

		<b>DIRECTIVE 6.49</b>			
SUBJECT <b>Career Development Program</b>		NO. PAGES 9			
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Admin Board Approved: 6/16/2015	DATE OF ISSUE 6/17/2015	Applicable Accreditation Standards			
		33.8.1	33.8.3		
ISSUED BY: Chief Bobby L. Cummings, M.S.					
Chief of Police Reviewed: 6/1/2015					

## **Career Development Program**

Directive: 6.49

A. INTRODUCTION:

Career development has been defined as a “management system that has as its primary goal, the utilization of the organization’s human resources in the most effective and efficient manner”. The need for organizations to recruit, manage and develop human resources in order for them to develop and grow. At the same time, people need to find work situations which provide challenge, security and self-development throughout the life of their career.

B. PURPOSE:

The purpose of the career development program in the Wilmington Department of Police is to address issues pertaining to the well-being of the department and of the employees, including: human resource planning and development, the matching of individual needs and organizational goals through different career stages, motivation and leveling off in mid-career, and maintaining productivity from those employees who are not interested in climbing the organizational ladder.

This career development program is designed to provide the opportunity for all employees to have some control of their own careers in terms of achievement and movement within the department. Additionally, the program provides the organization with a structured process for rewarding those employees who promote and facilitate the goals of the organization. In summary, it provides a positive, growth-producing situation for both the individual and the organization.

C. METHOD:

The objective of this program is to provide career opportunities, rewards, and recognition to employees based on job performance, job experience, and personal development. In order to measure accomplishments in these areas, a point system has been designed and is outlined below.

D. THE POINT SYSTEM:

Points are awarded for things the organization values. Continuing education and training, awards and commendations, community-focused activities, performance appraisals, physical fitness, etc., are all important to the growth and development of the department and, therefore, will be assigned point values.

**Valued Criteria**

**Points**

1. Experience  
Although an officer may start to accrue career development points from the date he was hired, the officer must have a minimum of three (3) years seniority with the Wilmington Department of Police to be eligible for an elevation under this directive. Officers receive points for experience based on the following:

Uniform Services Division assignment	2 points per year
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Assignments other than Uniform Services Division (Prior to January 1, 2013, points are 1.0)	1.5 points per year
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2. Commendations and awards
  - a. Medal of Honor . . . . . 1.0  
(.4 prior to January 1, 2013)
  - b. Purple Heart . . . . . .3**
  - c. Distinguished Service Ribbon . . . . . .3
  - d. Outstanding Service Ribbon . . . . . .3
  - e. Merit Award . . . . . .3
  - f. Class A Commendation . . . . . .2
  - g. Class B Commendation . . . . . .1
  - h. Citizen Commendation . . . . . .1  
(maximum of 10 letters)
  - i. Kiwanis Quarterly/Kiwanis Yearly . . . . . .5  
(.1 prior to January 1, 2013)
  - j. Detective of the Year. . . . . .5  
(Prior to January 1, 2013, points are .1)
  - k. ASIS Award . . . . . .5  
(Prior to January 1, 2013, points are .1)
  - l. Any other Agency Commendation . . . . . .1

**Letters/emails submitted for a “Job Well Done” within the department will only be recognized if the letter/email is sent by or approved by an Inspector or the Chief of Police.**

3. Additional Assignments
  - .2 per year CMT and HNT
  - .2 per year as K-9 Officer
  - .2 per year as a member of the Marine Unit
  - .2 per year as a member of the Recruitment Team
  - .2 per year as a member of the Honor Guard
  - .2 per year as a member of the Tactical Support Unit/Mobile Field Force (beginning January 1, 2014)**
  - .2 per year as a member of CISM or CIT (beginning January 2, 2015)**
  - .2 per year as a certified Foreign Language Translator**
  - .1 per year for instructor certification
  
4. College
 

<b>a.</b>	<b>Del Tech course 2/3 up to the year it changes to full semesters</b>	<b>1.32</b>
<b>b.</b>	<b>Each College-Level 3 credit course successfully completed</b>	<b>.2</b>
c.	Associates degree (or 60 credits)	4
d.	Bachelor’s degree	8
e.	Master’s degree	10
f.	Ph.D or J.D.	12

Officers will receive .2 for each college-level course they successfully complete if that college operates under a full semester schedule. Officers will receive 2/3 of a .2 value for each college-level course they complete if that particular college operates from a “quarter” schedule rather than a full semester schedule.

