

| GREENVILLE POLICE DEPARTMENT POLICY AND PROCEDURES | | |
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| Chapter 33 | Training and Career Development | |
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The Greenville Police Department recognizes the need for an effective training system. Well trained personnel are generally better prepared to act decisively and correctly in a broad spectrum of situations resulting in greater productivity and efficiency.

Additionally, agencies may be held accountable for the actions of their personnel or for failing to provide appropriate initial or remedial training. It is through an effective and current training program that the Greenville Police Department is able to provide capable law enforcement professionals to serve the public.

The purpose of this directive is to establish guidelines for the planning, implementation, and revision of training programs for employees of the Greenville Police Department. All training should provide employees with the skills and knowledge necessary to perform their duties in a way that is consistent with current police practice, ever-changing court rulings, and advancing technology.

33.1 Administration

The Training Section is staffed by an officer who has direct responsibility for the training function and shall report to the Strategic Services Supervisor. The Training Coordinator shall assist personnel in developing and evaluating training needs and opportunities.

The responsibilities of the training function include but are not restricted to:

- Plan, develop, and implement training programs within the Department as required
- Notify employees of required training and training that is available to Department personnel
- Maintain training records
- Manage training and travel expenses
- Ensure that required training programs are attended
- Select instructors for in-service training courses
- Evaluate training courses and programs
- Coordinate training courses and programs

Curriculum Development

Resources and references used by the Greenville Police Department in the development, evaluation, and maintenance of its training programs include:

- Inspection Reports
- Staff reports and/or meetings
- Consultations with field personnel and field observations
- Accreditation Standards
- Instructor and Course Evaluations
- Participation and approval by the Chief of Police
- Internal Affairs Investigative Reports
- Field Training Officer Evaluation Reports
- Recommendations made in Performance Appraisal Reports
- Training requests from Department personnel

33.1.1 TRAINING ADVISORY COMMITTEE (TAC)

CALEA Standard 33.1.1 (Training Committee)

Training Advisory Committee (TAC)

The Greenville Police Department expects the highest levels of professional performance from all its employees and encourages professional growth. In order to achieve this level of performance the Training Unit will strive to provide the best training utilizing available resources and personnel. The purpose of the Greenville Police Department's Training Advisory Committee (TAC) is to:

- Assist the Training Unit in evaluating the Department's overall, routine training needs
- To determine what positions or functions require additional or specialized training and the type of training needed
- Ensure state and CALEA requirements for training are met
- Funnel suggestions for additional training from Department personnel
- Recognize and implement training needs that are outside the required training

The Training Coordinator shall oversee the TAC and shall be responsible for conducting semi-annual meetings with members of the TAC. The TAC shall ensure that there is a broad opportunity for input and participation by Department members. The composition of the TAC will include, at a minimum, the following representatives:

- Training Unit Coordinator (Required)
- Lead Handgun and Rifle Firearms Instructors (Required)
- Lead Driving Instructor or designee (Required)
- Lead SCAT Instructor or designee (Required)
- Accreditation Coordinator (Required)
- Two (2) members of the Field Operations Bureau (By appointment)
- Two (2) members of the Criminal Investigations Bureau (By appointment)
- One (1) Telecommunicator (By appointment)
- One (1) additional civilian (By appointment)

To be an appointed member of TAC, sworn personnel shall be an active, certified instructor and in good standing within the Department. The Field Operations Bureau Commander and the Criminal Investigations Bureau Commander shall appoint two active, certified instructors to represent their respective bureau. The Administrative Services Bureau Commander shall appoint one telecommunicator and one additional civilian, to represent non-sworn Department personnel.

Members of TAC who are appointed shall remain in the position for a period of no less than one (1) year, unless no longer eligible due to reassignment within the Department or due to extenuating circumstances. In the event of a vacancy of an appointed member, the affected Bureau Commander shall fill the vacancy with another appointment.

Appointed members shall serve as the Point of Contact (POC) for personnel within their Bureau; however, this does not prevent suggestions from Department personnel not received through their POC from being considered by TAC.

