



TALLAHASSEE POLICE DEPARTMENT GENERAL ORDERS

 Proudly Policing Since 1841	SUBJECT <p style="text-align: center;">Professional Development</p> <hr/> CHIEF OF POLICE <p style="text-align: center;"><i>Signature on file</i></p>	 Nationally Accredited 1986	
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AUTHORITY/RELATED REFERENCES

FS 943.22, Salary Incentive Program for Full-time Officers
 COT Administrative Policies and Procedures 702, Employment
 General Order 57, Training Protocols
 General Order 84, Performance Evaluations/Performance Improvement Plans

ACCREDITATION REFERENCES

CALEA Chapters 11, 22, 33, 35

KEY WORD INDEX

<p> Assignment Rotation – Officers and Investigators Assignment Rotation – Sworn Supervisors Assignment Rotation and Transfers – Civilians Assignment Rotation Matrix – Officers and Investigators Assignment Rotation Matrix – Sergeants Higher Education Incentives Lateral Transfer Protocols – Sworn Members Professional Development Program Guidelines Professional Development Training Performance Management Protocols Re-orientation for Patrol Operations Specialized Training – Promotion and Transfer Specialized Training – Position Listing Specialized Training – Secondary Assignments </p>	<p> Procedure V Procedure IV Procedure VI Appendix Two Appendix One Procedure II Procedure VII Procedure XI Procedure III Procedure I Procedure X Procedure VIII Appendix Three Procedure IX </p>
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POLICY

Professional development and career management are key factors in mission success and job satisfaction. The Department provides training and professional development opportunities, to the extent allocated funding allows, to improve member knowledge, skills and abilities. While the Department is responsible for providing training and educational opportunities, members are equally responsible for managing their own career based upon personal priorities and long-term career goals.

DEFINITIONS

Goal: Long-term aim of accomplishment.

KSAs: Knowledge, skills, and abilities.

Lateral Transfer: Reassignment or movement from one assignment to another within the same sworn rank or within equivalent civilian classifications in the City of Tallahassee's job classification hierarchy.

Mentor: A member who agrees to provide guidance, direction, and informal supervision to another member who desires to learn more about a specific assignment, function, section, or bureau.

Military Deployment: The time a member is absent from regular Department duties due to a military activation exceeding 45 days.

Objective: An explicit, time-specific progressive step toward a goal.

Orientation: Initial training and information provided for a designated job assignment.

Performance Management: The method of maintaining or improving job performance using performance assessment tools, coaching, counseling, and feedback.

Professional Development: Training/educational opportunities and supervisory counseling designed to enhance the member's KSAs for current and future Department job assignments.

Re-alignment: Bi-annual reorganization of Department member assignments as well as seniority adjustment within the Patrol Operations Bureau, usually conducted in January and July.

PROCEDURES

I. PERFORMANCE MANAGEMENT PROTOCOLS

- A. Performance management should assist members in establishing and attaining their career goals and objectives.
- B. Immediate supervisors shall serve as career counselors and shall receive training during their initial Performance Measurement Process orientation which will enable them to provide career guidance to members.
- C. The Employee Resources (ER) Director is responsible for ensuring the career counselor training includes the following:
 - 1. Establishing the member's career goals and objectives,
 - 2. Determining the KSAs and training required to attain the member's career goals and objectives, and
 - 3. Establishing a tentative schedule of available assignment rotations related to the member's career goals and objectives.
- D. During the evaluation process, each member and their supervisor shall discuss the member's career goals and objectives. The discussions should occur at least annually, and should include:
 - 1. Establishing, and/or reviewing progress toward, the member's career goals and objectives,
 - 2. Review of the member's work performance during the previous year,
 - 3. Review of the member's training record,
 - 4. Discussion of KSAs and training required to attain career goals and objectives,
 - 5. Discussion of a tentative schedule of available training, and
 - 6. Discussion of assignment rotation as it relates to career goals and objectives.

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- E. Regarding the information outlined in subsection D above, the supervisor is responsible for documenting the member's current career goals and objectives and the steps taken to reach them in the member's annual performance evaluation.

II. HIGHER EDUCATION INCENTIVES

- A. The City of Tallahassee (COT) offers monetary reimbursement for post-secondary education expenses incurred by civilian and sworn members. These reimbursements are facilitated through:
 - 1. COT Equity and Workforce Development for civilian members, and
 - 2. The Department's Financial Management Office for sworn members.
- B. Members who desire to further their education will be assisted by the Department, to the degree possible, through adjustments of work schedules and, for sworn members, consideration of shift bid requests during re-alignments.
- C. Sworn members are eligible for salary incentive supplements upon the successful completion of certain post-secondary educational attainments as specified in FS 943.22. These supplements are facilitated through ER.

