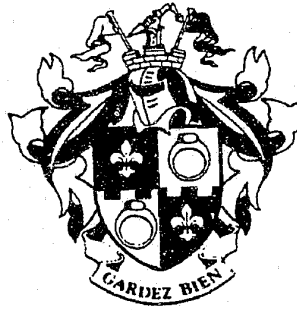


Office of Community Policing

Montgomery County, Maryland Department of Police

150140



# RECRUITING AND TRAINING COMMITTEE REPORT

## JUNE 1993

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## RECRUITING AND TRAINING COMMITTEE

### OFFICE OF COMMUNITY POLICING

#### MEMBERS

*Lieutenant John L. Meiklejohn, Chair*  
*Sergeant Robert W. Muehlenhort, Co-Chair*

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ACQUISITIONS

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*Mr. Duane R. Baylor*  
*Officer Sally J. Blundon*  
*Mr. Joseph Brenner*  
*Officer Grady H. Bryant*  
*Officer Joan L. Buchan*  
*Mr. Rob Buchanan*  
*Officer Steve R. Colferai*  
*PTS Stephanie T. Dawes*  
*Corporal Thomas C. Didone*  
*Sergeant Alfred E. Dooley, Jr.*  
*Ms. Vivian Eney*  
*Ms. Sheila A. Fisher*  
*Sergeant John M. Fitzgerald*  
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*Ms. Diane McKee*  
*Officer Darryl W. McSwain*  
*PT2 Jodi Merritt*  
*Officer Ora L. Murray*  
*Ms. Lily Raymundo-Nichols*  
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## **TABLE OF CONTENTS**

|   |           |
|---|-----------|
| <b>I. PRELUDE .....</b>                                   | <b>1</b>  |
| <b>II. TRAINING FOR SWORN PERSONNEL .....</b>             | <b>2</b>  |
| <b>III. TRAINING FOR ALL CIVILIAN EMPLOYEES .....</b>     | <b>6</b>  |
| <b>IV. EDUCATION AND TRAINING FOR THE COMMUNITY .....</b> | <b>8</b>  |
| <b>V. RECRUITING AND HIRING .....</b>                     | <b>10</b> |
| <b>VI. CONCLUSION .....</b>                               | <b>16</b> |

## **I. PRELUDE**

The Montgomery County Police Department is in the process of developing and implementing a community based policing approach to the way it conducts policing in our community. This approach calls for a major philosophical change in not only all facets of the police department but also in the way the department interacts within the community and County Government. The impact that this will have on police training responsibilities is dramatic, immediate and far reaching.

The Recruiting and Training Committee is providing strategies for modifying our recruiting practices so as to ensure that we are recruiting individuals who have the aptitude and attitude to perform in a community policing environment. The committee is recommending strategies for educating and training. These strategies should address the needs of all departmental members, sworn and non-sworn, management and bargaining units. The needs of our community members and representatives of other government agencies should also be addressed.

- Identify and provide training for all personnel and the community to enable them to understand, implement and adopt community policing.
- Develop equitable recruiting practices within the department consistent with community characteristics and needs.

In order to accomplish our tasks the first several meetings were devoted to educating all committee members with the department's current recruiting process, hiring process, and long range training plan.

At the outset the committee was informed that all police managers have received an orientation to community policing and problem solving policing (SARA Model) in an initial one day training program put on by the Police Executive Research Forum in March 1992. Also additional educational and informative materials had been distributed to all police managers detailing the overview of community policing in Montgomery County. The committee recognized the difficulty in identifying the training needs and providing the educational programs to move the department from its current policing mode to a working department that employs a community policing philosophy.

The committee saw our work efforts being divided into four major areas:

- Training for all sworn officers.
- Training for all civilian employees.
- Training and educating the communities.
- Recruiting and hiring.

## **II. TRAINING FOR SWORN PERSONNEL**

The committee reviewed the existing long range training plans adopted and implemented by the department in the Spring of 1992. The committee recommends the department continue to follow the direction for community policing training developed in that plan. The committee also recognizes that several components of the plan have been developed and implemented or are planned for implementation in the next few months.

