



DEPARTMENTAL
GENERAL
ORDER

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Index as:

Academy Administration	Instructor Training
Attendance	Lesson Plans
Basic Academy	Line-up Training
Course Roster	Publication Training
Departmental Training Program	Remedial Training
In-Service Training	Training Programs
Instructor Selection	Training Records

DEPARTMENTAL TRAINING PROGRAM

The purpose of this order is to establish Departmental policy on the planning, execution and documentation of all training authorized, offered or conducted by the Department.

I. POLICY

All training courses, sessions and events requiring attendance by Departmental personnel shall be approved by the Training Division Commander prior to the course presentation.

II. DEFINITIONS

- A. The term "Departmental" training shall refer to any training conducted by the Department or other City of Oakland agency.
- B. The term "Non-Departmental" training shall refer to any training conducted by an outside agency, school, or private vendor not retained by the Department.
- C. The term Subject Matter Expert (SME) is defined as any Department personnel or other competent authority officially recognized by the Training Division as having expertise regarding a particular topic or area of instruction.

III. TRAINING PROGRAM ADMINISTRATION

A. The Training Division shall have responsibility for

Developing training programs that address the technical, functional, special, and computer training needs of Departmental personnel.

Assisting and furthering the Department's training function by making recommendations that address training needs. To accomplish this, the Training Division shall be responsible for and perform the following tasks:

1. Conducting periodic needs assessment surveys.

Training needs assessment surveys shall examine data and information from as many relevant sources as possible to determine current industry trends and best patterns and practices of other agencies and organizations. Sources of information may include, but are not limited to the following:

- a. Internal Affairs Division complaint trends and recommendations; and
- b. Training recommendations from:
 - 1) Departmental committees, review boards, or individual members or employees;
 - 2) California Commission on Peace Officer Standards and Training (POST);
 - 3) Department of Justice;
 - 4) District Attorney's Office;
 - 5) Office of the City Attorney; and
 - 6) Community members and groups.

2. Identifying Departmental SMEs.

The identification of Departmental SMEs shall be based on individual knowledge, abilities, skills, expertise, training, experience, education, and instructional experience.

3. Providing written reports to the Chief of Police with recommendations and conclusions regarding Departmental training needs.

4. Developing and administering mandatory training courses and programs in accordance with requirements established by
 - a. POST;
 - b. Standards and Training for Corrections (STC);
 - c. The Department;
 - d. The City of Oakland;
 - e. As mandated by other regulation; or
 - f. The Negotiated Settlement Agreement (NSA).
 5. Developing and administering periodic instruction to all members, rangers and reserve officers in the use-of-force, firearms and weapons policy, and legal updates on relevant statutory and case law.
 6. Ensuring the following topics are emphasized in all applicable Department training:
 - a. Ethics and professionalism;
 - b. Critical thinking and problem solving;
 - c. Conflict resolution; and
 - d. Police/community relations.
 7. Developing and maintaining safety guidelines for all Departmental training activities and courses. These guidelines shall address the following areas:
 - a. Equipment inspections and usage;
 - b. Communications and student briefings;
 - c. Environmental and facility/site considerations; and
 - d. Emergency and medical procedures.
- B. The Training Division Commander, or a designee, shall observe and critique Departmental instructors to ensure that the training needs of the Department are being met.
- C. Students shall prepare and submit a Course Evaluation Instrument (CEI) for each class taught by an instructor (except for personnel conducting line-up or NSA-related publication training) to the Training Division.
- D. The course coordinator shall prepare a Course Evaluation Summary to be distributed to the Training Division Commander and the instructor(s).

IV. INSTRUCTOR SELECTION, TRAINING AND RESPONSIBILITIES

The Training Division shall provide the appropriate instructor development and course/position specific training to all personnel selected and assigned to coordinate

or conduct Departmental training. Instructors *shall not* provide instruction in subject matters where the Training Division does not recognize their expertise.

