





POLICIES AND PROCEDURES MANUAL

	TRAINING AND CAREER DEVELOPMENT	
	POLICY NUMBER: 33-1	ISSUING AUTHORITY 
	EFFECTIVE DATE: June 12, 2025	Christine A. Elow Police Commissioner

I. GENERAL CONSIDERATIONS AND GUIDELINES

Training has been cited as one of the most important responsibilities of any law enforcement agency. Training serves three broad purposes: well-trained officers are generally better prepared to act decisively and correctly in a wide range of situations; training can result in greater productivity and effectiveness; and it often fosters cooperation and unity of purpose. Moreover, police departments now more than ever are being held accountable for the actions of their personnel and for failing to provide the necessary initial, continuing, and remedial training.

II. POLICY

It is the policy of the Cambridge Police Department to:

- A. provide, or make available as resources allow, training in all areas of policing that will benefit both the department and its employees;
- B. meet all statutory and POST training requirements;
- C. satisfy training requirements that coincide with all collective bargaining agreements; and
- D. maintain high standards for instructor qualifications and quality of content.

III. DEFINITIONS

- A. *POST*: Peace Officer Standards and Training.
- B. *ROC*: Recruit Officer Class.

IV. PROCEDURES

- A. 33.1.1 (O) Training Committee
 - 1. The department establishes a training committee with provisions for the following.

- a. The composition of the committee.
 - (1) The committee shall include the Training and Certification Unit staff, consisting of a lieutenant, a training coordinator, a firearms coordinator, a sergeant in charge of cadets, a sergeant academy director, a defensive tactics/use of force coordinator, de-escalation/ICAT coordinator, medical coordinator, and the Accreditation Manager.
 - b. The process for selecting and replacing committee members.
 - (1) The selection of the committee is at the discretion of the Director of the Professional Standards Section.
 - c. The relationship of the training function to the committee.
 - (1) Committee members, except for the Accreditation Manager, are all assigned to the Training and Certification Unit, which is responsible for the development and delivery of internal trainings and for the coordination of external trainings.
 - d. The authority and responsibilities of the committee.
 - (1) The authority to establish the responsibilities of the committee comes from the Office of the Commissioner.
 - (i) Recommendations regarding training needs may come to the attention of the committee from the Unit Commanders who will identify training appropriate for their personnel and make recommendations to the committee for review.
 - (ii) When the committee decides that the training is appropriate and necessary, the committee may facilitate and authorize attendance as needed.
 - e. Designation of the person or position to whom the committee reports.
 - (1) The committee reports to the Director of the Professional Standards Section who will chair the committee or appoint a designee.
- B. 33.1.2 (M) Training Attendance Requirements
- 1. Attendance requirements for employees assigned to authorized agency training programs are as follows.
 - a. Employees assigned to attend training deemed essential to their functions are required to satisfactorily complete the training.
 - b. Employees may be excused from attendance with notification and approval from a supervisor.
 - c. Upon completion, employees are required to submit confirmation to the training coordinator and include a certificate of completion if provided by the instructor.
 - d. This confirmation will be submitted by email or hard copy to the training coordinator.
- C. 3.1.3 (O) Outside Training Reimbursement

1. Reimbursements to employees attending training programs in or outside the department's service area are governed by City policy. Any reimbursement anticipated must be pre-approved by the Office of Personnel. Employees will use a standard reimbursement schedule.

D. 33.1.4 (M) Lesson Plan Requirements

1. Lesson plans for trainings developed and conducted by the department will follow a standardized lesson plan to include:
 - a. a statement of performance and job-related objectives;
 - b. the content of the training and specification of the appropriate instructional techniques;
 - c. list of resources used in the development of the curriculum;
 - d. a list of resources required in the delivery of the program;
 - e. a process for approval of lesson plans; and
 - f. identification of any tests used in the training process.

E. 33.1.5 (M) Remedial Training

1. Department policy concerning remedial training includes the following.
 - a. Documentation of any remedial training provided.
 - (1) Officers who are identified and deemed deficient in the performance of their duties will be required to attend remedial training to ensure proficiency.
 - (2) Officers who fail to complete training or to meet minimum qualifications will be provided an opportunity to receive remedial training to ensure proficiency.
 - b. Remedial training shall be conducted within a reasonable and appropriate timeframe depending on the training subject. Sworn members who do not satisfy minimum training requirements in critical areas such as firearms training or CPR/first aid will not be permitted to perform patrol functions until such requirements have been satisfied.

F. 33.1.6 (M) Employee Training Record Maintenance

1. The training records for employees following their participation in training programs will be updated according to procedures of the Training and Certification Unit.
 - a. The training coordinator is responsible for updating the training records of employees following their participation in training classes. However, employees are responsible for submitting the documentation to the Training and Certification Unit for inclusion in their files.