III. PROFESSIONAL DEVELOPMENT TRAINING

- A. The Department training program is designed to enhance members' KSAs for use in current and future job assignments.
- B. Each Bureau Commander shall ensure the development of a list of essential member training classes for work units within their area of command.
 - 1. The list shall include training classes considered to be basic training (e.g., interviews and interrogations) and programs considered to be advanced training (e.g., traffic crash reconstruction).
 - 2. The essential member training list should be reviewed on a regular basis and updated as needed.
- C. A component of the Department's training program is to facilitate member participation in advanced training courses.

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1. Advanced training courses are Department-related training *not* related to basic skill development.
 2. Examples include, but are not limited to, Instructor Techniques, Line Supervision, Middle Management, and Field Training Officer.
- D. Supervisors and commanders shall ensure one or more of the following criteria are met when approving a member to attend an advanced training course:
1. The training is germane to the member's current job assignment.
 2. The member is on an active eligibility list and the training is germane to the job assignment.
 3. The member is participating in the Professional Development Program and the training is germane to established career goals and objectives (see section XI below).
 4. The member is not participating in the Professional Development Program, but the training has been identified as a professional development goal or objective in the member's performance evaluation (see subsection I D above).

IV. ASSIGNMENT ROTATION – SWORN SUPERVISORS

- A. Deputy Chiefs, majors and lieutenants will rotate job assignments as directed by the Chief of Police.
- B. Sergeants will rotate job assignments as directed by the Bureau Commander and in accordance with the matrix in Appendix One below. The following protocols are applicable.
 1. Term limits denote the maximum length of time the sergeant will hold the assignment, but does not:
 - a. Restrict their option to leave the assignment early, or
 - b. Preclude the Bureau Commander from directing their transfer before the assignment term has been reached.
 2. The time a member is on a military deployment (see definition) does not count toward their tenure in a job assignment.

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3. Bureau Commanders are responsible for providing affected sergeants with a timely notice of when their assignment is ending.
4. Except as noted in subsection 1 above, term limit transfers of sergeants will be effective at the expiration of tenure.
5. The criteria for selection, and the selection process for these rotating job assignments, will be determined by the affected Bureau Commander.
6. The Chief of Police is authorized to modify the established term limits as needed to facilitate Department operations.

V. ASSIGNMENT ROTATION – OFFICERS AND INVESTIGATORS

- A. An officer or investigator in a rotating job assignment (i.e., a job assignment having a specific term limit) shall rotate out of the assignment in accordance with the matrix in Appendix Two below.
- B. The criteria for selection, and the selection process for the rotating job assignments, will be determined by the affected Bureau Commander.
- C. Term limits denote the maximum length of time an officer or investigator will hold the assignment, but do not:
 1. Restrict their option to leave the assignment early, or
 2. Preclude the Bureau Commander from directing their transfer before the assignment term has been reached.
- D. The time a member is on a military deployment (see definition) does not count toward their tenure in a job assignment.
- E. The following term limit protocols are applicable to the work units of the Criminal Investigations Bureau:
 1. Except as noted in subsection 2 below, an investigator's term limit does not reset when transferring between work units (i.e., intra-bureau transfer).
 2. The only exceptions to subsection 1 above are when:
 - a. An investigator transfers from any Property Section work unit to any Persons Section work unit, or

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- b. An investigator assigned to a Persons Section work unit other than the Violent Crimes Unit (VCU) is transferred to the VCU.
- F. Bureau Commanders are responsible for maintaining a list of all members designations and tenure dates, as well as providing officers and investigators with a timely notice of when their assignment is ending.
- G. Except as noted in subsection C above, officer and investigator term limit transfers will be effective at the expiration of tenure.
- H. The Chief of Police is authorized to modify the established term limits as needed to facilitate Department operations.

VI. ASSIGNMENT ROTATION AND TRANSFERS – CIVILIANS

- A. Civilian members are not eligible for rotating job assignments.
- B. Except as authorized by COT Human Resources, civilian job assignment vacancies are advertised outside the Department.
- C. If a vacancy occurs in a civilian job assignment, any member (sworn or civilian) who meets the training and experience requirements for the assignment must submit a COT employment application and undergo a competitive process pursuant to COT Administrative Policies and Procedures.