A. Instructor Selection and Training

1. The Training Division shall continuously accept applications for and recruit qualified personnel for instructor positions.
2. Instructor candidates shall submit a memorandum through their bureau commander to the Training Division Commander requesting consideration as an instructor. The memorandum shall include the candidate's qualifications and desired topic(s) of instruction.
3. The Training Division Commander shall assemble a three member panel to conduct oral interviews when there is a Departmental training need. At least one member of the panel shall be of a supervisory or command rank. All members of the panel shall have a minimum of three (3) years as:
 - a. An instructor; and/or
 - b. Course Coordinator.
4. The candidate's immediate supervisor shall prepare and submit a personnel evaluation matrix and recommendation on his/her subordinate to the Training Division Commander prior to his/her interview. The matrix shall minimally include information on the following (within the last three years):
 - a. Sick leave usage;
 - b. Disciplinary history;
 - c. Traffic collisions;
 - d. Uses of force;
 - e. Citizen complaints;
 - f. Commendations and awards;
 - g. Report Review Notices and Case Evaluation Reports; and
 - h. Assignment and rank history.
5. The areas on which the candidate shall be evaluated include, but are not limited to:
 - a. Professionalism;
 - b. Educational background;
 - c. Law Enforcement experience;
 - d. Subject matter expertise; and
 - e. Disciplinary history.
6. The panel shall:

- a. Review the supervisor's memorandum;
 - b. Conduct an oral interview with the candidate(s); and
 - c. Prepare and submit to the Training Division Commander a memorandum listing, in rank order, those candidates that they recommend continue in the selection process.
7. The Training Division Commander shall review the recommendation memorandum and determine which candidates shall continue in the selection process.
8. Candidates selected to continue the selection process shall complete the following steps:
- a. Observe a primary instructor teach one class session of the specific subject matter the candidate is applying for;
 - b. Successfully complete a POST certified Instructor Development Course (IDC) and/or a specialized instructor training course as may be required for the subject matter (i.e. Firearms Instructor Course); and
 - c. Prepare and present a portion (minimum 15 minutes) of the class in conjunction with the primary instructor. A member of the Training Staff and the primary instructor shall observe and critique the candidate's presentation. The Training staff member shall prepare and forward a memorandum to the Training Division Commander containing an evaluation of the candidate's performance and a recommendation regarding their suitability to become an instructor.

9. The Training Division Commander shall:
 - a. Approve the candidate as an instructor upon successful completion of the IDC and prerequisite training observation and presentation;
 - b. Require additional/remedial training for the candidate and have them repeat Part IV, A, 8, c, of this order; or
 - c. Notify the candidate via memorandum that they have not been selected as an instructor and provide an explanation.
10. Non-Departmental SMEs may be used as instructors for Departmental training. The Training Division Commander shall review the instructor's qualifications, course materials, and contract information (if Department funding is required) prior to presentation of the course.
11. The Training Division Commander may remove persons from teaching assignments or as an instructor for cause.
 - a. Instructors shall submit a copy of their annual Performance Appraisal to the Training Division Commander for review.
 - b. Instructors shall immediately notify the Training Division Commander upon receiving any of the following:
 - 1) Performance Deficiency Notice; or
 - 2) Discipline in excess of an "Oral Reprimand."

B. Instructor Responsibilities

Instructors conducting Departmental training (except line-up or NSA-related publication training) shall:

1. Submit a lesson plan to the Training Division Commander prior to presentation of the course. The lesson plan shall:
 - a. Identify the name of the course;
 - b. Identify the course instructor(s);
 - c. Identify the location(s) of the training;
 - d. Identify the learning objectives/goals of the course;
 - e. Identify and describe any learning/instructional activities;

- f. Chronologically list the order of the lesson and estimated length of segments;
 - g. Identify any written, oral or practical examinations;
 - h. Include copies of any instructional materials (i.e. handouts, videos, etc.) used during the training; and
 - i. If applicable or required, the lesson plan shall also:
 - 1) Describe any activity that will require the manipulation or wearing of safety equipment;
 - 2) List all equipment/training aids that will be used by either the instructor or student(s); and
 - 3) Identify the appointed Safety Coordinator and list all appropriate POST and Departmental safety guidelines and protocols.
2. Review and update their lesson plan and course material as necessary prior to each presentation.
 3. Complete and submit to the Training Division a POST Instructor Resume (POST Form 2-112) for each course they teach. Instructors shall update their resume(s), as necessary, to reflect additional training in their area(s) of expertise, educational degrees obtained, work experience, etc.
 4. Inspect all equipment to be utilized during a training session to ensure that it is operational and safe. Instructors who are unfamiliar with training equipment shall contact the Training Division prior to their instruction so that personnel familiar with its use can inspect the equipment.