Implemented or planned for implementation:

- Problem Solving Training

Problem solving training is a two day course that uses a problem solving approach known as Scanning-Analysis-Response-Assessment (SARA). This course was designed for our agency as the basic operational strategy used by patrol officers to deal with crime related problems and utilizes the tenets of community policing. This training has been developed and implemented.

- Entry Level Training

Community policing training was implemented in Session XXV, Montgomery County Police Entry Level Training Program, July 1992 through December 1992. The entry level training program was extended from 22 weeks to 24 weeks in order to include 64 hours of community policing training to the curriculum. The specific courses added were as follows:

- Philosophy and overview of community policing.
  - Mission and values
  - New roles for officers, supervisors, managers

- Partnership Training
  - County demographics
  - Cultural diversity
  - Partnership roles
  - Resource availability
- Problem Solving
  - Classroom SARA model
  - Practical training exercise
- Foreign Language Services
- Gang Overview
- States Attorney's Office
- Map Orientation

This training program was designed to have two phases. First was the educational process which educated the candidate about community policing, the transition to community policing and about the community. The second phase was the skill process. During this phase the candidate demonstrated the ability to perform those skills which are required of a good community policing officer.

The committee recognizes the uniqueness of this entry level community policing training. Specifically identified are the practical training exercises which involve on-the-job field training of problem solving techniques.

- Planned Training Structured by Department
  - Provide community policing and problem solving training to all police sergeants (training classes for sergeants have been scheduled for January and February 1993).
  - Provide community policing and problem solving training to all sworn officers, corporal and below. These training classes should be taught at decentralized locations within each police district. Other specialized units should receive this training at their respective unit locations. Instructors for these classes should be unit commanders and supervisors. Additional instructor support could be provided by the staff from the Office of Community Policing.

- The committee believes that unit supervisors and commanders should teach the overview and problem solving classes for the officers they lead. We believe this will create an atmosphere of acceptance of this new approach to policing by the rank and file officers for the following reasons:
  - Take a lead role and show a willingness on the part of management to share in the responsibility for change; be accountable to subordinate officers for implementing the new mission statement and values.
  - Show a willingness to take risks, be innovative, and show vision on the part of supervisors and commanders.
  - Provides the opportunity for supervisors and commanders to specify officer expectations in providing police service within their respective districts, shifts and/or special units of assignment.
  - Provide an opportunity for direct communication between officers, supervisors, and commanders on problems, issues, and concerns about community policing and performance expectations.
  - Provide an opportunity for supervisors and commanders to show they have a responsibility for educating and training officers under their command.

- **Community Policing and Total Quality Management Training**

The Training Academy staff developed a list of training topics that directly support community policing and total quality management. The committee reviewed this list and discussed in detail the importance for each of these training topics to be developed into courses that can be given as specialized core training programs for officers, supervisors and managers. Some of these topic areas are training programs that are offered to all County employees through the training unit of the county Personnel Office. Since many of these courses are more than one day training programs, the committee believes the department should plan to implement these programs within the next two to five years for all sworn ranks by way of specialized training programs, in-service training programs, and management and supervisory training programs. The listed topic areas are as follows:

- Community Policing Overview
- The New Role of Managers, Supervisors, and Officers
- Total Quality Management
- Empowering Employees and the Community
- Leadership Values, Attitude and Police Ethics
- Customer Service Communication Skills
- TQM: Worker Responsibility
- Organizing Citizens for Action.
- Problem Solving
- Team Building
- Managing with Fewer Resources
- Managing for Employee Growth and Development
- Planning for Results
- Time Management
- Effective Business Writing and Public Speaking
- Conflict Resolution Through Effective Communications
- Holding Effective Meetings
- Organizational Development and Change
- Performance Planning and Appraisal
- County Demographics: Cultural Diversity
- The Impact of ADA on Managing in Today's Environment
- Communicating Services across Cultural Lines
- County Government Structure and Resources



