

VALLEY COMMUNICATIONS CENTER STANDARD OPERATING PROCEDURES

POLICY NUMBER: 220

TRAINING

1.0 PURPOSE/REFERENCES:

To provide a method for conducting training for new employees, newly promoted employees, remedial training, as well as continuing education; tracking training records for each employee; setting and meeting annual training requirements for employees; for maintaining a Communications Training Officer (CTO) program; and for determining how employees shall be scheduled and compensated for attending training opportunities.

CALEA Standards: 5.1.1, 5.1.3, 5.1.6, 5.2.1, 5.2.2, 5.2.6, 5.2.7, 5.2.8, 5.2.10, 5.2.12

2.0 POLICY:

The following guidelines will be applied to all training functions of the Center.

3.0 PROCEDURE:

- 3.1** All training will meet or exceed Minimum Training Standards for Public Safety Telecommunicators (APCO ANS 3.103.1-2010).
- 3.2** Any training designated mandatory training by the Director or designee shall be scheduled by the Supervisor and will be attended by the employee as provided for in the Bargaining Agreement.
- 3.3** Any request to attend voluntary training offered by the Center shall be considered on a case-by-case basis and approved or denied at the discretion of the Director or designee. Among other things, the available funds to support training expenses and to cover the employee's absence will be considered.
- 3.4** The Supervisor will make adjustments to individual work schedules as needed to accommodate training classes and pre-course work. This schedule will be developed as provided for in the Bargaining Agreement and the employee appropriately notified prior to attending the training. Alternative work schedules such as these will not constitute a past practice for future training.
- 3.5** When course work is assigned the student's schedule will be modified to complete this work prior to or during the course. The time may be scheduled in blocks of time or in one shift, and will be completed while on duty at the Center. The student is subject to assignment to staff a position during this study time if needed as the priority is com room staffing. If the work is completed in less time than scheduled the attendee will contact the on-duty supervisor. The expectation

is that course assignments will be completed in the time allotted, however with pre-approval arrangements may be made if additional time is required.

- 3.6 Training courses and assignments will be scheduled within the employee's 40-hour work week. For classes of 8 hours or less the training may be incorporated into a 10-hour shift during the employee's work week and require the employee to report to the Center to clock in and out for their shift for the day.
- 3.7 The Director or designee shall determine which training opportunities are considered "local area" training and which are considered "out of local area" training based on whether the location is within reasonable driving distance.

3.7.1 Local Area Training:

Whether mandatory or voluntary, an employee attending local area training shall be accountable for the number of hours in their normal shift (ie. 10 hour shift or 8 hour shift, whichever is applicable). When traveling directly to or from a local training site, the hours of work will be from the start of the training class until the end of the training class. If the training concludes prior to the scheduled time, the employee shall seek direction from the on-duty Supervisor. The Supervisor may require the employee to return to complete their normal shift or may allow the employee to utilize accrued time, if consistent with the policy for time off and the Bargaining Agreement.

3.7.2 Out of Local Area Training:

Before the employee leaves for the training, an alternate work schedule will be developed by the Supervisor and approved by the Director or designee, outlining the employee's schedule and what hours are eligible for compensation. Alternative work schedules such as these will not constitute a past practice for future training.

- 3.8 Valley Communications Center shall pay the tuition or fee for any mandatory training, as well as any costs associated with required training materials. The Center shall also pay the costs of pre-approved meals, lodging and travel.
- 3.9 The Director or designee will coordinate travel to and from training by the most economical means. If an employee chooses a different means of travel than what has been coordinated, they assume the expense of such travel and will not be

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reimbursed.