Note: The inspection may also be conducted by a “Course Safety Coordinator.”

5. Contact the Training Division to ensure that training facilities are available and have been reserved prior to a training session.

These facilities include, but are not limited to the Police Administration Building Auditorium or classrooms, Eastmont Station classrooms, Oakland Army Base, Oakland Coliseum, Coast Guard Island, Alameda County Training Facility, Alameda Point (formally Alameda Naval Air Station), Oak Knoll Hospital, Davis Street Range (San Leandro), Contra Costa County Sheriff's Department Range (Marsh Creek Road) and Chabot Gun Range.

V. ATTENDANCE REQUIREMENT – TRAINING

- A. Personnel assigned to attend training by a Special Order or other directive shall contact the In-Service Training Coordinator or appropriate course coordinator immediately if their attendance is in conflict with any duty assignment or other leave of absence.
- B. The In-Service Training Coordinator or appropriate course coordinator shall prepare and submit a memorandum to the attendee's bureau commander through the chain-of-command advising him/her of any unexcused absence(s) from mandatory training.
- C. The attendee's bureau commander shall ensure the circumstances surrounding the unexcused absence is investigated and take appropriate corrective or disciplinary action.
- D. Personnel completing Department training are required to sign a Training Roster (TF-3230) verifying their attendance and shall be accountable for the information taught/disseminated during the training.

VI. LINE-UP TRAINING

- A. Line-up training shall be given during shift briefings to keep members, rangers, reserve officers, and employees up to date between formal training sessions. Line-up training shall be provided as training needs arise.
- B. Unit Commanders/Managers shall designate a person to coordinate line-up training. The In-Service Training Sergeant shall assist the coordinators as necessary. Informational sources for line-up training include Departmental publications, training videos, legal resources, or any reliable source that provides information relevant to the training.
- C. The person coordinating the line-up training shall forward a memorandum to the Training Division Commander prior to the training which includes the following information:

1. Topic of training;
 2. Personnel to be trained;
 3. Training outline;
 4. Date(s) of training;
 5. Name of instructor(s); and
 6. Copies of course handout(s).
- D. Unit Commanders/Managers shall encourage SMEs to provide line-up training. Whenever possible, on-duty time shall be made available to those persons preparing line-up training instructional materials.
- E. Unit Commanders/Managers shall forward a completed Training Roster to the Training Division after the completion of any line-up training.

VII. NSA- RELATED LESSON PLAN DEVELOPMENT AND TRAINING

- A. Development of Lesson Plans
1. The assigned Task/Project Manager shall consult with the Office of the Inspector General (OIG) and the Training Division Commander and then:
 - a. Select an SME to be responsible for the development of the lesson plan, and the timeline and schedule for the delivery of training [e.g., line-up, Advanced Officer School (AOS), and specialized classroom instruction];
 - b. Identify personnel to be trained;
 - c. Review established Task or project timeline estimates; and
 - d. Review established publication development, training development, and training delivery timeline Task Manager and Training Division Commander shall either:
 - 1) Concur with the established timelines; or

- 2) Submit a memorandum to the OIG detailing the reason(s) an extension is and offer an alternate timeline for publication and/or training with milestones.
2. The Training Division Commander and the assigned SME shall:
 - a. Develop a lesson plan;
 - b. Select instructors; and
 - c. Prepare a Training Memorandum, to include:
 - 1) Title and number of publication;
 - 2) Associated SA Task number, if any;
 - 3) Training delivery method;
 - 4) Target audience for training (i.e. members, all personnel, etc.);
 - 5) Training timelines; and
 - 6) Training schedule.
3. After publication is signed by the Chief, the Training Division Commander shall ensure the following are forwarded to the Reprographics Shop:
 - a. A completed and signed Duplicating Work Request (DWR) (TF-059);
 - b. Reproduction-ready publication signed by the Chief of Police (excludes Training Bulletins);
 - c. Training memorandum;
 - d. Training Roster; and
 - e. Lesson Plan.
4. The Reprographics Shop Supervisor shall duplicate and distribute all publications to include a Training Roster, lesson plan, and Training Memorandum.