G. 33.1.7 (M) Training Class Records Maintenance

1. The department will maintain records of each training class it conducts to include, at a minimum:

- a. course content (lesson plans);
 - b. names of department attendees;
 - c. performance of individual attendees as measured by tests, if administered; and
 - d. Lesson plans and related records are retained indefinitely.
- H. 33.2.1 (M) Academy Administration and Operation
1. Provisions for the administration and operation of the training academy include the following.
 - a. A statement of the academy's goals and responsibilities.
 - (1) The primary goal of the academy is to provide to all student officers the course of study prescribed by the Municipal Police Training Committee according to the requirements of M.G.L. c. 41, § 96B.
 - (2) The responsibilities of the academy staff include but are not limited to selecting instructors, monitoring classroom activities, administering physical training, and being responsible for personal accountability, attendance, discipline, corrective actions, and dismissals.
 - (3) The academy is responsible for ensuring that the minimum of 800 hours of training is provided.
 - b. Organization and staffing.
 - (1) The academy is a collaboration between a premier Massachusetts police department and a major nationally-ranked university.
 - (2) The academy is located in an urban environment within the city of Boston, which provides unique experience and exposure in comparison to other academies.
 - (3) Staffing includes an academy director and selected staff instructors.
 - c. Administrative procedures.
 - (1) The academy is responsible for the daily administration of the Recruit Officer Course and ensuring compliance with all MPTC requirements such as:
 - (i) 550 CMR 3.00, the state regulations regarding police training
 - (ii) MPTC policies and procedures governing recruit training
 - (iii) Student Officer guide
 - (iv) ROC equipment list
 - (v) A health and wellness preparation guide
 - (vi) Staff instructor manual
 - (vii) All training lessons and materials used to deliver the ROC

- d. Operating procedures.
 - (1) In addition to operations in the classroom, the academy monitors the delivery of other training such as:
 - (i) Driver training
 - (ii) Firearms
 - (iii) Defensive tactics
 - (iv) Field Sobriety
 - (v) Patrol Procedures
 - (vi) Speed Measurement
 - (vii) Physical Fitness
- I. 33.2.2 (M) Academy Facilities
 - 1. The academy facility includes, at a minimum:
 - a. classroom space consistent with the curriculum being taught;
 - b. office space for instructors and administrators;
 - c. physical training capability; and
 - d. access to resources and study materials.
- J. 33.2.3 (M) Outside Academy, Role
 - 1. The department may from time to time utilize recruit, in-service, or specialized training in an academy operated or authorized by the Municipal Police Training Committee under POST. The legal basis for participation is described in statute and CMRs.
- K. 3.2.4 (M) Outside Academy, Agency Specific Training
 - 1. Upon completion of initial recruit training, all personnel, regardless of where trained, shall receive additional training in department policies, procedures, rules, and regulations.
- L. 33.3.1 (M) Instructor Training
 - 1. Personnel assigned to the training function, in a full-time capacity as instructors, shall receive instructor development training which includes, at a minimum:
 - a. lesson plans;
 - b. performance objectives;
 - c. instructional techniques;
 - d. testing and evaluation techniques; and
 - e. resource availability and use.

M. 33.4.1 (M) Recruit Training Required

1. All sworn officers of the department shall complete a recruit training program prior to assignment in any capacity in which the officer is allowed to carry a weapon or is authorized to make an arrest according to statute.
2. M.G.L. c. 41, § 96B: Every person who receives an appointment to a position on a full-time basis in which he will exercise police powers in the police department of any city or town, shall, prior to exercising police powers, be assigned to and satisfactorily complete a prescribed course of study approved by the Municipal Police Training Committee.

N. 33.4.2 (M) Recruit Training Program

1. The department recruit training program shall include:
 - a. a curriculum based on tasks of the most frequent duties of sworn personnel who complete recruit training;
 - b. use of evaluation techniques designed to measure competency in the required knowledge, skills, and abilities; and
 - c. an orientation handbook issued to all new recruit personnel at the time academy training begins.

O. 33.4.3 (M) Field Training Program

1. The department shall conduct a field training program for all newly sworn officers with a curriculum based on tasks of the most frequent assignments with provisions for the following:
 - a. field training of at least 400 hours for trainees, outside of the required classroom training;
 - b. a selection process for field training officers;
 - (1) The Office of Planning, Budget, and Personnel posts a job announcement;
 - (2) Applicants respond to the job announcement with a letter of intent;
 - (3) The Office of Planning, Budget, and Personnel reviews applications and selects candidates to proceed to the interview stage; and
 - (4) Supervisors of the field training officer program conduct interviews and select candidates to become field training officers.
 - c. supervision of field training officers;
 - (1) A patrol lieutenant oversees the field training officer program; and
 - (2) Direct supervision is conducted by the patrol sergeants who review the daily reports and end of phase reports.
 - d. liaison with the academy staff, if applicable;
 - e. training and in-service training of field training officers;