5. Performance Appraisals
 

There are no point totals attached to the Performance Evaluation System at this time. The Career Development Board may refuse to consider an Officer’s application if an unsatisfactory performance rating was submitted for the Officer during the time that they are being considered for elevation.
  
6. Military and/or Prior Full time Police Service
 

Police officers qualifying for military service points will provide a copy of DD Form 214, and a Certificate of Release or Discharge from Active Duty to Human Resources Division for certification of their discharge and for considerations of points. Only military discharges under honorable conditions will be recognized and qualify for point values. Police officers who currently attend weekend training and annual training with a Reserve or National Guard unit of any branch of the service will be considered for points upon producing their Retirement Point Document.

The following point values have been established:

Each year of full active duty. . . . . 2 points  
 Reserve or National Guard . . . . . .4 point (.2 prior to January 1, 2013)  
 for each active and good year of attendance

Eight (8) points is the maximum point level an officer can receive for military service.

Police officers qualifying for prior, full time Police Service points will provide proof of employment with that police agency indicating the number of years worked and that the position held was full time. Points given for prior police service are inclusive of any training, FTO, awards, etc... received with prior agency.

One year of full time service with another police agency..... 2 points

Eight (8) points is the maximum point level an officer can receive for prior police service.

7. Training

Job-Related Training Seminars whether received through the Department or another source will be considered for a point value when the Officer supplies a formal certificate or an evaluation form certifying the completion of the training. Job related training seminars received through the military should be annotated on the Officer's DD form 295.

Points awarded for job related training seminars are assessed based on the length of the seminar. The following applies:

8 to 23 hours . . . . . .1 per seminar  
 24 to 32 hours . . . . . .2 per seminar  
 40+ hours . . . . . .3 per seminar

8. Perfect Attendance . . . . . 1.0 per year  
 [January 1 – June 30 (.5)] [July 1 – December 31 (.5)]  
 (Prior to January 1, 2013, each half is .25)

**Effective January 1, 2014, three consecutive calendar years of perfect attendance an additional one (1) point will be added.**

9. Physical Fitness

The Department's Career Physical Fitness Test will be administered twice a year. This semi-annual fitness test includes a mile and a half run, push-ups, sit-ups, and skin fold test to determine the body fat percentage. Officers can earn .5 each time and a maximum of 1 point yearly when they successfully complete and pass all required standards listed on the Career Development Fitness Form.

10. Community Activities . . . . . .1 per activity per year

An officer will produce written documentation verifying their participation, as a volunteer, in any community-related activity. The Department will recognize the following community-related activities but it is not limited to what is listed below. Any community activity which is not listed below will be subject to review by the Career Development Board. Participation in the following activities will be considered for the above listed point value: Facilitating Neighborhood Watch Programs, Performing as a Coach in Youth Leagues, Police Athletic League, Basketball, Soccer, Football, Mentoring in programs such as Big Brothers and Sisters, Boy Scouts, Girl Scouts, or any other youth organizations.

- 11. Field Training Officer Assignment **1** per Academy Recruit Class. **Primary FTO's will be entitled to the one (1) point. Officers who are field training in place of another officer will earn .3 point for completion of eight (8) weeks of field training.**

E. OPPORTUNITIES AND REWARDS:

Accumulation of points will be rewarded on four (4) different levels which are outlined below:

- 25 points . . . . . Corporal
- 35 points . . . . . Senior Corporal (and 3 years as a Corporal)
- 35 points . . . . . Master Corporal (and 3 years as a Senior Corporal)
- 35 points . . . . . Master Sergeant (and 3 years as a Sergeant)

Officers with a minimum of three (3) years seniority with the Wilmington Department of Police who accumulate 25 points will become eligible for the career development rank of corporal. When 35 points are attained, and after 3 years as a corporal, officers will be eligible for the senior corporal rank. Officers who complete 3 years of service as a senior corporal will be elevated to a Master Corporal rank. Thirty-five (35) points and three years as a sergeant will provide eligibility for the rank of Master Sergeant. All points must be verified and approved by the Career Development Board which is described below.