33.1.2 ATTENDANCE REQUIREMENTS

CALEA Standard: 33.1.2 (Training Attendance Requirements)

All Greenville Police personnel are expected to attend approved training and adhere to attendance requirements of that training. Greenville Police Department personnel assigned to attend authorized training programs shall adhere to the following procedures:

- An employee assigned to attend training becomes obligated to attend and to participate to the best of their ability. Failure to satisfactorily complete the training or class due to negligence by the employee may result in disciplinary action.
- For training conducted outside the Department, attendance will be documented by certificate of completion which should be forwarded to the Training Coordinator within ten (10) days of the completion date of the program or travel. For training conducted by the Department, attendees will confirm attendance by signing the provided attendance roster.
- Exceptions for attendance at scheduled training courses may be granted by the appropriate supervisor for good cause. The Training Coordinator must be advised immediately of such excused absences. Personnel attending school will not be excused from their scheduled court dates without the authorization of the appropriate supervisor and the District Attorney's office.
- Training time lost due to approved or unapproved absences may be made up with the approval of the Training Coordinator.

33.1.3 AGENCY REIMBURSEMENTS

CALEA Standard: 33.1.3 (Outside Training Reimbursement)

Transportation

Transportation to training sites outside the agency's service area will be provided by city-owned vehicles or public transportation whenever possible and will be in compliance with the City of Greenville Personnel Policies. Employees who are considered "exempt" under the Fair Labor Standards Act shall be designated to drive. When two (2) or more employees are attending the same school, they must car pool with up to four (4) persons per vehicle. This includes both city and personal vehicles since reimbursement shall be made only to the employee providing the vehicle and not to two (2) or more individuals who choose to take separate personal cars. The Chief of Police must approve exceptions to this policy.

Meals, Lodging, Fees, Books and Materials

Greenville Police Department personnel attending training programs outside Pitt County will receive reimbursement for meals, lodging, books and materials in accordance with guidelines established by the City of Greenville Personnel Policies. All training and travel shall be approved and scheduled dependent upon training availability, Departmental needs, and authorized funding.

33.1.4 LESSON PLANS

CALEA Standards: 33.1.4 (Lesson Plan Requirements)

The Greenville Police Department requires lesson plans for all training courses conducted by the agency in an in-service or specialized training program for Departmental personnel. If an outside training entity is used for part of the training program, the lesson plans of that entity may be used by the Department. Lesson plans for all training courses conducted by the agency are to include provisions for the following:

- Format
- Title
- Lesson Purpose
- Hours
- Prepared by
- Date Prepared
- Lesson Plan Content

Statement of Performance and Job-Related Objectives

Department training programs will establish training objectives in order to acquaint training participants with the information that will be covered, the skills that must be demonstrated, and the circumstances under which the skills will be used.

Content and Instructional Techniques

All lesson plans shall include the content of the training and specification of the appropriate instructional techniques (lecture, debate, discussion groups, panels, etc.) The development of the lesson plan shall ensure that the subject to be covered is addressed adequately including relationship to job task. Field experiences may be used by the instructor to emphasize the topic being addressed.

List of Resources Used in the Development of the Curriculum

All resources and reference material used in the development of any lesson plan should be documented. Documentation should include enough information to allow personnel to locate the reference materials.

List of Resources Required in the Delivery of the Program

Any materials, equipment, etc. that will be needed in order for the instructor to adequately deliver the block of instruction should be documented.

Lesson Plan Approval

Lesson plans must be submitted to the Training Coordinator for review and approval prior to the scheduled instruction. The Training Coordinator shall notify the instructor of approval of the lesson plans or the need to make corrections to the lesson plans. A copy of the lesson plans will be maintained electronically by Training Coordinator's office.

Testing

If a test is to be administered as part of the instructional procedure, the test requirements shall be indicated on the lesson plan. The following procedures govern the use of testing in Greenville Police Department training programs:

- Competency testing based on course objectives designed to measure a participant's knowledge or abilities to apply job-related skills should be used in Department training programs.
- Unless otherwise approved, the minimum passing grade on any training program test will be 70%.