B. Delivery of Training

1. Division / Unit Level Training

Unit Commanders shall:

- a. Develop a training schedule and forward the schedule electronically to the OIG;
- b. Provide the instructor with a forum to deliver training in accordance with the provision of the training memorandum attached to the publication; and
- c. Ensure a Training Roster is signed by attending personnel and forwarded to the Training Division.

2. Classroom Training

If the training is not suitable for training at the division/unit level, the Training Commander shall:

- a. Determine the number of hours of training that will be required;
- b. Develop a schedule for the persons who need to be trained; and
- c. Prepare a Special Order(s) directing the designated persons to attend training, if necessary.

C. Training Records Maintenance

1. Unit Commanders shall:

- a. Ensure personnel assigned to his/her unit are trained and Training Rosters are signed only by personnel attending training;
- b. Ensure all signed Training Rosters are forwarded to the Training Division and retain a copy for unit files; and

- c. Reconcile unit files and non-compliance training reports and advise the Training Division of any discrepancies, or ensure training is conducted for those who have not been trained and forward signed Training Rosters to the Training Division.
 2. The Training Division Commander shall ensure:
 - a. Training Division staff enter Training Roster information received into the Training Management System (TMS);
 - b. Training Division staff assist Unit Commanders with resolving any discrepancies regarding Training Rosters; and
 - c. A non-compliance training report is prepared when necessary and forwarded to the OIG or unit commanders.

VIII. SPECIALIZED TRAINING

- A. Unit Commanders/Managers are responsible for assessing the need for specialized training for their assigned personnel. Departmental units may elect to develop training to meet their specialized needs or request training for their personnel through existing Departmental or non-Departmental training courses.
- B. Specialized non-Departmental training, in-service training and unit level training may be required for specified primary and collateral duty assignments. Department publications and/or the POST Administrative Manual (Regulations 1070 - 1082) specify these training requirements and courses for assignments such as Field Training Officer, Basic Academy Instructor, Entry Team Operator, and Motorcycle Officer.
- C. Specialized unit-level training may be accomplished without utilizing the resources of the Training Division, but must comply with the following provisions:
 1. A lesson plan shall be submitted to the Training Division Commander prior to any actual training in accordance with the provisions of Part IV, B, 1, of this order.
 2. The Training Division Commander shall review the course content to ensure that there are no conflicts with Departmental policy, with applicable POST and/or STC standards, or with current statute.

IX. REMEDIAL OR SUPPLEMENTAL TRAINING

- A. Remedial training shall occur immediately upon any personnel failing to meet standards required by the Department. Supervisors shall recommend remedial training for anyone who has knowledge, skill, or ability deficiencies in an area that negatively affects their job performance. Supervisors shall notify their immediate superior in order to coordinate the necessary remedial training.
- B. Personnel who have successfully completed remedial training shall be tested and/or evaluated to measure the effectiveness of the training.
- C. Personnel failing to improve their performance may be:
 - 1. Placed on a Performance Deficiency Notice in accordance with the provisions of Department General Order (DGO) B-6, PERFORMANCE APPRAISALS, and/or
 - 2. Removed from normal duties until additional training can be administered.
- D. The Training Division Commander shall prepare and forward a memorandum to the appropriate bureau commander through the chain-of-command advising the commander whether the remedial training was effective or not, and recommend one of the following:
 - 1. Additional remedial training;
 - 2. Return to normal duty assignment; or
 - 3. Other appropriate action.
- E. The bureau commander shall review the recommendation and determine what action shall be taken.
- F. Remedial training may be considered as a function of discipline when necessary to correct deficiencies discovered as a result of any internal investigations.
- G. Personnel may request individual supplemental training by written request through the chain-of-command (bureau commander) to the Training Division Commander. It shall be the responsibility of the Training Division to determine the type of training that best meets the needs of the individual and the Department.