VII. LATERAL TRANSFER PROTOCOLS – SWORN MEMBERS

- A. This section is not applicable to intra-bureau transfers.
- B. To be eligible for a lateral transfer, officers must have a minimum of two (2) years full-time sworn law enforcement experience, one (1) year of which must be with the Department, by the transfer selection date.
- C. The eligibility requirement of subsection B above may be modified by the Chief of Police or designee as needed to support Department goals and objectives.
- D. ER shall oversee the advertisement of all vacant job assignments eligible for lateral transfers.
- E. In preparation of the announcement of a vacant job assignment, the affected Bureau Commander is responsible for providing ER with

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certain information for the advertisement, to include at least the following:

1. Assignment tenure,
 2. Minimum qualifications,
 3. Application deadline,
 4. Selection process, and
 5. Contact person (to answer questions about the vacancy or selection process).
- F. The ER Director is responsible for ensuring only those members meeting the minimum qualifications are permitted to participate in the selection process.
- G. Upon completion of a selection process for a vacant job assignment, the affected Bureau Commander is responsible for ensuring ER is provided with the following:
1. The name of each member who was a candidate in the process,
 2. The name of each member who passed the process (to be included on the eligibility list),
 3. The name of any member selected to fill a vacancy via a lateral transfer, and
 4. All documentation related to the process (e.g., lateral transfer request forms and interview panel comments) for review and storage in the process folder.
- H. ER shall post and maintain the eligibility list based upon the information provided by the affected bureau and maintain a copy of the list with the process folder.

VIII. SPECIALIZED TRAINING – PROMOTION AND TRANSFER

- A. Upon promotion, lateral transfer, or initial employment for the job assignments listed in Appendix Three below, members shall complete specialized training (i.e., job orientation and/or equipment-specific training) which includes the following:

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1. Development and/or enhancement of the KSAs particular to the assignment,
 2. Performance standards required for the assignment as defined by the Department or the COT,
 3. Policies, procedures, and laws applicable to the assignment; for example:
 - a. Supervisors: Employee Assistance Program, performance evaluations, career development,
 - b. Investigators: Interviews and interrogations, search warrant service, and
 - c. Forensic Specialists: DNA collection, crime scene processing,
 4. On-the-job familiarization with skills necessary to perform assigned job tasks, and
 5. As applicable, management, administrative, and supervisory skills necessary for the assignment.
- B. The Bureau Commander to whom the member reports is responsible for ensuring the training outlined in subsection A above is completed in a timely manner.
- C. Whenever a job assignment listed in Appendix Three below requires ongoing in-service, recertification or refresher training, it is the responsibility of the member to successfully complete the requisite training.
- D. The immediate supervisor of the member receiving the specialized training is responsible for ensuring the documentation of the training is included in the member's training file.

IX. SPECIALIZED TRAINING – SWORN SECONDARY ASSIGNMENTS

- A. Upon appointment or selection for a secondary assignment listed in subsection B below, members shall complete specialized training (i.e., job orientation and/or equipment-specific training) which includes the following:
1. Development and/or enhancement of the KSAs particular to the assignment,

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2. Performance standards required for the assignment as defined by the Department or the COT,
 3. Policies, procedures, and laws applicable to the assignment, and
 4. On-the-job familiarization with skills necessary to perform assigned job tasks.
- B. Specialized training is required for the following secondary assignments for sworn members:
1. Chemical breath test operator
 2. Speed measuring device operator
 3. Crisis Intervention Team
 4. Special Response Team (SRT)
 5. Tactical Apprehension and Control (TAC) Team
- C. The member receiving the specialized training for an assignment listed in B 1 – 3 above is responsible for ensuring the documentation of the training is included in their training file.
- D. The SRT and TAC Commanders are responsible for ensuring the documentation of the training for an assignment listed in B 4 and 5 above is included in the member's training file.

X. RE-ORIENTATION FOR PATROL OPERATIONS

Patrol officers, patrol sergeants, and watch commanders returning to the Patrol Operations Bureau after an absence of 12 months or longer are required to participate in re-orientation.

- A. The Patrol Operations Bureau Commanders and the Training Section are responsible for coordination of this re-orientation.
- B. The re-orientation shall occur contemporaneous to the member's return to the Patrol Operations Bureau.
- C. The Training Section is responsible for placing the re-orientation documentation in the member's training file.

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XI. PROFESSIONAL DEVELOPMENT PROGRAM GUIDELINES

- A. The Professional Development Program (PDP) is managed by ER.
- B. The PDP consists of two (2) components:
 - 1. Career shadowing (offering full-time sworn and civilian members the opportunity to learn about other Department job assignments), and
 - 2. Career advancement (offering full-time sworn and civilian members the opportunity to learn about Department supervisory or management assignments).
- C. Participation in the career shadowing component requires completion of the *Professional Development Program – Career Shadowing Agreement* (PD 451).
- D. Participation in the career advancement component requires completion of the *Professional Development Program – Career Advancement Agreement* (PD 449).
- E. Participation in either component requires a mentor willing to guide the member through the process.
- F. The member wishing to participate in either component is responsible for securing a mentor in their area of interest.
 - 1. Member and mentor participation is voluntary.
 - 2. Members and mentors must commit to completion of the applicable Specialty Training Standards (STS) Form as described in subsection I below.
 - 3. The member or mentor may terminate the agreement at any time by notifying ER.
- G. Participation in either component requires the approval of the chain of command, up to and including the Bureau Commander, of both the member wanting to participate in the PDP and the mentor.
- H. Once the mentor/member team is established, and the requisite approvals are secured (by signing the PD 451 or PD 449), the participating member shall submit the form to ER.