### **III. TRAINING FOR ALL CIVILIAN EMPLOYEES**

The civilian personnel of the Montgomery County Police Department are indeed substantial in number. With the implementation of community policing and the continuing educational needs, this committee is recommending the following training classes for all civilian police employees:

A. NEW PERSONNEL - All newly hired personnel

- Police Orientation (inclusive of FOP and Local 400 orientation).
- Community Policing Overview
- Communicating with the Public; Conflict Resolution
- Cultural Diversity; Verbal Communications
- Basic Law
- Inter-Departmental and Organizational Structure
- Stress Management
- Alcohol/Drug Abuse in the Workplace
- Sexual Harassment
- Ethics in the Workplace
- First-aid; Safety in the Workplace
- Special County Programs

B. EXISTING CIVILIAN PERSONNEL - all personnel currently employed by the department at non-supervisory level.

- Police Orientation (inclusive of FOP and Local 400 orientation).
- Community Policing Overview
- Communicating with the Public, Conflict Resolution
- Cultural Diversity, Verbal Communication
- Basic Law
- Inter-Departmental, Organizational Structure, County Resources
- Stress Management
- Alcohol/Drug Abuse in the Workplace
- Sexual Harassment
- Ethics in the Workplace
- First-Aid, Safety in the Workplace
- Special County Programs

C. MANAGERIAL PERSONNEL - All personnel currently employed by the department at a supervisory level.

- Police Orientation (inclusive of FOP and Local 400 orientation).
- Community Policing Overview
- Communicating with the Public; Conflict Resolution
- Cultural Diversity; Verbal Communication
- Basic Law
- Inter-Departmental; Organizational Structure; County Resources
- Stress Management
- Alcohol/Drug Abuse in the Workplace
- Sexual Harassment
- Ethics in the Workplace
- First-Aid; Safety in the Workplace
- Special County Programs
- TQM
- Team Building
- Performance Planning and Appraisal
- Impact of the Americans with Disabilities Act
- Counseling Personnel
- Inter-Personal Skills
- Dealing with Difficult Employees

D. JOB SPECIFIC TRAINING/DEPARTMENTAL TRANSFERS - Classes which address the specific needs of a civilian position. This is applicable to the employee who elects to transfer from one position to another within the department.

- Computer Training
- Writing Skills

E. SPECIAL COUNTY PROGRAMS - Classes which address alternate programs offered by the County.

- Job Sharing
- Compressed Work Week
- Deferred Compensation

Further, this committee recommends the department institute a mandated ride-a-long program. Such a program would allow exposure for all personnel; (e.g., a civilian employee who is assigned to Abandoned Auto can ride-a-long with an Abandoned Auto Unit).

In conjunction with the outlined programs, this committee recommends that the department develop an exit interview process for resignations and transfers. This type of program would be beneficial in improving training deficiencies and reducing the turn-over rate by collecting information to identify morale problems, training deficiencies, and reasons for rapid turnover. The committee also recommends further training needs be identified through a department wide training needs assessment.

#### ***IV. EDUCATION AND TRAINING FOR THE COMMUNITY***

The committee believes the community would benefit extensively from a formal training program developed by the police department and presented to diverse segments of the Montgomery County population.

The first step in this process is to identify the specific training needs within the community. The committee believes a program of this type will allow the department and community to formulate a better understanding of what the police department is all about. This should help foster the atmosphere needed for the department to structure a true partnership with the community.

##### ***A. Community Training Topic Areas:***

The committee presents the following general recommendations for topic areas the department should address in the design and implementation of a community training program:

- Department mission and values.
- How the department is organized and staffed.
- How the department works.
- How the department fits into the County Government.
- Management philosophy of Montgomery County Police Department.
- Operational strategies of Montgomery County Police Department.
- Site visits
- Ride-alongs
- Formal gatherings with supervisors and beat officers.
- Use of 911 and non-emergency numbers.
- Identification of other government resources.

