



Town of Lexington

Police Department

Subject: Training and Career Development

Reference: 33.1.2; 33.1.3; 33.1.4; 33.1.5; **33.1.6; 33.1.7; 33.2.4; 33.4.1; 33.4.3; 33.5.1; 33.5.2; 33.5.3; 33.5.4; 33.6.1; 33.6.2; 33.7.1; 33.7.2; 33.8.2; 41.1.2; 46.2.2; 46.2.3; 46.2.4**

Effective Date:
12-1-2011

Review Date:
Annually

By Order of: Mark J. Corr, Chief of Police

**Policy &
Procedure**

33A

The Municipal Police Institute, Inc. (MPI) is a private, nonprofit charitable affiliate of the Massachusetts Chiefs of Police Association. MPI provides training and model policies and procedures for police agencies. This policy is an edited version of MPI Policy 4.17 "Training and Career Development"

GENERAL CONSIDERATIONS AND GUIDELINES

Training has often been cited as one of the most important responsibilities of any law enforcement agency. Training serves three broad purposes. First, well-trained officers are generally better prepared to act decisively and correctly in a broad spectrum of situations. Second, training results in greater productivity and effectiveness. Third, training fosters cooperation and unity of purpose. Moreover, law enforcement agencies are now being held legally accountable for the actions of their personnel and for failing to provide initial or remedial training. A well trained agency also helps the Department meet its goals and objectives.

Career development is a structured process that is utilized by this department to provide opportunities for individual growth and development at all levels. It is designed to promote productive, efficient, and effective job performance and to improve the overall level of individual job satisfaction.

It is the policy of The Lexington Police Department to:

- A. Provide, or make available as resources allow, training in all areas of policing that will benefit both the Department and its employees;

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- B. Provide a program of career development where officers can be counseled and discuss their future with the organization.

DEFINITIONS

- A. Training Supervisor: The Captain of Administration is designated by the Chief of Police as the Training Supervisor.
- B. Training Unit: The Captain of Administration, and any other staff assigned to train or arranging training for, the members of the Department.

PROCEDURES

- A. Training Function
 - 1. The Captain of Administration shall:
 - a. Offer or make available training in all areas of policing that will benefit both the Department and its employees;
 - b. Seek employee input as to what training is desirable or necessary;
 - c. Encourage all employees to attend training courses in areas of interest to them, as well as those areas that are mandated by law;
 - d. Keep all employees informed of changes in statute or case law, the court system, the criminal justice system, current threats, trends, and department policies and procedures.
NOTE: It will be the responsibility of all officers to remain current in and informed of changes in all of the above-mentioned areas.
 - e. Update officer's training histories in the computer as well as document training in the training records.
 - 2. Program Development: The Department will use the following resources in program development:
 - a. Inspection reports;
 - b. Staff reports and/or meetings;
 - c. Consultation with field personnel and field observations;
 - d. Officer surveys;
 - e. Training evaluations;
 - f. Training deficiencies discovered through internal affairs investigations; and
 - g. Suggestions and recommendations by the Chief of Police and others.
 - 3. Lesson Plans
 - a. All training conducted by Department personnel shall have a lesson plan.

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- b. The lesson plan format must meet Municipal Police Training Committee guidelines and must include:
 - i. A statement of performance and job-related objectives; [33.1.4(a)]
 - ii. The content of the training and specification of the appropriate instructional techniques; [33.1.4(b)] and
 - iii. Identification of any tests used in the training process. [33.1.4(d)]
 - c. All lesson plans and testing materials shall be submitted to the Captain of Administration to be reviewed and approved. [33.1.4(c)]
 - d. Instructors (as opposed to training contractors) enlisted from outside the Department will also be required to submit copies of their lesson plans and a resume, and will be subject to review by the Captain of Administration.
 - e. The Training File will be used to store lesson plans for approved Department training.
4. Training Instructors
- a. Employees wishing to be training instructors in given disciplines must submit such request in writing to the Captain of Administration, who will evaluate the need and present the request and recommendations to the Chief of Police.
 - b. Employees selected to be training instructors for topics requiring instructor training or certification shall receive such training or certification prior to training other employees. The instructors must attend refresher training as necessary to maintain their certification. Such topics include:
 - i. Defensive Tactics Instructor;
 - ii. Breath Test Operator Instructor;
 - iii. Motorcycle Instructor;
 - iv. Weapons Instructor (any kind) and;
 - v. CPR/First Responder.
 - c. All instructors must have received training or possess skills on the subject which would deem them proficient in the topic.
 - d. Instructors (as opposed to training contractors) enlisted from agencies outside the Department must meet all requirements of Department instructors.
 - e. The Training File will be used to store the instructor certificates for approved Department training.
5. Training course Records
- a. Records of training instructed by Department employees shall include the following:

