will receive the following training:
 - 1. Operation of required equipment
 - 2. Communication skills
 - 3. Public relations

- 4. Administrative job requirements
- 5. Data Practices Act
- 6. Data management system.

33.7.3 TRAINING OF CIVILIAN PERSONNEL

All non-sworn employees are given the opportunity to attend training designed to update skills, knowledge and abilities required in each position and to prepare the employee for new job responsibilities. The training may be provided through the Department, Mobile County Personnel Board or the City of Mobile MIS department.

CAREER DEVELOPMENT ACTIVITIES

The Mobile County Personnel Board has counselors available to advise personnel on Career Development. Supervisory personnel of the Department will receive training in career development counseling upon promotion to supervisory positions and are capable of providing insight to their subordinates in the area of:

- 1. Opportunities in the agency
- 2. Educational opportunities and incentive programs
- 3. Awareness of the cultural background of ethnic groups in the program.

33.8.3 CAREER DEVELOPMENT PROGRAM

The goal of the Career Development Program is to encourage individual and professional growth and to improve overall job satisfaction and performance. The main components of the program are career counseling, training and higher education. The Mobile Police Department strives to provide employees an opportunity for individual growth and development at all levels of the Department. The purpose is not only to prepare for today, but to ensure the retention of quality employees.

CAREER COUNSELING

Career counseling involves interaction between a supervisor and employee during which, the employee's skills, knowledge, goals and abilities are discussed relative to their annual evaluation, pertaining to improvement of their work performance, possibility of transfer to a different job assignment to further diversify their abilities and promotion opportunities.

TRAINING

Periodically, the Training Unit Commander will advise all employees through city e-mail of training opportunities to further enhance their skills, knowledge and abilities to better perform their duties, whether in the capacity of specialized job training based on assignment or general police work to broaden and enrich the employee's career.

EDUCATION

Employees are encouraged to participate in non- mandatory educational opportunities at the college level and may be eligible to receive tuition reimbursement for college level courses. Eligibility requirements and program criteria are specified in General Order 22.2.9

By order of:

Lawrence L. Battiste, IV

Chief of Police