33.1.5 REMEDIAL TRAINING

CALEA Standard: 33.1.5 (Remedial Training)

Supplemental or remedial training may be scheduled for personnel who:

- Fail to successfully complete training during the initial training course
- Consistently demonstrate lack of knowledge, skills or abilities in job performance, based on evaluation reports and/or first-hand observation by supervisors
- Have received disciplinary action that may be corrected through supplemental training
- At the discretion of supervisory personnel

The timetable, under which remedial training will be scheduled, provided, and the criteria for its successful completion are dependent upon the nature of training and skills as they apply to the individual's assignment. Remedial training shall be scheduled by the Training Coordinator in conjunction with course instructors. Training documentation for remedial training will follow the same procedures as outlined in *33.1.6 Training Records* and should provide detailed information on the training provided. Personnel willfully refusing to participate in assigned remedial training are subject to disciplinary action as outlined in Chapter 26 of the Greenville Police Department's Policy and Procedures Manual.

33.1.6 TRAINING RECORDS

CALEA Standard: 33.1.6 (Employee Training Record Maintenance), 33.1.7 (Training Class Records Maintenance), 11.4.1 (Administrative Reporting Program)

Upon completion of approved training, the employee's training records shall be updated. Department training records shall include the following:

- Date of Training
- Type of Training
- Certificate(s) received

Records of each in-house training class shall be maintained by the Training Coordinator and will include the following:

- Course content (lesson plans)
- Names of agency attendees
- Performance of attendees documented as pass or fail as determined by performance, participation, or other evaluation measures.

Training records will be purged subject to the N.C. Records Retention Act.

33.2 Academy

33.2.1 ACADEMY TRAINING

CALEA Standards: 33.2.3 (Outside Academy, Role) 33.2.4(Outside Academy, Agency Specific Training)

Basic Law Enforcement Training is provided to Greenville Police Department recruits through institutions authorized by the North Carolina Criminal Justice Training and Standards Commission. Authorized institutions include, but are not limited to the North Carolina Justice Academy, Pitt Community College, Coastal Plains Law Enforcement Training Center.

Legal Basis for Participation in the Academy

In accordance with North Carolina General Statute 17C-10 (b), no person shall receive an appointment as a law enforcement officer unless that person receives the General Law Enforcement Certificate within twelve (12) months of the initial full-time employment attesting to successful completion of the Basic Law Enforcement Training (BLET) in accordance with the North Carolina Criminal Justice Training and Standards Commission.

Relationship of the Agency Training Component and the Agency to the Academy

This Department's relationship to the law enforcement training academies is to help ensure that police officer recruits receive the required training set forth by the North Carolina Criminal Justice Training and Standards Commission. The Training Coordinator and/or the Personnel and Recruiting officer shall act as the primary liaison with the staff of Pitt Community College Basic Law Enforcement Training Academy and other institutions to provide input to the BLET program. Upon request from a BLET Director, the Training Coordinator may coordinate efforts with the academy to provide appropriate facilities, staff, instructors, and resources.

Financial Obligations of the Agency to the Academy

The Greenville Police Department may authorize the purchase of materials by police officer recruits by issuing a Purchase Order to Pitt Community College or other institution. Payment is made upon receipt of an invoice.

Determination of the Legal Liability of the Participating Agencies

Greenville Police Department personnel attending an authorized outside training academy are considered to be officially on the job for liability, insurance, and workers compensation purposes.

The academy shall be responsible for the administration of the prescribed training programs and provide for the fair and nondiscriminatory testing of each student. Liability for said administration shall be borne by the academy.

Agency Policy and Procedures

In addition to the instruction provided through BLET, the Department provides extensive on-the-job training to new police officers through the Department's Field Training Program. This follow-up training includes instruction in the Department's policies and procedures, standard operating procedures, and City of Greenville policies and

procedures. Employees are referred to the Department's separate publication, *The Field Training and Evaluation Manual*, for more detailed information.