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- i. Lesson Plan [33.1.7(a)];
 - ii. Attendance Sheet. [33.1.7(b)]; and
 - iii. Performance or test results, if applicable. [33.1.7(c)]
 - b. Training records shall be filed and maintained by the Captain of Administration in the Training File.
 6. Employee Training Records [33.1.6]
 - a. When a member attends any training program, [s]he will submit to the Captain of Administration a copy of any certificate received.
 - b. The Captain of Administration and the Office Manager shall document and file the training records. It is important to require annual certifications generated by Department to be subject to an administrative review.
 - c. With the exception of court discovery, no training records will be released without approval from the Chief of Police.
- B. Requesting Training
1. Generally: Any employee wishing to attend training shall submit a request through the chain of command. This training request shall include the course name, meeting date, cost, and location.
 2. Training Schedule Sources
 - a. Schedules of upcoming training programs will be forwarded to affected personnel. Approval of the course will be based on the needs of the department as well as the employee's goals, objectives, abilities and field of expertise.
 - b. Schedules of training programs offered by other approved agencies, such as the Massachusetts Municipal Police Training Committee, Municipal Police Institute, shall be promptly posted and available to all officers when possible.
 - c. Other training course schedules are available on-line.
- C. Attending Training
1. Assigned Training: In cases where officers are assigned to training by the Department, the training will be done at the expense of the Department.
 - a. Hours
 - i. If an officer is assigned during a working day, it shall be considered a part of the officer's tour of duty.

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- ii. If an officer is assigned on a day off, [s]he shall be compensated according to collective bargaining agreement options in place at that time.
 - b. Tuition and fees shall be paid by the Department.
- 2. Voluntary Training: If an employee wants to volunteer for training, [s]he will submit a written request through the chain of command for approval by the Chief, enclosing all supportive material available describing the course. This will be for non-mandatory courses, such as those the officer takes for personal enrichment and possible future career advancement.
 - a. The decision to send an employee to voluntary training will be based upon several factors including benefit for the Department, cost, ability to backfill any open positions created by the training.
 - b. When said requests are granted, employees attending training during a regularly scheduled work day shall be considered as on regular tour of duty.
 - c. If the training scheduled is during what would normally be a day off, then the training shall be on the employee's own time.
 - d. Tuition and fees may be paid at the discretion of the Chief of Police, or may be the responsibility of the employee given the voluntary nature of the training.
- 3. Training Related Expenses [33.1.3]
 - a. With attention to existing Collective Bargaining Agreements, employees may receive other reimbursements for training-related expenses. Expenses must be authorized by a supervisor prior to final arrangements being made. Such reimbursements may include:
 - i. Mileage;
 - ii. Meals;
 - iii. Overnight accommodations; and
 - iv. Airfare.
 - b. Receipts for approved expenses must be submitted to the Office Manager for processing.
 - c. Voluntary training: Expenses for travel, meals and other accommodations will be the responsibility of the employee. The Chief of Police, absent special circumstances, will not authorize expenses that would not be incurred if the training was held locally.

