

	RUTGERS UNIVERSITY POLICE DEPARTMENT WRITTEN DIRECTIVE SYSTEM		3:18
	SUPERVISOR TRAINING PROGRAM		
	Effective Date: 07-20-2018	Supersedes: 3:18 (09-14-2010)	

3:18-1 PURPOSE

The purpose of this directive is to codify this department's philosophy regarding the professional development of its personnel. Professional development is designed to improve the knowledge, skills, abilities and attitudes of all personnel.

3:18-2 POLICY

Training has often been cited as one of the most important responsibilities in any law enforcement agency. Therefore, it is the policy of this department to ensure employees are prepared for handling the responsibilities of their new position upon promotion.

It is further the policy of this agency to develop the supervision and command potential of all supervisors to ensure a smooth and efficient succession within the agency.

3:18-3 GENERAL

- a. This agency recognizes that the improvement of leadership, management and supervisory skills is the single most critical facet the professional development program.
- b. The guidelines for each rank shall be the minimum standards and as additional training becomes available supervisors shall be assigned accordingly.
- c. Upon promotion to the next higher rank and the duties and responsibilities of the employee change significantly. Newly promoted supervisors will receive instruction on management and leadership topics, including; but not limited to: supervision, performance evaluation, career counseling and support services available for the function including any appropriate supervised on-the-job training as determined by the employee's supervisor.
- d. Newly promoted sergeants shall be assigned to a more senior sergeant for a period of not less than two (2) weeks in order to review the roles, responsibilities and expectations of the position. During this time period the "New Sergeant Task Guide" is to be completed.
- e. This agency has the responsibility of providing newly promoted employees with the tools needed to properly execute their responsibilities and foster a smooth succession. To this end, the training supervisor will research those management courses that are in comportment with the agency's mission, core values, etc and assign newly promoted personnel accordingly.
- f. Attendance at an outside training course is dependent upon many factors, including course availability, funding, and agency staffing needs.
- g. The training supervisor should ensure that newly promoted supervisors, especially sergeants, are afforded supervision training where/when available. Efforts will be made to have new sergeants attend one or more classes within a year of their promotion. If possible, course attendance may be scheduled prior to

the actual promotion. Course availability may result in a deviation from this practice.

3:18-4 SPECIFIC GUIDELINES

- a. These guidelines for each rank shall be the minimum standards and as additional training becomes available supervisors shall be assigned accordingly.
- b. **Sergeant:** Upon promotion to the rank of Sergeant, the employee will:
 - 1. Be oriented with their supervisory responsibilities by the watch commander to which they are assigned, or in their absence the senior most supervisor on the tour or within the division to which they are assigned.
 - 2. The supervisor conducting said orientation shall forward a memorandum to the training supervisor through the chain-of-command indicating such orientation has been completed. This orientation shall take place within a timely manner.
 - 3. Attend an instructional course designed to provide the skills necessary to be successful in their new rank.
 - 4. Receive ICS training to the ICS-300: Intermediate ICS level.
- b. **Lieutenant:** Upon promotion to the rank of Lieutenant, the employee will:
 - 1. Be oriented to the responsibilities of their position by the Division Commander to which they are assigned. This orientation shall include familiarization with all reports they will be required to submit on a regular basis in their new position.
 - 2. Division Commanders conducting said orientation shall forward a memorandum to the training supervisor through the chain-of-command indicating such orientation has been completed. This training shall take place within a timely manner.
 - 3. Attend an instructional course designed to provide the skills necessary to be successful in their new rank.
 - 4. Receive ICS training to the ICS-400: Advanced ICS level.
- c. **Captain:** Upon promotion to the rank of Captain, the employee will:
 - 1. Be oriented to the responsibilities of their position by the Chief of Police or a senior Division Commander. This orientation shall include familiarization with all reports they will be required to submit on a regular basis in their new position, budgeting, purchasing and executive responsibilities.
 - 2. Division Commanders conducting said orientation shall forward a memorandum to the Chief through the chain-of-command indicating such orientation has been completed, otherwise the Chief shall include a memorandum in the Captain's training file indicating that the orientation has been completed. This training shall take place within a timely manner.
 - 3. Receive ICS training to the ICS-400: Advanced ICS level (*if not already completed*).

3:18-5 MANAGEMENT & LEADERSHIP TRAINING

- a. This department recognizes that the improvement of leadership, management and supervisory skills is the single most critical facet of this professional development program.

- b. The Professional Standards Division will aggressively research those management courses that are in comportment with the agency's mission, core values, etc. These courses include, but are not limited to:
- New Jersey State Association of Chiefs of Police Command & Leadership Academy;
 - FBI National Academy;
 - FBI Law Enforcement Executive Development (FBI LEEDA);
 - Senior Management Institute for Police;
 - Supervision of Police Personnel, IACP;
 - Certified Public Manager Program, Levels I, II, III;
 - Certified Public Manager Program, Levels IV, V, VI; and
 - High-Impact Supervision.
- c. These training courses are dependent upon many factors, including course availability, funding, and agency staffing needs. The Chief of University Police will approve attendance of those recommended by the Professional Standards Division.

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