B. Administration of the Program:

The administration of the program is very important. Issues such as course duration, location, instructional method, instructors and target group are identified.

- 10 to 20 week program - 50 to 60 hours
- Weeknight - 2 hours per night (1 night)
- Weekends - 3 hours, 1 day
- Instructors
  - Academy staff
  - Community Policing staff
  - Volunteers
  - Specialized field officers
- Locations of training with off-site visits.
  - Training Academy
  - District Stations
  - Sub-Stations
  - Headquarters
  - Other
- Instructional delivery methods.
  - Classroom lectures
  - Videos, films
  - Workbooks and modules
- Target groups
  - Community organizations
  - Religious organizations
  - Interested citizens

C. Other Educational

- Develop video program to be shown on Cable 21.
- Booklets, brochures at public buildings.
- Develop program for public and private schools.

## **V. RECRUITING AND HIRING**

### **A. Changes Already Implemented**

According to the police Personnel Section, the following have already been implemented, and the committee recommends that the Personnel Section continue them:

- Oral interviews now include a community policing/problem solving question to allow applicants to exhibit their thought processes and level of compatibility with community policing values.
- The job description for police officer has been amended to include community policing concepts/functions.
- The insert for the recruiting brochure has been changed to reflect the department's move into community policing. As of this writing, the insert was in the process of being printed.

### **B. Recommended Future Changes**

The committee considered the values and tenets of community policing, and has agreed to recommend the following to enhance the department's recruitment efforts and to assist in the implementation of community policing:

- Arrange for College Equivalency Credits

The committee urges the department to seek an agreement with an area college or university in order to offer equivalency credits to officers who complete training at the academy. This recommendation is aimed at those officers who possess at least 60 college credits (the necessary number to be hired), but less than 120 college credits (the number necessary to compete for promotion beyond the rank of corporal).

The goal of offering equivalency credits is to encourage and assist officers to continue their education beyond the 60 credit minimum and to achieve a 4-year degree. Equivalency credits may help an officer to achieve that goal more quickly.

- Equip the Recruiters

The department should ensure that recruiters are issued the newest equipment and technology that is available to our officers (cars, guns, computers, etc.) to make it easier for them to appeal to prospective applicants. If the department is purchasing 9mm handguns for its officers, for example, then the recruiters should be among the first group of officers issued the guns. Recruiters are on display for all applicants to see. We must equip them so that they will have the best chance at generating interest.

- Increase Tuition Assistance

The amount of tuition assistance available to officers should be increased significantly to encourage officers to continue their education --whether to satisfy promotional requirements or to improve themselves.

The County Government and the department have adopted a policy which recognizes higher education as a benefit to the workforce and the community. The department (and by association, the County) requires some college education to be eligible for hire, and requires additional college education to advance. The message is that a better educated employee is a more valuable employee. If having more education will benefit the County and the community, then the County should provide a mechanism to make it easier for its employees to get that education.

The current amount of tuition assistance available to all county employees is \$550 per year (roughly \$365 after taxes). To entice prospective employees with an attractive benefit package, the amount of tuition assistance should be increased significantly as follows:

#### FULL-TIME EMPLOYEES

| Grade Achieved    | Max. Benefit | Reimbursement Rate |
|-------------------|--------------|--------------------|
| A (or equivalent) | \$2,000      | 100%               |
| B (or equivalent) | \$2,000      | 85%                |
| C (or equivalent) | \$2,000      | 70%                |
| D (or equivalent) | N/A          | N/A                |
| F (or equivalent) | N/A          | N/A                |

#### PART-TIME EMPLOYEES

Pro-Rate the above benefits

- Grant Personal Improvement Leave More Liberally

Personal Improvement Leave should be made liberally available to officers enrolled in college courses to make it easier for officers to attend school. Since the County has placed a high priority on formal education for hiring and promotional purposes, then it should provide a mechanism for officers to get this education (or to get more of it).