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4. Attendance [33.1.2]
 - a. Generally
 - i. All employees assigned to a training program must report at the time and location specified, with the proper material and equipment necessary to complete the course.
 - (a) A copy of an attendance certificate shall be proof of attendance.
 - (b) An officer reporting late will be carried as late for a tour of duty. An officer not reporting to a scheduled training session will be considered missing a tour of duty.
 - ii. Scheduling Conflict:
 - (a) When a scheduling conflict arises, the officer involved shall notify both the Supervisor overseeing the training and the Shift Commander upon discovering the conflict.
 - (b) The schedule may then be modified so as to resolve the conflict with court appearances taking precedence.
 - (c) Make-up for missed training time will be addressed case by case, depending upon the subject matter, intensity and duration of training.
 - b. Department- Sponsored Training
 - i. Documented attendance is required for all Department-sponsored training.
 - ii. Attendance of in-house training sessions will be taken at the start of the training.
 - iii. Attendance sheets will be filed with other training materials for the class, and included in officer training history.
- D. All Employees
1. Accreditation Training: Department members shall receive information regarding the accreditation process.
 - a. Newly hired personnel will receive information within thirty days after their employment begins or within thirty days of completing the recruit academy. [33.5.3(a)]
 - b. All Department members will receive information during the self-assessment phase associated with achieving initial accreditation/certification and each re-accreditation/re-certification. [33.5.3(b)]

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- c. All Department members will receive information just prior to an on-site assessment associated with initial accreditation/certification and each re-accreditation/re-certification. [33.5.3(c)]
 - d. All Department members assigned to the position of accreditation manager shall receive specialized accreditation manager training. For more information, see also Department policy **12B – The Directive System**.
2. Training for newly promoted employees [33.8.2]
- a. Generally: All newly appointed employees shall obtain training in their supervisory duties.
 - b. Sworn Supervisors
 - i. Newly promoted supervisory officers will be sent to supervisory-specific training offered either by the Commonwealth's Municipal Police Training Committee (MPTC) or another comparable institution or agency as soon as feasible.ⁱ
 - ii. All supervisors will receive refresher training in the various aspects of supervision and management during in-service training and/or when offered by outside agencies.
 - iii. All newly promoted sworn supervisors shall receive the following training as soon as practicable:
 - (a) Suicide prevention;ⁱⁱ
 - (b) On-the-job training by an officer of superior rank or a senior officer of equivalent rank;
 - (c) Operation of the Holding Facility (Sergeants and Lieutenants) (See also department policy **72E - Holding Facility**).
 - (d) Aspects of the computer system used for employee time management, report review, etc.
 - (e) Familiarization with how to back-up and reboot computer databases;
 - (f) Police station facility systems: heat and air conditioning, cameras, lighting,
 - (g) Certification with software programs used in the dispatch center such as E-911, Emergency Medical Dispatch, etc.
 - (h) Other training that may of benefit to the position

E. Civilian Employee Training Requirements

- 1. As part of orientation, the Department will provide every employee with general information relative to benefits (with the assistance of the Town Human Resources Department). Civilian employees in the Department will have access to a copy of the Department's manual of policies,

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procedures, rules and regulations, and will be advised of the specific areas that affect their positions. All newly appointed civilian personnel shall receive information regarding: [33.7.1]

- a. The Department's role, goals, purpose, policies and procedures; [33.7.1(a)]
 - b. The Department's working conditions and regulations; [33.7.1(b)]
 - c. Knowledge of responsibilities and rights of the employee; [33.7.1(c)]
and
 - e. Sexual harassment.
2. Job Specific Training
- a. Prior to assuming job responsibility, all non-sworn employees of the Department will receive on-the-job training for their new assignment. Annual retraining will be provided as needed. [33.7.2]
 - b. Dispatchers:
 - i. E9-1-1 Operations;
 - ii. Law Enforcement Administrative Processing System (LEAPS) Certification (Bi-annual);
 - iii. Suicide Prevention; and
 - iv. Criminal Offender Record Information (CORI)
 - v. Emergency Medical Dispatch (EMD)
 - c. Records Clerks:
 - i. Public Records; and
 - ii. Criminal Offender Record Information (CORI)
 - d. Animal Control Officer:
 - i. Animal Control Policies; and
 - ii. Training with equipment used
 - e. Crossing Guards:
 - i. Traffic Direction training
 - ii. CPR / First Responder training
3. If the conduct or capacity of a probationary employee or the character or quality of the work performed by him/her is not satisfactory, a supervisor may give such a person a written notice stating in detail the particulars wherein his/her conduct or capacity or the character or quality of his/her work is not satisfactory. If retraining and / or discipline and review by the Captain of Administration and Chief have not resulted in improvement to an acceptable level, his/her service shall terminate.ⁱⁱⁱ