- 3.10 It is desirable for employees to car pool to a training location. With prior approval, a student may drive from their residence to and from the class and submit for mileage for out of local area training only. Mileage will not be reimbursed if traveling to and from residence to a local area training site.
- 3.11 It is required that each employee obtain Washington State Criminal Justice Training Commission (WSCJTC) Certification in Telecommunicator I (TI) classification upon successful completion of Communications Officer I training, and again in Telecommunicator II (TII) classification upon successful completion of Communications Officer II training.
- 3.12 Each employee shall be required to complete a minimum of 24-hours of annual training that is specific to their classification: Communications Officer I, Communications Officer II and Supervisor. In accordance with the Washington State Criminal Justice Training Commission's Telecommunicator re-certification process, each employee must complete a total of 24-hours of continuing education for each year of employment.
- 3.13 Employees may be required to undergo remedial training, which is used to reinforce policies and/or improve performance. Remedial training can be as simple as verbal review of an inquiry or as complex as classroom instruction. The Supervisor or Training Manager shall determine the extent of remedial training, timeline and any follow-up evaluation required. Remedial training is mandatory; therefore failure to participate may subject the employee to the disciplinary process.
- 3.14 Each employee is responsible to complete a Training Report Form and submit it to their Supervisor or designee upon completion of a training assignment. The Training Manager shall maintain records that document the date of the training, the type of training received, if any certificates were issued, and test scores (if applicable) for each employee who completes training.

3.15 **Academy Training:**

Communications Officer I and Communications Officer II are required to successfully complete the corresponding academy training and must be released to work on their own prior to being authorized to perform the functions of their position, with the exception of those duties performed after the training academy

and with direct oversight of a CTO.

3.15.1 The Training Manager or designee is responsible for the materials and for instructing and/or overseeing the training administered during the Communications Officer I (Call Receiver) and Communications Officer II (Police Dispatch and Fire Dispatch) academy classes.

3.15.2 The academy training shall be conducted at the Center or any other site as determined by the Training Manager.

3.15.3 Each employee shall be issued a training manual at the beginning of the academy class that is theirs to retain. This manual is to include the mission statement for the Center, the academy goals and objectives, and the learning objectives for each category of instruction.

3.15.4 Each academy employee must complete all the written and practical exams with a minimum passing score of 80%. Each employee will have the opportunity to make up one (1) exam if they achieve a grade of less than 80%. If an employee fails any two (2) exams, they will not be allowed to continue.

3.15.5 The academy is normally staffed with one or more Communication Training Officer (CTO's), however the Training Manager may use other qualified resources to provide blocks of training as needed.

3.15.6 During the Communications Officer I Academy, the Training Manager is responsible for full supervision of the trainees. During Communications Officer II academies the trainee maintains their reporting relationship with their Supervisor.

3.15.7 The Training Manager oversees the administration of the academy, including scheduling and monitoring attendance.

3.15.8 For academy operational purposes, the Training Manager has authority to assign trainees as necessary.

3.16 Newly Promoted Employees:

All newly promoted employees shall receive training on their new duties within one year of their promotion.

3.16.1 Communications Training Officers (CTOs):

Communications Training Officers shall receive training on their new responsibilities within one year of being accepted into the CTO Program, and will receive training through an approved CTO course within two years of being accepted into the CTO Program.

3.16.2 Supervisors:

Supervisors shall attend an approved management course and receive training on their new leadership role and responsibilities, such as scheduling, procedures and equipment, within one year of promotion.

3.16.3 CALEA Accreditation Manager

The employee assigned to the position of Accreditation Manager shall attend CALEA Accreditation Manager training within one year of being appointed.

3.17 Shift Training:

In order to keep employees current Valley Communications Center shall provide shift training. The Training Manager is responsible for planning shift training and establishing training topics, in consultation with the Operations Manager and Supervisors. Shift training shall be complimentary to academy classes for each position, by updating or building on fundamental skills. The training shall be provided in the form of training material that can be reviewed by the employee during independent study, on-line training, or material that must be reviewed with the employee by the Supervisor or their designee. The training material may be related literature, recurring training reviews, tests or scenario based training. The Supervisor is responsible for ensuring shift training is accomplished in a timely manner. The employee is responsible for completing shift training assignments. The Training Manager shall evaluate the delivery of shift training and update as needed.

3.18 Communications Training Officer (CTO) Program:

The CTO program functions under the direction of the Training Manager. CTO's continue to report directly to their Supervisors regarding day-to-day activities.