33.3 Training Instructors

33.3.1 INSTRUCTOR TRAINING

CALEA Standard: 33.3.1 (Instructor Training)

Department employees who conduct in-service training must have successfully completed the North Carolina Criminal Justice Education and Training Standards Commission General Instructor Certification course, or be otherwise certified by the Commission as a professional lecturer or subject matter expert. General instructor training includes the following:

- Lesson plan development
- Performance objectives development
- Instructional techniques
- Testing and evaluation methods
- Resource availability and use

Instructors in high-liability areas including, but not limited to: firearms, self-defense, less lethal weapons, driving, speed radar operation, and physical fitness must be Certified Specialized Instructors as required by the North Carolina Criminal Justice Education and Training Standards Commission.

33.4 Recruit Training

33.4.1 RECRUIT INSTRUCTION PRIOR TO ASSIGNMENT

CALEA Standard: 33.4.1 (Recruit Training Required), 33.4.2 (Recruit Training Program)

Pursuant to N.C.G.S. 17C-10 (b), all probationary police officers will attend and successfully complete the prescribed course of studies in Basic Law Enforcement Training approved by the North Carolina Criminal Justice Training and Standards Commission. No probationary police officer will be authorized to exercise the powers of a criminal justice officer (including the power of arrest) prior to completing such formal academy training successfully.

Academy Training Curriculum

The North Carolina Basic Law Enforcement Training program includes:

- A curriculum based on job task analyses of the most frequent assignments of police officers who complete recruit training as mandated by the North Carolina Criminal Justice Training and Standards Commission
- The use of evaluation techniques designed to measure competency in the required skills, knowledge, and abilities as mandated by the North Carolina Criminal Justice Training and Standards Commission

Handbook

The Basic Law Enforcement Training Academy provides an orientation handbook to all new recruit personnel at the time training begins. This publication will provide information pertaining to academy organization, rules, testing proficiency, skill requirements, and daily training schedules.

33.4.3 FIELD TRAINING PROGRAM

CALEA Standard: 33.4.3 (Field Training Program)

The organization, administration, and training requirements of the Field Training Officer (FTO) Program are delineated in the *Field Training and Evaluation Manual*. The Greenville Police Department employs a formal comprehensive Field Training Program for recruits with provisions as follows:

- Field training of a minimum of eleven (11) weeks for trainees.
- A selection process for FTOs
- Supervision of the FTOs
- Training and in-service training of FTOs
- Guidelines for evaluation of recruits by FTOs
- Reporting responsibilities of FTOs

Field training will be accomplished in three (3) phases during a minimum of an eleven (11) week period. Phase one (1) is a mini-academy where new officers receive in house training on a variety of specified topics that will last 3-4 weeks. During phase two (2) the recruit will be assigned to a Field Operations Bureau FTO for 6-11 weeks. If needed, an extension will be implemented where additional training will be added for the trainee at the end of the second phase. Phase Three (3), also known as the Shadow Phase will last for two (2) weeks. During this phase the recruit will continue to work with the FTO, but shall be observed as if they are a solo officer. The shadowing phase can also be extended upon request from the FTO and shift supervisors.

Sworn officers certified as FTOs will be compensated a monetary incentive of two (2) dollars per hour for each hour spent actually training a new officer. This does not apply if the trainee is not working with the FTO; for example: the trainee is out sick or the FTO is on vacation, sick, or in school.

33.5.1 IN-SERVICE, SHIFT BRIEFING, AND ADVANCED TRAINING

CALEA Standards: 1.2.9(Biased Policing), 33.5.1(Annual In-Service Training), 11.4.1 (Administrative Reporting Program) 33.5.2(Shift Briefing Training), 33.5.3(Accreditation Training), 1.1.2(Code of Ethics), 46.3.2 (HAZMAT Awareness)

Sworn Greenville Police Department personnel will be required to attend in-service training, shift briefing (roll call) training, advanced training, and task specific training on an annual and periodic basis. The purpose of this training is to provide police officers with supplemental training on advances, changes, and improvements in the law enforcement profession. This training will also address requisite training prior to reassignment, assignment to specialty duties, promotion, or as needed for executive development of higher-ranking police officers. These training sessions are to be structured in a way that motivates police officers and furthers the professional development of the Department.