- f. rotation of recruit field assignments;
 - g. guidelines for the evaluation of recruits by field training officers; and
 - h. reporting responsibilities of field training officers.
- P. 33.4.4 (M) Entry Level Training
 - 1. The department shall require all individuals charged with performing sworn law enforcement duties to complete an entry level recruit training program equivalent to that required of full-time sworn officers.
- Q. 33.5.1 (M) Annual In-Service Training Program
 - 1. All sworn personnel shall complete an annual in-service training program consistent with the position held and functions performed, including legal updates.
 - a. According to M.G.L. c. 41, § 96B, every police officer on a full-time basis in any such municipal police department, shall be assigned to and shall attend a prescribed course of study approved by the Municipal Police Training Committee for in-service officer training at such intervals and for such periods as said department may determine. Any such police officer who receives an appointment to a position of higher rank shall, in addition, complete such other courses of supervisory training as said committee may determine.
 - b. The department shall comply with all regulations and requirements set forth by the MPTC and POST.
- R. 33.5.2 (O) Shift Briefing Training
 - 1. Shift briefing training will be managed according to the following procedures.
 - a. The department may provide roll-call training on an as-needed basis.
 - b. Any unit in the department may initiate and deliver a roll call training with the approval of a supervisor.
 - c. The Crime Analysis Unit will include roll call training with the Roll Call Brief.
 - d. The Lieutenant of the Training and Certification Unit is responsible for overseeing the overall function of roll-call training.
- S. 33.5.3 (M) Accreditation Training
 - 1. The department shall deliver information regarding the accreditation process:
 - a. to all newly hired personnel within thirty days after their employment begins or within thirty days after completing the recruit academy;
 - (1) to all new hires upon graduation from a police academy in an orientation session; and
 - b. to all department personnel during the self-assessment phase associated with achieving initial accreditation.

T. 33.5.4 (O) Accreditation Manager Training

1. Department employees assigned to the position of accreditation manager shall receive specialized accreditation manager training within one year of being appointed.
2. Other department personnel assigned to the accreditation process, either on a full-time or part-time basis, shall receive appropriate and adequate training specific to the function.
3. The accreditation manager and other support personnel should participate in an applicable accreditation support network.

U. 33.6.1 (M) Specialized Training

1. Any member of the department assigned to a specialized function requiring specialized training shall complete initial, continuing, and on-the job training as deemed appropriate by the supervisor of the specialized unit. The Training and Certification Unit shall keep a record of such requirements to include:
 - a. a description of the initial required training;
 - b. ongoing in-service requirements, if any; and
 - c. supervised on-the-job training, if applicable.
2. Such specialized assignments include but are not limited to motorcycle operations, bicycle patrol, detective, school resource officer, crash investigator, evidence and property manager, victim/witness advocate, and others.

V. 33.6.2 (M) Tactical Team Training Program

1. All personnel assigned to the Special Response Team, the Tactical Patrol Force, the Crisis Negotiations Team, and the Explosive Ordinance Disposal Unit shall regularly engage in training and readiness exercises.
2. Documentation and records of the training will be maintained by the commanders of each unit.

W. 33.7.1 (M) Non-Sworn Orientation

1. All newly appointed non-sworn personnel shall receive information regarding:
 - a. the agency's role, purpose, goals, policies, and procedures;
 - b. working conditions and regulations; and
 - c. responsibilities and rights of employees.

X. 33.7.2 (M) Non-Sworn Pre-Service and In-Service Training

1. The non-sworn positions for which pre-service and in-service training are required include:
 - a. School Crossing Guards; and
 - b. Cadets.

Y. 33.8.1 (O) Training for Career Development Personnel

1. Training requirements for all personnel conducting career development activities include but are not limited to:
 - a. general counseling techniques; techniques for assessing knowledge, skills, and abilities; salary, benefits, and training opportunities of the agency; educational opportunities and incentive programs; awareness of the cultural background of ethnic groups in the program; record-keeping techniques; career development programs of other jurisdictions; and availability of outside resources.

Z. 33.8.2 (M) Skill Development Training Upon Promotion

1. The department shall provide job-related training to all newly promoted personnel.
 - a. Training should be commensurate with the new duties and should take place prior to promotion, if possible, or otherwise within the first year following promotion.

AA. 33.8.3 (O) Career Development Program

1. The department's career development program will be part of the performance evaluation procedures.
 - a. All officers will have the ability to attend training if requested.
 - b. During the performance evaluation interviews, supervisors should assist employees in planning their career paths through the utilization of formal schooling opportunities and law enforcement-related training courses to improve their knowledge, skills, and abilities.
 - c. Officers may request or be ordered to attend training according to procedures outlined in the attachment to form 190A.
 - (1) For free trainings with no associated costs, and after approval by the superintendent of the employee's section, those requests should be submitted directly to the Training and Certification Unit.
 - (2) If a training has associated costs, the application should first be directed from the appropriate superintendent to the Office of Planning, Budget, and Personnel for approval.

BB. 33.8.4 (O) Education Incentives

1. The department's commitment to higher education is established in the respective collective bargaining agreements, which include all education incentives.