CTO's coordinate training activities with the Training Manager, which may include one on one training, classroom instruction, and designing and implementing curricula. They will provide the Training Manager with feedback regarding progress and challenges encountered in training assignments.

3.18.1 The CTO may be removed from the CTO Program at any time for:

Inability to demonstrate a continued positive training model for trainees.

Disciplinary actions.

Poor performance evaluations and/or training evaluations.

Excessive absences or tardiness that impacts the CTO's ability to meet training responsibilities.

Refusal or inability to follow training guidelines and expectations.

3.18.2 Supervisors are responsible to oversee all active training assignments of their assigned employees, to include:

Training schedule adjustments (if applicable).

Ensuring CTO training documentation, weekly observation reports and evaluations are accurate and timely.

Identifying short and long term training goals as is deemed necessary.

Monitoring the training progression and communications between the CTO and trainee.

Coordinating all training activities with the Training Manager.

Evaluation of the CTO upon completion of each one on one training assignment.

3.18.3 Curriculum of academy training and CTO training shall be based on the most important and frequent assignments.

3.18.4 Evaluation techniques and guidelines for academy and CTO training shall

be established by the Training Manager as lesson plans are developed and approved. These evaluation methods should measure competency in the required skills, knowledge and abilities of the position.

3.18.5 At a minimum, one on one CTO training shall be conducted for four (4) weeks prior to releasing a Communications Officer I trainee to work independently unless the trainee is returning from extended leave or for re-employment in a previously held position.

3.18.6 As current conditions allow, trainee assignments may be rotated to provide a variety of exposure to the work environment.

3.18.7 If lateral entry is utilized, orientation and training materials shall be tailored from the existing programs by the Training Manager or designee to ensure adequate training is provided prior to assimilation into the work environment.

3.19 Specialized Training:

Valley Communications Center requires specialized training for positions requiring additional special skills. Specialized training is required for supervisory, technical and training positions. Specialized training consists of:

3.19.1 Development and/or enhancement of the skills, knowledge, and abilities particular to the specialization;

3.19.2 Management, administration, supervision, personnel policies, and support services of the function or component; and,

3.19.3 Supervised on-the-job training.

3.20 Training Committee

The Training Committee is responsible for reviewing current training materials and needs, overseeing the Daily Dose Program, and for providing input to the Training Manager for the development and/or change of current practices.

3.20.1 All active CTOs are members of the Training Committee.

3.20.2 Vacant positions on the committee shall be filled through a selection

process as identified in SOP 214 Promotions.

3.20.3 The Training Committee plays a critical role at Valley Communications Center by providing first-hand input to the Training Manager.

3.20.4 Training Committee members do not have the authority to deviate from existing procedures. They are responsible for forwarding recommendations to the Training Manager for review and consideration.

3.20.5 For the purpose of the Training Committee, members report to the Training Manager. This relationship does not replace or circumvent the direct reporting relationship with the member's Supervisor.

3.21 Daily Dose Program

The Daily Dose Program is managed by the Training Committee to provide review of existing and/or newly implemented SOP and direction.

3.21.1 Questions are based on daily operational procedures and policies, with emphasis on low frequency high criticality procedures; new or revised SOP; and issues which have been identified as warranting additional training.

3.21.2 Each month the Training Committee will select questions for the Communications Officer I and Communications Officer II, with a new question for each classification posted daily at a specified time. Along with each question a general resource will be identified to assist staff in researching answers (SOP, training manuals, CAD files).

3.21.3 Each employee is required to submit an answer for the daily question when on duty for any part of that 24-hour period. If an answer is not turned in they will receive an "incomplete" for their Daily Dose for that day.

3.21.4 The Training Committee will maintain records of pass, fail or incomplete, and Supervisors will print a report monthly showing statistics for their assigned employees. Whenever an answer is marked as "fail" the exact response will be entered into the database for future review.

3.21.5 The Daily Dose results are factored into the annual performance of each employee.