All sworn members shall meet the annual weapons qualification and in-service training requirements as mandated by the North Carolina Criminal Justice Training and Standards Commission.

Sworn personnel are also required to attend training as indicated.

Required annually:

- To maintain certification and authority to carry electronic control weapons
- Legal update & biased policing
- Awareness level for hazardous materials
- All-hazard plan
- Pursuit Policy

Required biennially:

- Ethics training
- Subject Control and Arrest Techniques
- To maintain certification and authority to carry less lethal weapons

Required triennially:

- Mental awareness training

Required quadrennially:

- Accreditation training

- Workplace harassment

Non-sworn personnel have training requirements as follows:

Required annually (enforcement personnel only):

- Legal update and biased policing

Required triennially:

- Mental awareness training

Required quadrennially:

- Accreditation training
- Workplace harassment

Topics suited to in-service retraining sessions include, but are not limited to:

- Departmental policy and procedures with focus on any changes in the above topics
- Statutory or case law affecting law enforcement operations with emphasis on changes
- Function of agencies in local criminal justice system
- Exercise of discretion in the decision to involve the criminal justice process
- Interrogation and interview techniques
- Response to Resistance and Aggression and all levels of force
- Emergency medical services
- Performance evaluations – process and purpose
- Emergency fire suppression
- Hazardous materials incidents
- Contingency plans for special operations and unusual occurrences
- Crime Prevention policies and procedures
- Collection and preservation of evidence
- Report writing and records system procedures and requirements
- Search and Seizure
- Domestic Violence
- Criminal Intelligence
- Bias Based Policing

Proficiency In-service Training

Employees are required to participate in proficiency in-service training that is a prerequisite for the job being performed. At least annually, all sworn personnel shall receive legal update training, training in areas of high liability, and training in other areas of concern as determined by the Chief of Police.

The Greenville Police Department provides proficiency in-service training in order to:

- Keep employees up to date on the duties and responsibilities of the job presently being performed
- Enhance the employee's skills beyond the minimum level required
- Increase the employee's potential for career development
- Update employees on legal issues, court rulings, current police practices, advancing technology

Shift Briefing

The Department encourages the use of shift briefing at the beginning of each shift to achieve training objectives. The primary purpose of shift briefing (roll call) training is to provide the means by which members become better informed with respect to policy and procedure changes occurring between periods of formal training, address ongoing problems, or receive instruction specific to the common interest of Department personnel. Shift briefing training may supplement in-service training by providing pertinent instruction that was not made available during scheduled staff training. While supervisors may review existing training materials during the shift briefing at their discretion, other specific topics and training material may be assigned for shift briefing training. Unit supervisors

are responsible for maintaining documentation of the topics covered, along with the corresponding dates, times, and attendees for each roll call training.

Advanced Training

Advanced training may be provided through such institutions as the Southern Police Institute, the FBI National Academy, and other available programs. Such training is designed to improve the professional competence of police officers who have demonstrated leadership abilities. Training shall be scheduled in accordance with funding availability. Criteria for selection of personnel to attend training:

- Present rank and position
- Length of service with the Department
- Performance record
- Recommendations from supervisors

Personnel who attend advanced training will normally remain assigned to the position held prior to such training. Although selection for attendance at advanced training recognizes the potential of the individual selected, attendance by itself does not confer any greater expectation for promotion or reassignment.

Attendance at advanced training may be used to satisfy any in-service training requirements of the Department during the period the police officer attends the training. Police officers who attend advanced training should confer with the Training Coordinator to determine the amount of training credit received.

Management Techniques Training

Greenville Police Department provides management techniques training (advanced training) for selected employees as funding permits through assignment to recognized management programs such as:

- Southern Police Institute
- FBI National Academy
- North Carolina State University Administrative Officers Program
- North Carolina Justice Academy

The City of Greenville Personnel Department provides City employees with in-house management techniques training on a continuing basis. All City employees are eligible to attend in-house training with approval of the immediate supervisor.