- H. Supervisors shall document all remedial/supplemental training and retain the information until training has been successfully completed **AND** the outcome has been noted in the member or employee's performance appraisal.

X. MANDATORY DEPARTMENT TRAINING

- A. All members shall receive a minimum of 40 hours of in-service training every 18 months.

Sergeants and commanders shall receive training specific to their rank classification for at least 20 of the 40 hours.

- B. All mandatory in-service training (i.e. Advanced Officer School, Supervisory/Command course) shall include instruction in professionalism and ethics utilizing curricula that employ realistic scenario-based training exercises.
- C. All training courses for supervisors and commanders shall include both scenario-based training and case studies.
- D. Prior to promotion to a new position, supervisors shall attend a minimum 40-hour training course to include instruction on the following topics:
 - 1. Supervisory accountability; and
 - 2. Management functions.
- E. Within six months of promotion, commanders shall attend a minimum 40-hour training course to include instruction on the following topics:
 - 1. Supervisory accountability; and
 - 2. Management functions.

XI. BASIC ACADEMY ADMINISTRATION AND OPERATION

- A. The Department's Basic Academy shall comply with the operating and administrative procedures required by DGO B-13, BASIC ACADEMY PERFORMANCE STANDARDS, the POST Basic Course Management Guide, the POST Administrative Manual, and the POST Training and Testing Specifications for Peace Officer Basic Courses. The Recruit Training Unit shall have written policy and procedures set forth in the following documents:
 - 1. Academy Coordinator Manual;
 - 2. Recruit Training Officer Manual; and
 - 3. Basic Academy Police Officer Trainee Policy and Procedure Manual.

- B. Members that have a sustained Class I offense as defined in DGO M-3, COMPLAINTS AGAINST DEPARTMENT PERSONNEL OR PROCEDURES, within the last two years shall be ineligible to be appointed to any Academy staff position (i.e. Academy Director, Academy Coordinator, and Academy Recruit Training Officer).

XII. TRAINING DOCUMENTATION AND RECORD KEEPING

- A. The Training Division shall maintain an Instructor Tracking file for each instructor. The file shall contain the following information:
 - 1. POST resume(s);
 - 2. Administrative log for tracking training assignment attendance, timeliness, and preparedness;
 - 3. Copies of Course Evaluation Summaries for all courses taught; and
 - 4. Copy of signed POST Basic Course Security Agreement.
- B. Training Rosters shall be completed and forwarded to the Training Division for all Department training. A POST Course Roster (POST form 2-111) shall be completed for all POST-certified Department courses. All other Department training shall be logged on a Training Roster. The Training Division shall enter all Training Roster information into the TMS database.
- C. The Training Division shall maintain a Facilities Reservation Log. The Training Division Commander shall be responsible for prioritizing multiple requests for a training facility on the same date.
- D. For all Departmental training the Training Division shall maintain records documenting the following information:
 - 1. Course lesson plans or expanded course outlines;
 - 2. Names of the Department attendees;
 - 3. Performance of the Department attendees as measured by tests, if administered; and
 - 4. Date(s) of the course.
- E. Departmental personnel attending a non-Departmental training course at his or her own expense may submit a copy of the course announcement and student roster, or a certificate of completion, for entry into the TMS database and their personnel file.

- F. Any member or employee attending a non-Departmental training course on-duty shall submit a copy of the course description to the Training Division Commander for review and approval prior to the training.

XIII. REFERENCES

- A. Departmental General Order B-13, BASIC ACADEMY PERFORMANCE STANDARDS.
- B. POST Administrative Manual.
- C. POST Basic Course Management Guide.
- D. POST Training and Testing Specifications for Peace Officer Basic Courses.

By order of

Wayne G. Tucker
Chief of Police