

## Chapter 14

### CAREER DEVELOPMENT AND EDUCATION

Career development is a structured process that is utilized by a department to provide opportunities for individual growth and development at all levels. It is designed to promote productive, efficient, and effective job performance and to improve the overall level of individual job satisfaction. More importantly, it is through career development activities that the upward mobility of all personnel may be enhanced by specific opportunities for professional growth and improved job performance.

The need for career development in law enforcement exists at all levels. The department must be concerned with the mental and physical capabilities of its personnel, in particular the skills, knowledge, and abilities necessary to function in an efficient and effective manner in assigned tasks. It is through a formalized plan that career development activities should be directed and that the department can provide a system for identifying and fulfilling the needs of the individual and the department.

#### 14.1 Career Development

##### 14.1.1 A written directive establishes a program of career development for all personnel.

*Comments: The program should be voluntary and ensure all employees equal access to training and development opportunities. The aim of career development is to highlight specific opportunities for individual growth at all levels and to improve overall job satisfaction and performance. (M M M)*

##### 14.1.2 The written career development program plan is evaluated annually and revised, if necessary.

*Comments: The department should conduct a continuous review of the career development program plan to provide employees and management with up-to-date information regarding organizational requirements for achieving program goals. (M M M)*

##### 14.1.3 A written directive vests the authority and responsibility for administering the career development program in an identifiable position.

*Comments: This includes program areas for which the department may seek assistance from external institutions or public agencies (e.g., colleges and universities or law enforcement training academies). (M M M)*

## **Program Inventories**

- 14.2.1** The department maintains an annual inventory of the skills, knowledge, and abilities of each employee.

*Comments: An inventory of the skills, knowledge and abilities would include education level, relevant courses, specialized training languages, and other potentially useful dimensions. (M M M)*

## **Career Counselling and In-service Training**

- 14.3.1** The department provides skill development to sworn personnel upon promotion.

*Comments: As personnel are promoted, the skills necessary to perform at a given level may change to require supervisory, management, and administrative skills and knowledge. The department should provide training prior to promotion or immediately following promotion. (M M M)*

- 14.3.2** A written directive establishes procedures for the use of educational leave, if any, in the career development program.

*Comments: Educational leave is established when absence from duty or employment is granted to an employee to undertake academic or vocational instruction as a part of in-service training. Educational leave may be authorized for attending outside workshops, seminars, training academies, or formal educational programs (such as college, or university). The department may support the employee who pursues an educational opportunity by providing salary adjustments, flexible work schedules, or financial aid. The directive should outline procedures for obtaining educational leave. (M M M)*