Training in Victim/Witnesses Assistance Needs

It shall be the responsibility of the Field Training Officers to ensure newly sworn police officers, under their supervision, receive training on victim/witness rights and needs, including the levels of service available from the Greenville Police Department and from other organizations.

Supervisors shall periodically provide updated information and training on the rights of victims/witnesses and the services available from the Greenville Police Department and other organizations in the Greenville area to employees that are directly involved in the Department's victim/witness assistance efforts. Such personnel shall include Police Officers, Detectives, Telecommunicators, and Community Service Clerks.

Familiarization with the Accreditation Process

As a part of the new employee orientation process and within thirty (30) days of beginning their employment or completing Basic Law Enforcement Training, all newly hired personnel shall receive training regarding accreditation and the accreditation process.

Just prior to an on-site assessment associated with each reaccreditation, all agency personnel shall receive information regarding the accreditation process.

To gain further insight into law enforcement accreditation, CALEA, and the accreditation process, other accreditation training may be provided to employees through:

- Periodic attendance to the North Carolina Law Enforcement Accreditation Network meetings
- With approval of the Chief of Police, attendance to the Commission on Accreditation for Law Enforcement Agencies conferences
- Temporary or light duty assignment to the Office of Accreditation

33.6 Specialized In-Service Training

33.6.1 SPECIALIZED IN-SERVICE TRAINING

CALEA Standard: 33.6.1 (Specialized Training)

Well-trained employees with experience in multiple areas of law enforcement are better prepared to act decisively and correctly in a broad range of situations. This Department desires to provide opportunities for development at all levels of an individual's career. The responsibilities entailed in specialized functions within the Department exceed the scope of basic duties. Certain positions within the Department require skills in addition to the knowledge, skills and abilities gained in basic or other in-service training. Positions and functions within the Department identified for either pre-assignment or post-assignment specialized training are:

- Accreditation Coordinator
- Bicycle Officers
- Canine Handler
- Certified Instructors
- Chemical Analyst
- Community Service Clerks
- DCI Operators
- Defensive Tactics Instructor
- Detective
- Emergency Response Team Operator
- Firearms Instructor
- Forensic Services Specialist
- Hostage Negotiator
- Honor Guard
- Traffic Safety Officer
- Motorcycle Officer
- Radar Operator
- Segway Operator
- School Resource Officer
- TASER Instructor
- Vice/Narcotics Officer

All specialized training for the above functions includes instruction in the specific tasks associated with the assignment, identified through a job-task analysis. All personnel with specialized training will attend re-training or recertification as necessary to maintain their certification and/or to stay abreast of current trends in their area of specialty. The formal classroom training will be supplemented by:

- Supervised on-the-job training
- Additional advanced classroom instruction as needed and as funds are available

Specialized training provided to Greenville Police Department personnel shall include:

- Development and/or enhancement of the skills, knowledge, and abilities particular to the specialization
- Management administration, supervision, personnel policies, and support services of the function or component
- Performance standards of the function or component
- Department policy and procedures specifically related to the function or component

- Supervised on-the-job training

The Department's Training Coordinator shall ensure that specialized training is initiated promptly, based on availability and funding, following a promotion or appointment to a specialized position or a position requiring specialized training.

33.6.2 TACTICAL RESPONSE TRAINING AND READINESS

CALEA Standard: 33.6.2 (Tactical Team Training Program)

Members of the Department assigned to the Emergency Response Team (ERT) shall participate in training and readiness exercises on a periodic basis. The ERT Leader shall be responsible for documenting the ERT training and readiness exercises and retaining the records for future reference.

33.7 Non-Sworn Training

33.7.1 TRAINING FOR NEWLY APPOINTED NON-SWORN EMPLOYEES

CALEA Standard: 33.7.1 (Non-sworn Orientation)

All newly appointed civilian employees of the Greenville Police Department shall receive training in these areas:

- Orientation to the Department's role, purpose, goals, policies and procedures
- Working conditions and regulations
- Responsibilities and rights of employees
- Law enforcement accreditation and CALEA
- Harassment in the workplace

Training of non-sworn employees shall be coordinated by the Training Coordinator.