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4. If a probationary employee is unable to work because of illness during the probationary period, the appointing authority may postpone the probationary period. Upon resuming to employment, the probationary employee shall be required to perform service equal to a full probationary period. iv

F. Training Requirements for Sworn Officers

1. Roll-Call [33.5.2]

- a. Roll-call shall be attended each shift by:

- i. Officers assigned to patrol;
- ii. Dispatchers (when possible);
- iii. Detectives (for info sharing when needed, and whenever possible); and
- iv. Others (as needed).

- b. Roll Call training is an integral part of the Department's training function. Not only are employees updated with information affecting patrol activity and unusual circumstances, but such training is also an effective way of keeping officers current with changes in law, policies and procedures or as review sessions for other training areas.

- i. Roll-call will be conducted at the beginning of each shift. [41.1.2]

- (a) The officer in charge of the shift and patrol supervisor will conduct roll call.
- (b) Roll-call briefing information will be made available to persons not assigned to normal shift hours.
- (c) The briefing should include patrol assignments, recent incidents and BOLOs ("be on the look out"), officer safety concerns, wanted persons, recent crimes, etc.

- ii. Training during Roll Call shall also be conducted whenever possible.

- a) This training will include the reading of policies, procedures, regulations, and/or training briefs or the briefing of changes in law, statutes, ordinances, court decisions and/or technological developments affecting the operation of the department.
- b) All Roll-Call programs should include a brief discussion on the training material being presented or reviewed in order to ensure comprehension by all officers.

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- c) Roll-Call training shall be documented by the supervisor conducting such training. The documentation shall include:
 - i) Date of training;
 - ii) Training topic; and
 - iii) Attendance.
- d) Roll-Call training documentation shall be forwarded to the Captain of Administration and included in the officer's personnel file.

2. Mandatory Training for Police Officers

- a. Department Responsibility: Certain areas of police work require continuous training. The Department will:
 - i. Provide mandatory training in each of these areas and ensure that all officers meet or exceed the minimum acceptable standards.
 - ii. Set a level of proficiency required to achieve minimum acceptable standards, unless superseded by law or by another authoritative body; and
 - iii. Provide for training by using training providers outside of the department. Officers attending such training must meet the standards set by those training providers.
- b. Mandatory Training: The following annual refresher re-training is mandatory and will be attended by all officers as noted: **[33.5.1]**
 - i. Firearms Training: All officers must attend and successfully complete firearms training as required. See also Department policy **41B -Use of Force**.
 - ii. First Responder Training: First responder training will be held not less than annually. All members will be certified every three years.^{iv}
 - iii. C.P.R. Training: All members will be trained and certified annually.^v
 - iv. In-Service Training: All members will be scheduled for In-Service Training at least on a yearly basis online and at regional academies, as prescribed by the Department and the Municipal Police Training Committee.
 - (a) Legal Updates(as required by M.G.L. C41 S96B);^{vi};
 - (b) CPR;
 - (c) First Responder;
 - (d) Defensive Tactics; and
 - (e) Use of Force.

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3. In-house Training: Other in-house training programs will be implemented and scheduled as needed for any or all affected personnel.
4. Remedial Training [33.1.5]
 - a. Remedial training will be available for any mandatory training that requires meeting set standards to achieve certification or qualification.
 - b. A reasonable period of remedial training will be provided by the Department to assist a member having a problem meeting the required minimum standards of performance acceptable in that specific area. If a member needs further intensive retraining, the Supervisor / Instructor may make arrangements with the member for such training.

NOTE: If deficient performance has been identified as a result of the disciplinary process, remedial training may be used to correct those deficiencies in lieu of punitive sanctions.