F. APPLICATION PROCEDURE:

(Duty of officer to update application):

Application forms for the career development program can be obtained in the Human Resource Division. Each officer desiring entry into the program must complete this application form prior to being considered for the program. All of the necessary forms for this program can be obtained in the career development office. Applicants are responsible for completing the initial application form, assuring that their career development file is up-to-date, and notifying the career counselor when their point totals approach the appropriate number for elevation into the next level in the program. The career counselor will assist officers in this process. **No career development file will be**

**reviewed until a Career Development Check-off Sheet has been completed.**

G. CAREER DEVELOPMENT BOARD:

The current city/union contract calls for a Career Development Board to be formed which will consist of the following members: the Commanding Officer of the Police Department's Human Resource Division; the City's Personnel Director (or his designee); an at large member to be chosen by the Employer with the input of the Lodge, and the Lodge President or designee. The Lodge President seat will be an advisory position. The Lodge President or their designee will not carry a committee voting privilege but will otherwise participate fully. This Board will convene twice each year to review applications for the program, once during the month of June and once during the month of December. Any Career Development elevations approved at the June meeting will become effective July 1<sup>st</sup> of that calendar year.

The process of presenting the career development candidate to the Board will be as follows. Through the career development office in the Human Resource Division, the applicant will prepare documentation that will verify that he or she did in fact accumulate the required number of points for one of the four levels in the program. On an announced date and time, the Board will meet and review the candidate's application and record. This review will be based entirely on the applicant's record as it pertains to the accumulation of career development points. The Board will validate the points. The Department will present the officer with a certificate of advancement if they find that the candidate did meet the requirements.

The responsibilities of the Career Development Board will include the following:

- Review and certify applicant points.
- Review complaints and make recommendations to the Chief of Police for changes in the program.
- Review proposed changes in point values and make recommendations to the Chief of Police regarding these proposed changes.
- Review entire point system on a biennial basis.

The Board will provide the final verification of each applicant's points and certify that each candidate who will be elevated into a new career development position has accumulated the appropriate number of points for that position. The Board will rule on issues related to these outlined responsibilities by majority vote. As specified in the city/union contract, all Board members with the exception of the FOP representative, will carry a committee voting privilege.

Additionally, the Career Development Board may refuse to consider an officer's application if one of the following conditions exists:

1. The officer is suspended from the department pending further disciplinary action. If the officer is found not guilty of the offense, the Career Development Board will reconvene at its next semi-annual meeting and review the officer's

application. If the Board determines that the officer had qualified for an elevation, without the infraction, he or she will be elevated at their new position retroactive from the date of the last elevation period.

2. The officer is assigned to an Administrative Duty status pending possible disciplinary action. If the officer is later found not guilty of any pending offense, the Career Development board will reconvene at its next semi-annual meeting and review the officer's application. If the Board determines that the officer had qualified for an elevation, without that infraction, he or she will be elevated at their new position retroactive from the date of the last applicable elevation period.
3. During the 12-month period prior to the Board's review of the applicant, the officer was found guilty in a trial board of an offense that carries a penalty of 10 days suspension to dismissal. In addition, an officer's disciplinary record can preclude him or her from an elevation if he or she is considered by departmental standards a "habitual offender."
4. The officer is on disciplinary probation during the time he or she is being considered by the Board for elevation into a career development position.
5. The officer received an unsatisfactory performance rating during the period in which they are applying for the new career development position.