- Re-Establish a Police Service Officer (Cadet) Program (See Appendix A)

The department now has an Explorer Program which targets high school students. Police Explorers are volunteers who become involved with the department to learn basic law enforcement skills, and to assist the department in performing low-risk functions during non-critical events. After graduating from high school, an Explorer must attain 60 college credits to become eligible for hire. Many promising Explorers leave the program upon reaching the age of 21.

A Police Service Officer (PSO), as envisioned by the committee, is a paid, full-time employee who has been hired after a thorough screening process has been completed (just as thorough as if the candidate was being hired as a police Officer Candidate). The goal of the PSO program would be to cultivate and retain future employees without losing them between high school graduation (when the Explorer Program loses many to college or to paying jobs) and the achievement of the required 60 college credits. See the proposed program guidelines attached at Appendix A (note: one additional full-time sworn position will be necessary to administer the PSO program).

- Maintain the 60 College Credit Requirement

The committee believes that our hiring standards are good ones. The committee feels that maintaining our standards will attract a higher quality employee, ergo a higher quality agency.

- Increase the Starting Salary

Starting salary is very important to applicants. The Montgomery County Police starting salary is ranked 8 out of 13 on a list that compares the starting salaries of area police agencies.

- Extend the Eligibility Period for Applicants

In an effort to reduce spending while maintaining the high degree of professionalism we want for our department, we are recommending the following:

- Do not require new applicants to take the written or oral examination if they have taken the tests previously (within 18 months) and were placed on the eligibility list.
- The eligibility list for POC should be extended to 18 months. If we have a pool of 100 well qualified applicants who have passed every stage of the hiring process and we choose 50 for the next recruit class, we still have another 50 applicants to choose from. By choosing from the remaining 50, we save money since these applicants have already been fully processed.
- Create an "Applicant-Intern" Classification for Interns

Police Interns, although unpaid, are skilled, intelligent workers who are genuinely interested in making law enforcement their career. Now, interns are not screened to determine if they meet all of the requirements of the police Officer Candidate selection process, and their contributions to the department, as a result, are not given the esteem they deserve.

To recruit and select the most qualified persons to serve as interns, and to encourage qualified applicants to remain interested in our department rather than accept a job at another agency, the department should offer applicant internships to desirable applicants. Although the department should still allow interested college students to be unpaid interns when their objective is the attainment of college credit, the status of Applicant-Intern is reserved for those persons meeting the entry-level criteria who have submitted an application for the position of Police Officer Candidate.

The prospective Applicant-Interns should be screened using the standard entry-level application process, and the department should give Applicant-Interns greater preference in the selection process. The screening process would weed out undesirable prospects and elevate the stature of interns within the department. By affording greater preference during selection to those interns who have contributed to the department, the efforts of the interns are equitably reimbursed.



If, between the time an Applicant-Intern applies for a position and the time job offers are made, another agency makes an offer to the Applicant-Intern, the chances are greater that the Applicant-Intern will refuse the other offer and wait for Montgomery County's process to end. This program would be particularly useful if the applicant's eligibility period were extended as previously recommended. An Applicant-Intern will have become familiar with portions of the department, and will have come to know some of the people that work for the department, and will have spent many hours working for our agency. Additionally, Applicant-Interns will be aware that their work will result in some preference being given to them at the selection phase of the process. All of these factors may keep an Applicant-Intern interested in our agency to the exclusion of our competitors.

- Do Long-Distance Recruiting Only as Needed

The committee does not recommend any specific geographical limit on long distance recruiting, but it recommends that no long distance recruiting be done until there is an identified need **after** the Personnel Section has looked at the demography of the applicant pool already awaiting processing. If it is apparent that long distance recruiting trips must be made to achieve affirmative action objectives, then long distance travel should be a part of the recruiting drive.