G. Specialized Training

1. Generally [33.6.1(a);(b)]
 - a. Police Officers selected for a special unit or to perform a function that requires specialized training shall receive such training on the job or through formal training classes.
 - b. The following training or certifications must be obtained prior to performing the following functions, with periodic retraining as required:
 - i. Weapons Instructor (any kind): Must successfully complete requirements of certifying entity;
 - ii. Defensive Tactics Instructor: Must successfully complete requirements of certifying entity;
 - iii. Breath Test Operator (Bi-annual recertification): Must successfully complete operator training as specified by the Office of Alcohol Testing;
 - iv. Law Enforcement Administrative Processing System (LEAPS) Operator (Bi-annual recertification): Must be certified to level of use. Training and testing conducted in house using Criminal Justice Information System (CJIS) training and testing materials; and
 - v. E9-1-1 Operator: Must successfully complete training as required by the Statewide Emergency Telecommunication Board;
 - vi. Bicycle Patrol

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- vii. Sexual Assault Investigator: Must successfully complete training required by the Municipal Police Training Committee for certification;
 - viii. Motor Cycle Instructor
 - ix. Motor Cycle Operator: Must successfully complete a Basic Police Motorcycle operator's course;
 - x. Defensive driving training; and
 - xi. Others that are added.
- c. The following job functions must obtain specialized training as soon as possible from date of assignment:
- i. Detective;
 - ii. Accreditation Manager (See Accreditation Manager in this policy.);
 - iii. School Resource Officer; and
 - iv. Others.
2. Accreditation Manager: The Accreditation Manager and assistant(s) shall be trained in the requirements of those roles as required by the Massachusetts Police Accreditation Commission (MPAC) within one year of being appointed. [33.5.4]
- a. The Accreditation Manager shall attend manager training offered by Massachusetts Police Accreditation Commission (MPAC).
 - b. The Accreditation Manager should attend the yearly accreditation conferences as offered by MPAC or insure being current otherwise if this is not possible.
- H. Sworn Officer Recruit Training
1. Basic Recruit Academy [33.4.1]
- a. All newly appointed Student Officers will successfully complete a Recruit Training course, as mandated by Mass. Gen. Law, Chap. 41, Sec. 96B.
 - b. Training must be completed prior to the employee's performing the duties of a police officer, including being allowed to carry a weapon and/or make an arrest (except as part of a formal field training program). The training academy will be one operated or approved by the Massachusetts Municipal Police Training Committee (MPTC).
- i. While attending the basic academy, all student officers will be bound by the policies, procedures, rules and regulations of that academy as well as the policies, procedures, rules and regulations of the police department.

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- c. Upon successful completion of basic recruit training, new officers must complete a 10-12 week field training program and a one-year probationary period.^{vii}
2. Employee Status
 - a. During this training period, candidates are classified as student officers.
 - b. Under MGL c. 41, s. 96B, student officers are not subject to Civil Service– M.G.L. c.31, collective bargaining agreements, or injured on duty benefits, rather, workman’s compensation under M.G.L. 152.^{viii}
3. Academy Waivers: Pursuant to M.G.L. c. 41 §96B, the MPTC may issue a waiver of the training academy on a permanent or temporary basis.
 - a. Advisory Opinions for Permanent Exemptions from Academy Training
 - i. A person who has been employed as a municipal police officer in another state and is being hired in Massachusetts may qualify for a Permanent Exemption from recruit training. The candidate may request an advisory letter from the Municipal Police Training Committee. The candidate must submit the following documents to the Exemptions Coordinator:
 - (a) A copy of the Basic Recruit Curriculum of the academy attended;
 - (b) Breakdown of course titles and course hours;
 - (c) Total hours of curriculum;
 - (d) A copy of the graduation certificate; and
 - (e) A current resume.
 - ii. An advisory letter will be provided to the transferring police officer and will contain a statement that would suggest a favorable or unfavorable Permanent Exemption.
 - b. Permanent Exemption from Academy Training
 - i. When a person from out-of-state has been hired by a Massachusetts municipal police department on a full-time basis and has successfully completed a Basic Recruit program in that state, that person may be qualified for a Permanent Exemption from a Massachusetts training academy.
 - ii. An application for a Permanent Exemption must be filed by the appointing authority and must include the following documents:

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- (a) Current certification in CPR and First Aid;
 - (b) Current qualification in use of firearms by an MPTC certified firearms instructor;
 - (c) Successful completion of a MPTC criminal law exam;
 - (d) Certificate of completion of Basic Recruit Training; and
 - (e) A current resume.
 - c. Temporary Exemption: A temporary exemption may be granted for a period not to exceed 270 days, or until the start date of the next available academy session, whichever occurs sooner. A temporary exemption may be granted as the result of a documented public safety emergency or other exigent circumstances. An application must be submitted by the appointing authority and must be accompanied by the following documents:
 - i. Current certification in CPR and First Aid;
 - ii. Current qualification in use of firearms by an MPTC certified firearms instructor;
 - iii. Successful completion of a MPTC criminal law exam;
 - iv. Successful completion of the training requirements for persons appointed as reserve or intermittent police officers;
 - v. Current resume; and
 - vi. Nature of public safety emergency or other exigent circumstances.
4. Field Training Program
- a. New officers must successfully complete an in-house field training program.
 - b. The Field Training Supervisor shall manage the field training program and oversee:
 - i. Training and in-service training of field training officers; [33.4.3(e)]
 - ii. Rotation of recruit assignments; and
 - iii. Development, implementation and evaluation of the field training program.
 - iv. The Field Training Supervisor shall be the academy liaison, as applicable. [33.4.3(d)]
 - c. Recruit field training
 - i. Upon completion of the recruit academy, the officer will enter the field training/evaluation program with designated field training officers. The probationary officer will apply the lessons

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- of the academy to situations in the field under the tutelage of the field training officer (FTO).
- ii. During field training, probationary officers shall receive training in Department-specific materials, including: **[33.2.4]**
 - a) Policies and procedures; and
 - b) Rules and regulations.
 - iii. Each Probationary Officer will then begin a ten- to twelve-week field training/evaluation program with designated FTO's. Probationary Officers with prior police or Lexington experience may receive credit for prior service toward their field training. **[33.4.3(a)]**
 - iv. The Probationary Officer will rotate his/her field training assignment between at least two different FTO's. **[33.4.3(f)]**
 - v. The FTO's evaluation of the Probationary Officer shall be documented, with daily and weekly observation reports covering the wide range of police activities and interactions.
 - vi. After the supervisory phase of field training, the evaluation program will continue through the use of periodic evaluations filled out by the probationary officer's supervisors.
- d. Field Training Officers
- i. The Field Training Officers (FTO's) will be selected by the Chief of Police or designee based on the needs of the Department and on the overall job-related qualifications of the prospective FTO. Candidates must possess a strong job knowledge and skills in the following areas:**[33.4.3(b)]**
 - (a) Application of law;
 - (b) Police Procedures;
 - (c) Tactics;
 - (d) Department policy and procedure;
 - (e) Report writing;
 - (f) Interpersonal relations; and
 - (g) Chain of command.
 - ii. All Department supervisory personnel assigned to patrol, and officers designated as Field Training Officers, will conduct training in accordance with the manual issued to the Field Training Supervisor and Field Training Officers.
 - iii. FTO's will be under the operational supervision of the Commanding Officer or other superior officer designated by the Chief. **[33.4.3(c)]**