Any officer who was not considered or was rejected by the Board because of one of the above conditions will be permitted to re-apply for the new position at the next scheduled meeting of the Career Development Board.

#### H. CHANGES IN THE PROGRAM:

In order for a career development program to succeed in an organizational environment that is constantly changing, it also must remain flexible and capable of change. Suggestions for program changes can be submitted to the Career Counselor in the Human Resource Division. The Career Counselor will submit the proposed changes to the Career Development Board for review. The Board will review requests for program changes during the scheduled semi-annual meetings. Following their review, the Board will make recommendations the Chief of Police regarding the proposed changes. The Chief of Police will make the final determination regarding all changes in the program.

One example of how **change** could occur in the program would be the planned, restructuring of point values. Point values should always be in **consistent** with the mission/goals of the department. Therefore, if the department's mission was solely to arrest violators of the law, a maximum number of points would be awarded based on an officer's success at making arrests. If, however, the mission changed to include proactive, community-centered approaches to crime and continuing employee development, then points would be awarded for achievements in these areas also.

## I. CAREER COUNSELOR POSITION:

The position of career counselor will be implemented in the Human Resource Division. The employee assigned to this position will oversee and coordinate the career development program. The career counselor will be responsible for interviewing and keeping records on all officers who request to participate in the program. The counselor and the employee shall specifically review the employee's in-service training record with the goal of ensuring that the in-service training meets present and future assignments within the Department. The counselor will coordinate technical training with the officer's desired career tracks. The career counselor will also maintain a working relationship with the local colleges and universities, thereby being better able to provide continuing education information to all employees. The counselor should be able to describe fully the duties and responsibilities of all the jobs within the department.

In order to facilitate this function, the Career Development Counselor will receive training in at least the following areas:

1. General counseling and techniques
2. Techniques for assessing
  - a) skills
  - b) knowledge
  - c) abilities
3. Opportunities in
  - a) salary
  - b) benefits
  - c) training
4. Education and tuition incentive programs
5. Awareness of the cultural background of ethnic groups in the program
6. Career Development programs of other jurisdictions
7. Availability of outside resources.

The Career Counselor will maintain on file an inventory of career specialties, which will include the skills, knowledge, and abilities needed for each specialty. In addition, the Career Counselor will maintain an annual inventory of the skills, knowledge, and abilities of each sworn member of the Department.

Members should be aware that this inventory will be based on such areas which include, but are not limited to, educational background, training courses completed, and work experience (past and present). Members should be equally aware that it is the responsibility of each person to update their files with pertinent information about their skills, knowledge, and abilities. This should be done at the very least on an annual basis, however, it would be a safer practice to update their own file whenever they have acquired something new that can be placed into the file and would be beneficial in their career development.

Each members file contains a worksheet that serves as a checklist for the career counselor

to determine 1) if a member has enough points to acquire another step in the career ladder process, or 2) in what areas a member may need to focus, to achieve their goals.

The career counselor position will be filled on a part-time basis. The officer selected for this position will combine the above-described career counseling duties with other personnel duties, i.e., recruiting, monitoring probation/FTO programs, etc.

All personnel conducting career counseling activities will be afforded training opportunities to enhance their knowledge regarding the requirements surrounding the program. (CALEA 33.8.1)

J. UNIFORM INSIGNIA:

Appropriate insignia for the career development officers will be as follows:

1. CORPORALS:

- \* Silver corporal chevrons on uniform shirt collar
- \* Silver corporal frontice piece on hat

2. SENIOR CORPORAL:

- \* Silver senior corporal chevrons on uniform shirt collar

3. MASTER CORPORAL:

- \* Silver master corporal chevrons on uniform shirt collar

4. MASTER SERGEANT:

- \* Gold Master Sergeant chevrons – on uniform shirt collar and jacket epaulets.

K. SERVICE STRIPES:

Service stripes will be worn on the left arm beginning 1 inch above the top of the cuff on long sleeve shirts and staff coats. One hash mark (stripe) equals three years of completed service.