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- I. Progress in either component shall be documented on the applicable STS Form.
 - 1. The member or mentor is responsible for completion of the form.
 - 2. Completed forms are maintained by ER.
 - 3. STS Forms address specific areas of job assignment training, including:
 - a. Relationship of job assignment to other Department components, and
 - b. Essential job duties and applicable policy references.
- J. Members are responsible for notifying ER upon completion of the PDP.
- K. Upon notification as cited in subsection J above, ER shall document member completion of the PDP in the notes section of the member's annual performance evaluation.
- L. Upon a member's successful completion of the PDP, the ER Director is responsible for ensuring a certificate of completion is placed in the member's personnel file.

History: previous title (*awards program*) – issued 09/01/1987, retired 01/01/1991. previous title (*career development program*) – issued 01/01/1991, revised 03/01/1992. renamed (*career rotation/lateral transfer*) – 05/03/1999, revised 11/05/2001. renamed (*professional development*) 10/01/2009, revised 09/15/2016.

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GENERAL ORDER 5 – PROFESSIONAL DEVELOPMENT

APPENDIX ONE

ASSIGNMENT ROTATION MATRIX – SWORN SUPERVISORS

Assignment Location	# of Positions	Term Limit (Years)
Accreditation and Inspection	1	5
Airport	1	5
Career Criminal	1	5
Community Engagement	1	5
Community Relations	1	5
COPPS	2	5
Drug Interdiction	1	5
FTEP	5	5
Financial Crimes	1	5
General Narcotics	1	5
Internal Affairs	1	5
Juvenile Services	1	5
K-9	1	5
Property Crimes	2	5
Special Events	1	5
Special Victims	1	5
Technical Operations	1	5
Traffic	1	5
Training	1	5
Violent Crime Response Team	2	5
Violent Crimes	2	5

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GENERAL ORDER 5 – PROFESSIONAL DEVELOPMENT

APPENDIX TWO

ASSIGNMENT ROTATION MATRIX – OFFICERS AND INVESTIGATORS

Assignment Location	Total # of Unit of Positions	# of Rotating Assignments	Term Limit (Years)
Accreditation and Inspection	1	1	4
Airport	10	5	5
Background Investigations	2	1	4
Career Criminal	4	2	5
Community Engagement	5	3	4
Community Relations	5	3	4
COPPS	14	7	4
Criminal Intelligence	2	1	4
Downtown Officer	2	1	4
Drug Interdiction	4	2	4
DUI Liaison	1	1	4
DUI Officer	2	1	4
FTEP	40	20	4
Financial Crimes	6	3	4
General Narcotics	7	4	4
Hit & Run	2	1	4
Internal Affairs	3	2	4
Juvenile Services	4	2	4
K-9	6	3	Varied
Motorcycle	8	4	5
Prisoner Transport	2	1	4
Property Crimes	15	8	4
Public Information Office	2	1	4
Special Victims	8	4	5
Technical Operations	4	2	5
Training	4	2	5
VCRT	11	6	4
Violent Crimes	13	7	5

GENERAL ORDER 5 – PROFESSIONAL DEVELOPMENT

APPENDIX THREE

ASSIGNMENTS REQUIRING SPECIALIZED TRAINING

I. SWORN MEMBER ASSIGNMENTS

- A. Supervisor ranks of Sergeant and Lieutenant
- B. Criminal Investigations Bureau Investigator
- C. High Risk Offender Bureau Officer/Investigator
- D. FTEP Officer
- E. Internal Affairs Investigator
- F. Staff Inspector
- G. Training Officer
- H. Community Relations Officer
- I. Motorcycle Officer
- J. Traffic Homicide Investigator
- K. K-9 Officer
- L. Public Information Officer
- M. Airport Officer
- N. COPPS Officer

II. CIVILIAN MEMBER ASSIGNMENTS

- A. Supervisor of the following:
 - 1. Forensic Unit
 - 2. Property and Evidence Unit
 - 3. Records Unit

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- B. Adult School Crossing Guard
- C. Administrative Aide (and any other member who has timekeeping responsibilities)
- D. Property and Evidence Specialist
- E. Victim Advocate
- F. Crime Intelligence Analyst
- G. Records Technician
- H. Forensic Specialist