



GENERAL ORDER ADM-53 CAREER ENHANCEMENT

EFFECTIVE DECEMBER 5, 2019

This General Order contains the following numbered sections:

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I. POLICY

It is the policy of the Howard County Department of Police (HCPD) to provide training, education, and work assignments designed to help personnel develop and expand their knowledge, skills, and abilities (KSAs) to perform in various positions and at various levels within the Department. It is through career development activities that the professional growth, improved job performance, and upward and lateral mobility of all personnel may be enhanced.

II. GENERAL DESCRIPTION

- A. Career enhancement initiatives are designed to provide opportunities for interested members to expand their knowledge, skills, and abilities to enhance performance and accomplish personal goals and the Department's mission.
- B. The HCPD shall support career enhancement through various components, including but not limited to:¹
 - 1. Career Counseling;
 - 2. In-Service Training;
 - 3. Rotational Assignments;
 - 4. Advertisement of Educational Opportunities;
 - 5. Tuition Reimbursement Program; and
 - 6. Specialized and Advanced Training.

III. ADMINISTRATIVE RESPONSIBILITIES

- A. The Commander of the Human Resources Bureau (HRB) will coordinate career enhancement initiatives to ensure that all aspects are functional and serving the needs of the HCPD and its members.
- B. The Commander of the Education & Training (E&T) Division will collect and provide information pertaining to training and educational opportunities to all members for their review.
- C. Rotational assignments will be coordinated by the Personnel Section.
- D. The Personnel Section will collect and maintain records of the KSAs required for each position.

¹ CALEA 33.8.3

IV. COMPONENT DESCRIPTIONS

- A. Career Counseling
1. Career Counseling involves the interaction between a supervisor and his subordinate during which the subordinate's KSAs are discussed relative to the improvement of work performance or movement within the organization to a different job assignment or to a different level of responsibility or authority.
 2. Supervisors will use the following tools when counseling a subordinate:
 - a. Assignment description of the job to which the member is currently assigned, including KSAs needed for the assignment.
 - b. Other assignments within the HCPD where interest or aptitude is shown by the subordinate.
 - c. Previous performance evaluations.
 3. Supervisors will consider the following information when providing career counseling to a subordinate:
 - a. KSAs for current assignment.
 - b. Review of the member's in-service training record.
 - c. Training and educational opportunities available to address deficiencies.
 - d. KSAs needed for desired assignments and positions, and possibilities that exist in obtaining needed skills.
 - e. Sick leave and attendance records.
 4. Special Skills, Experience, and Training Inventory
 - a. The Personnel Section and E&T maintain an inventory of the special skills, experience, and training of each member.
 - b. The inventory contains information about:
 - i. Educational background;
 - ii. Training courses completed;
 - iii. Work experience, past and present;
 - iv. Special skills; and
 - v. Foreign languages.
 - c. Each member may be required to complete a questionnaire detailing the formal education he possesses and what areas of specialized knowledge or skills he has developed as a result of training and experience.
 - d. All additional training that a member receives, whether departmentally sanctioned or self-initiated, will be logged on the KSA inventory. Members are required to supply this information to the Personnel Section upon completion of any training seminar or educational program and include proper documentation.

B. In-Service Training

1. In-service training will be conducted for all officers as mandated by the Maryland Police Standards and Training Commissions (MPSTC). In-service training will be developed according to General Order, ADM-44, Education and Training.
2. In-service training may be provided for civilian members to update their job skills, increase their knowledge for any new job responsibilities, and/or keep them informed of any changes applicable to the Department, their jobs, or the tasks they perform.

C. Rotational Assignments

1. The HCPD encourages temporary rotational transfers from Patrol to other Bureaus, Divisions, or Sections within the HCPD as staffing levels permit.
2. Temporary rotational transfers provide members with the opportunity for individual and professional growth and provide a chance to acquire or increase knowledge, skills, and abilities for current or future assignments.
3. General Guidelines²
 - a. Temporary rotational assignments may be available to Patrol members below the rank of Sergeant. Members must meet the following minimum criteria:
 - i. Completed probationary period; and
 - ii. Satisfactory performance evaluations for the last three years.
 - b. Assignments are generally for a period not to exceed three (3) months. The exact duration of each assignment will be set by the appropriate Commander with approval from the Chief of Police.³
 - c. Any assignment approved by the Chief of Police may receive rotational members.⁴
 - d. Rotational assignment availability shall be based on manpower considerations at the time of an assignment's posting.
 - e. Every effort will be made to return the member to his previous squad at the conclusion of a rotational assignment.
4. Administrative Procedures⁵
 - a. The following selection procedures will be followed when a rotational assignment has been posted:
 - i. A memorandum endorsed by the Chain of Command must be submitted to the Personnel Section.
 - ii. The memorandum must contain the choice of rotational assignment, history of previous assignments, date of hire, and other applicable information.

² CALEA 11.5.1c

³ CALEA 11.5.1b

⁴ CALEA 11.5.1a

⁵ CALEA 11.5.1d

- b. The Personnel Section will verify that the minimum qualifications have been met. The qualifying requests will then be forwarded to the respective Bureau Commander and Deputy Chief for approval.⁶
 - c. All requests will be returned to the Personnel Section with a recommended selection. Final selections are subject to approval by the Chief of Police.
 - d. The Personnel Section will prepare a Personnel Order announcing the name(s) of the selected member(s) and the effective date of the transfer. A record of all rotational assignments will be maintained in the member's personnel file.
- D. All Howard County personnel are eligible to receive tuition reimbursement for college level courses. Members shall refer to the Howard County Employee Manual for the program procedures.
- E. All members shall refer to General Order ADM-44, Education and Training, for the procedures and criteria for specialized and advanced training.

V. SUPERVISORY TRAINING

- A. Supervisors engaged in career enhancement activities will receive specialized training to enhance their skills that will include but not be limited to:⁷
- 1. General counseling skills and motivation skills;
 - 2. Techniques for assessing knowledge, skills, and abilities;
 - 3. Salary, benefits, and training opportunities within the Department;
 - 4. Educational opportunities;
 - 5. Cultural awareness training;
 - 6. Record keeping/documentation techniques; and
 - 7. Availability of outside resources.
- B. Supervisors are encouraged to submit recommendations for program topics to the E&T Division for possible inclusion in future training programs.

VI. CANCELLATION

This General Order cancels and replaces General Order ADM-53, Career Enhancement, dated December 27, 2000.

AUTHORITY:



Lisa D. Myers
Chief of Police

⁶ CALEA 11.5.1c

⁷ CALEA 33.8.1