- Give Feedback to Unsuccessful Applicants

The Personnel Section should offer feedback to applicants who failed to complete the process or who completed it but were not selected. In keeping with the community policing philosophy of service orientation, the department should treat each applicant professionally, with consideration and sensitivity. Many unsuccessful applicants re-apply, and some eventually become employees. We should strive to maintain the interest of those qualified but unsuccessful applicants, and we should make an effort to be helpful and considerate to those who perform below an acceptable standard.

The committee suggests that we not advertise this service by offering feedback in the rejection letter, but if unsuccessful applicants request feedback, it should be given in the form of a phone conversation or an appointment.

- Establish a Staggered Rotation Policy for Recruiters

Although there is a genuine need to maintain some continuity in the Personnel Office so that key community contacts can progress without interruption, there is also a benefit in establishing a rotation policy for the recruiters in that office. By occasionally (at 3 to 5 year intervals) replacing the recruiters with different officers, the recruiters avoid burn-out, the office receives an infusion of fresh ideas, and the recruiters will possess recent and relevant field experience. By staggering the rotation of seasoned recruiters, the office does not lose its experience all at once. The recommended rotation period of 3 to 5 years also attempts to strike a balance between the contrasting goals of continuity versus rotation.

- Make Offers of Employment on a More Timely Basis

Offers of employment made immediately before an entry level class presents an unprofessional image of our agency to applicants and their friends and families. So that prospective applicants aren't hired elsewhere while waiting for a response from us, and so that applicants will be able to make plans more easily; (e.g., give current employers more notice prior to leaving; allow out-of-towners more time to get their affairs in order, etc.), the committee recommends that job offers be made at least three weeks in advance of the start of a new class.

- Establish a Recruiting Plan

The committee recommends that the Personnel Office devise a recruiting plan which sets forth the short and long range goals of the unit as well as a timeline for the achievement of the goals. The plan should also identify the tasks required to accomplish the stated goals, and the individuals responsible for the tasks. The Commission on Accreditation for Law Enforcement Agencies (CALEA) also requires such a plan.

- Revise the Affirmative Action Plan

The committee made an effort to determine what the county and the police department had in the way of an affirmative action plan. A representative from the County's Equal Employment Opportunity Office advised the committee that the County stopped publishing its plan because it was based on 1980 census figures, and is outdated. The committee was advised that the county still follows the basic tenets of the old plan even though the specifics were outdated and that the basic tenet of the plan was to hire a workforce that was representative of the diversity in the community. The "community" was formerly defined as the Washington, D.C. Standard Metropolitan Statistical Area (SMSA), and the demographics of the entire Metro area were used to set hiring goals. Since the Baltimore area has been officially joined with the

Washington area, the two cities now form the Washington-Baltimore SMSA. The new plan has not been written yet, but it will use the 1990 census figures, and it may include a different definition of "community" (presumably to reflect the change in the SMSA).

Montgomery County has the largest populations of Hispanics and Asians in the state. If the "community" is defined as the Washington-Baltimore SMSA, then the hiring goals for those two categories will be reduced so that they will be ultimately under-represented on our department. The subcommittee recommends that the revised affirmative action plan seek to, at the very least, establish goals so that the workforce of the Montgomery County Police Department fairly represents the diversity of the citizens of Montgomery County. The Montgomery County Police Department serves the citizenry of Montgomery County, Maryland.

The subcommittee recommends that the department continue to aggressively recruit and hire minorities and women, and that it especially target the Asian and Hispanic communities via ethnic and minority media advertising and through ongoing liaison with representatives of those communities.

## ***VI. CONCLUSION***

The Chairman of this committee, Lieutenant John L. Meiklejohn, would like to take this opportunity to acknowledge and thank all of the members of this committee who worked so hard in preparing this report. This report is a true example of the community policing partnership spirit in that the committee was comprised of sworn and civilian department employees as well as members of the community. Again, congratulations on a job well done and it has been truly a pleasure working and exchanging ideas with all of you.