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- iv. Field Training Officers will evaluate each recruit officer's performance in the various activities that they will meet as police officers, according to guidelines set forth in the Field Training Program. [33.4.3(g)]
 - v. FTO's shall submit training reports as specified in the Field Training Program. [33.4.3(h)]
- I. Specialty Teams and Positions
- 1. Generally: When space(s) on specialty teams or other position(s) becomes available, they shall be posted for interested employees to apply. The notice shall include:
 - a. Identification of the team or position;
 - b. Minimum qualifications;
 - c. A description of duties;
 - d. Information on where to apply; and
 - e. Closing date for applications.
 - 2. Tactical Team (North Eastern Massachusetts Law Enforcement Council)
 - a. Selection [46.2.2]
 - i. Qualifications: Applicants must meet the qualifications posted at the time personnel are being sought.
 - b. Equipment Requirements
 - i. Specialized equipment for tactical team members is provided by the Department. [46.2.3]
 - ii. Specialized equipment includes:
 - (a) Weapons;
 - (b) Uniforms;
 - (c) Body armor;
 - (d) Helmet; and
 - (e) Radio equipment.
 - iii. Make, model, type of weapons and gear will be determined by the specialized team.
 - c. Training
 - i. Tactical teams are infrequently used, but when they are called into service, the risks involved to life and property are high. The expectation of a successful operation must also be high. The skills and experiences of tactical teams members should

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be practiced and trained as much as possible as not to allow the skills to become perishable if not exercised.

- ii. Team membership is conditional upon the new members' successfully completing initial training as soon as feasible.
- iii. The team shall participate in readiness exercises, and training shall be conducted frequently, as determined by the Chief in consultation with the tactical team leader. Training shall include: [33.6.2]
 - (a) Physical conditioning;
 - (b) Individual training for specific team member skills;
 - (c) Team training and scenarios;
 - (d) Operational simulations; and
 - (e) Training with other resources (e.g., K9, hostage negotiator, other tactical teams, etc.).

J. Conflicting Training Presentations

1. In order to address a broad training audience, many training presentations are generic in nature. All officers should be mindful that a training presentation usually provides only one perspective on the handling of a given situation. Previous training and experience, Department policy, and local, state, and federal laws must be taken into consideration where applicable.
2. In cases where an officer believes that training received is in conflict with any of the above, [s]he should confer with the instructor, his/her supervisor, or the Captain of Administration.
3. An officer shall follow Department policies, procedures, or any such laws in all cases where training that is received is in actual conflict with any of them.
4. In all cases of actual conflict, the officer making such discovery shall immediately submit a written report on the matter to the Supervisor of Training.

K. Career Development: It is important to the Department that officers have fulfilling and complete careers. This may have a different meaning, with a different goal for each officer, but ultimately goals should be set to strive for and through proper and consistent coaching and guiding, those goals may be attainable.

1. Officers should consider short term and long term goals as to where they see their role with the Department in the future years. Department opportunities are positions such as: Detective (major case), a Detective specialty such as family services, or school resource officer, Sergeant

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(Prosecutor), Lieutenant (Detective), Captain or Chief. Examples of other non-promotional positions would be Field Training Officer, Range Officer, and Background Investigator.

2. Officers should sit down with a superior officer of their choice once every 2 years and discuss the officer's current position and path the officer wishes to take in their career. Discussion with that superior officer may provide that officer with actions they should take or may take to improve his/her chances of meeting their career goal(s).
 - a. The superior officer of choice may be considered a "career coach," or "career counselor."
 - b. SMART goals should be discussed and mutually agreed upon at this meeting. SMART goals stand for:
 - Simple
 - Measurable
 - Attainable
 - Realistic/Relevant
 - Time-Sensitive
 - c. The meeting should be documented for the purposes of sharing with the officer's supervisors (if different than the chosen career counselor) to help identify performance issues or any potential training opportunities that may further the officer toward goals set. This should not be used for any type of disciplinary action.
 - d. During the annual review, these goals should be reviewed between the officer and his/her supervisor(s) to see progress made toward reaching these goals. (See also Department policy **35A - Performance Evaluations**).
3. Any training opportunities that are identified that may assist the officer in achieving their goals should be forwarded to the Captain of Administration.

ⁱ M.G.L. c. 41, §96B.

ⁱⁱ M.G.L. c. 40, §36C.

ⁱⁱⁱ Endnote also applies to Civil Service M.G.L. c. 31, §34.

^{iv} M.G.L. c.111, §201.

^v M.G.L. c.111, §201.

^{vi} M.G.L. c. 41, §96B.

- vii M.G.L. c. 31, §34.
- viii M.G.L. c. 41, §96B.