33.7.2 ADDITIONAL TRAINING FOR NON-SWORN EMPLOYEES

CALEA Standard: 33.7.2 (Non-sworn Pre-Service and In-Service Training)

Certain civilian positions require additional technical training prior to an employee assuming the full duties of an assignment. These positions include:

- Tele-communicator
- Animal Control Officer

Training and/or retraining of all non-sworn personnel will be coordinated through the Training Coordinator. The training will be designed to update skills and to increase knowledge for new job responsibilities or to improve current job-related performance. Civilian personnel may utilize training available through the City of Greenville Training Center and outside training as approved by their supervisors.

33.8 Career Development and Education

33.8.1 CAREER DEVELOPMENT

CALEA Standard: 33.8.1(Training for Career Development Personnel), 33.8.3(Career Development Program),

The Greenville Police Department seeks to promote productive, efficient, and effective job performance and improve the overall level of individual job satisfaction through a structured career development process. It is the responsibility of each employee and their supervisor to facilitate a career development plan for the employee.

Through continued observations of work performance, work product, and interactions with employees under their command, supervisors at all levels should assist employees in determining performance strengths and weaknesses, professional interests, and career paths. Based on those observations, and in conjunction with annual performance appraisals and training opportunities, supervisors should make efforts to address those issues and assist employees with developing and advancing their careers.

Supervisory training, for both sworn and non-sworn positions, will be documented by a Supervisor's Training Matrix. The training matrix spreadsheet (GPD Doc # 1002171) will contain a list of recommended training courses that range from base-level supervisory courses to advanced management training. These training courses are recommended for supervisors in order to strengthen their knowledge base and supervision skills. The training matrix is designed to progressively work through basic, intermediate, and advanced supervisor training courses. Although there is no requirement to take each course in order, the matrix provides guidance on available courses. Courses not listed in the matrix should be documented in the additional courses section of the document. Members of the training committee will review and update the courses in the training matrix yearly.

The Supervisor Training Matrix will be maintained electronically for each supervisor by the Training Coordinator. Each supervisor's training matrix will be updated by the Training Coordinator each time a class is completed and the certificate of completion is submitted. It is the responsibility of the individual employee and their supervisor to monitor their Training Matrix as part of the evaluation process, and to seek out courses that will continue to strengthen their professional growth as a supervisor.

Greenville Police Department supervisors shall receive training in various aspects of career development and counseling through established supervisor training programs such as:

- City of Greenville Supervisor Training Classes
- Leadership and the One Minute Manager
- Leadership Training for Supervisors
- Building High Performance Teams
- Understanding Performance Appraisals
- First Line Supervision (for Law Enforcement)
- Law Enforcement Executives Development Association (LEEDA)
- N.C. State University's Administrative Officers Management Program (AOMP)
- University of Louisville's Southern Police Institute Administrative Officer's Course (SPI)
- FBI National Academy
- Senior Management Institute for Police (SMIP)

The Criminal Investigations Bureau also maintains a training matrix (GPD Doc # 1059083) for individuals who are assigned to a Detective/Investigator position. The matrix classifies training courses under four categories: Basic, Intermediate, Specialized, and Forensics; and is designed to standardize training. Supervisors are encouraged to use the guide when determining training needs of those individuals assigned to the bureau.

Additionally, employees are encouraged to seek higher education in order to prepare for advancement through the ranks of the Department and to enhance their skills and knowledge.

33.8.2 SKILL DEVELOPMENT TRAINING

CALEA Standard: 33.8.2 (Skill Development Training upon Promotion)

The Greenville Police Department shall conduct skill development and job-related training, based on need, availability, and funding to newly promoted personnel. This training may be in-house or may include assignment to an outside training entity, educational institution or program.

At a minimum, Sergeants and supervising Corporals shall receive training in First Line Supervision, or another base-level supervisory course, once the course becomes available after promotion. Lieutenants and above shall attend advanced management training and retraining, based on availability and funding, at one (1) or more of the following:

- Southern Police Institute
- FBI National Academy
- North Carolina State University Administrative Officers Program
- The North Carolina Justice Academy