## **POLICE SERVICE OFFICER PROGRAM**

The Montgomery County Police Service Officer Program is a proposed special emphasis/employment program within the police department. The program is designed to provide qualifying education, training and experience to interested persons in the Greater Metropolitan Area, and particularly to Montgomery County residents, who are interested in becoming police officers with the Montgomery County Department of Police. Police Service Officers will receive intense and extensive academic training, including college level education, as well as direct exposure to law enforcement principles and methods. The position of Police Service Officer is a pre-entry level police service function.

The goal of the Montgomery County Police Service Officer Program is that it will ultimately become a source of well trained law enforcement candidates who possess the 60 college credits required to become Police Officer Candidates. The Police Service Officer Program would then be used in tandem with the on going Police Officer Recruitment Program to provide a cadre of applicants for the position of Police Officer Candidate.

The Police Service Officer Program concept is predicated on the following precepts:

1. To provide a career step into the police service for high school graduates who are interested in a career in law enforcement.
2. To promote a career in the Montgomery County Police Department among area teenagers.
3. To provide an opportunity for qualified, interested youths to obtain a solid education, training and a practical base in law enforcement in preparation for a career as police officers with the Montgomery County Police.
4. To provide this solid foundation through a structured program including:
  - Appropriate college level courses designed to obtain the required 60 college credits by age 21.
  - Specially designed training programs at the police Training Academy in police skill and knowledge areas including law, police department directives and procedures, firearms and defensive tactics, and physical training, to mention only a few; and Police Service Officer Program.
  - Practical on-the-job training through meaningful assignments to various units within the department.

The Police Service Officer Program is not meant to replace existing recruitment efforts or outreach programs, but to augment such programs. The Police Service Officer Program will be advertised to area youths. Similarly, the Police Service Officer Program is not meant to replace the existing Police Explorer Post. These two programs would run parallel and qualified individuals could belong to both programs if they desired.

The Police Service Officer Program would follow affirmative action guidelines similar to those currently being followed for recruit classes. Outreach programs would be developed to target hard to reach minority groups such as Hispanic and Asian. However, the programs would be open to all in keeping with the County's Equal Employment Opportunity policy.

#### ***Size of the Police Service Officer Program***

The Police Service Officer Program should become a permanent component of the Montgomery County Police Department personnel recruitment process.

We recommend the initial cadre of Police Service Officers number 25 (full or part-time), to be hired in groups of 5 to 12 at a time.

#### ***Program Duration***

The Police Service Officer Program will vary in length for each participant depending upon their age at time of entry into the program. While the program will include a structured training segment, there will be sufficient flexibility to provide the capability of tailoring training and practical experience to ensure maximum benefit to the individual.

#### ***Program Administration***

The Montgomery County Department of Police shall have primary responsibility for administration of the Police Service Officer Program under the guidance of the County Personnel Office. Program administration, including recruitment and selection of Police Service Officers, shall be in accordance with the Montgomery County Personnel Regulations and all other appropriate County, State or Federal laws or regulations.

The Montgomery County Police shall:

1. Have overall responsibility for the implementation, administration and evaluation of the Montgomery County Police Service Officer Program.
2. Designate a coordinator in the Personnel Section to serve as the Police Service Officer Program Manager. The manager will be responsible for the coordination, implementation, administration, and evaluation of the Police Service Officer Program.
3. Develop and implement a comprehensive recruitment program.
4. Coordinate with area colleges and universities regarding college education for Police Service Officers.
5. Enter into a training agreement with each Police Service Officer for the purpose of defining the goals, responsibilities, length of training, performance standards and training evaluation procedures.
6. Enter into an obligated service agreement for each Police Service Officer receiving outside educational assistance by the county, (refer to training agreement).
7. Develop and implement an orientation and in-service training program for the Police Service Officers.
8. Schedule all assignments and training, and coordinate college education for all Police Service Officers.
9. Consider reassignment or reschedule training as may be needed on a case-by-case basis when, for any reason, it may become necessary or in the best interest of the department or the Police Service Officer.

### ***Program Administration***

The Montgomery County Personnel Office shall:

1. Provide assistance and technical support in the recruitment and selection of Police Service Officer applicants.
2. Approve initial structure and any significant modifications to the Police Service Officer Program or in the structure or substance of the training agreement.
3. Monitor the implementation and administration of the Police Service Officer Program to ensure compliance with all Personnel Regulations, Administrative Procedures, and other county laws or policies.

### ***Recruitment Process***

The Montgomery County Department of Police will design, in cooperation with the County Personnel Office, a recruitment plan inclusive of a variety of potential applicant sources.

Recruitment resources will be developed containing pertinent information including eligibility criteria, time and place for submission of applications, salary and benefit information, contact persons and telephone numbers for additional information. These recruitment resources will include flyers, pamphlets, radio spot announcements, posters and personal visits by recruitment staff to schools, recreation centers and other prospective locations. The recruitment process will include outreach programs to attract minority and protected work classes.

### ***Selection Process***

The goal of the Police Service Officer Program is to produce a cadre of potential Police Officer Candidates. Therefore, applicants for the Police Service Officer Program will be required to undergo many of the same testing and selection procedures as would a Police Officer Candidate.

***Specific Criteria to Qualify as a Cadet***

1. Possession of a high school diploma or G.E.D.
2. U.S. Citizenship
3. Not less than 18 nor more than 20 1/2 years of age as of first day of employment.
4. Possession of a valid driver's license.
5. A clear police record as determined by a comprehensive background investigation conducted by the Department of Police.
6. Must meet physical/medical requirements established for police officers.

***Specific Testing Regimen for Police Service Officer Applicants***

1. Written examination - Same as required for Police Officer Candidate.
2. Qualifications Appraisal Board - Oral interview similar as for Police Officer Candidate, but designed specifically for Police Service Officer Program.
3. Polygraph examination.
4. Background investigation - Same as for Police Officer Candidate.
5. Medical examination - Same as for Police Officer Candidate.
6. Drug Test Screen - Same as for Police Officer Candidate.
7. Physical agility/stress test - Same as for Police Officer Candidate.
8. Final selection for participation in the program will be made by the Chief of Police.



***Affirmative Action Guidelines***

The affirmative action goal will be the same as for each Police Officer Candidate class.

***Conditions of Continued Program Participation***

Upon appointment, Police Service Officer must agree to comply with the following conditions:

1. Properly care for and maintain security over all issued uniforms and equipment.
2. Obey all Federal, State and County laws and ordinances.
3. Obey all department policies, directives and procedures.
4. Remain in good academic standing and achieve a minimum of a passing grade while attending college and taking college courses under this program.
5. Maintain a satisfactory performance level in all phases of their practical work assignments.
6. Recognize that the Montgomery County Department of Police is a para-military organization requiring strict adherence to discipline standards and must accept and conform to such discipline.
7. Be able to work rotating shifts as required in locations throughout the county as assigned.

***Position Coverage***

Police Service Officers shall be appointed and governed by the Personnel Regulations for Merit System Employees. Police Service Officer shall be excluded from inclusion of coverage under the bargaining contract between the Fraternal Order of Police or Local 400, AFL-CIO.

***Promotion to Police Officer Candidate***

Police Service Officers who have successfully completed required training programs, have satisfactory ratings, successfully comply with the above requirements, and who will attain the age of 21 and obtain the required 60 college credits on or before the first day of a Police Officer Candidate class will be automatically placed into the recruitment system for that class. Police Service Officers will be required to meet all the minimum qualifications for Police Officer Candidate. Police Service Officers will be required to re-submit an application as well as a statement of interest to the Montgomery County Police.

Police Service Officers will not be required to retake the written examination unless a new examination has been adopted by the Department of Police. Police Service Officers will be required to appear before a Qualification Appraisal Board for Police Officer Candidate, take another polygraph examination (if more than 12 months has passed), undergo a background investigation update, take a medical examination, drug test screen and physical agility/stress test (if more than six months has passed), and undergo a psychological test and evaluation.