



Crater Criminal Justice Training Academy
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SUBJECT: Treatment of Recruits/Students & Expectations of Instructors

The purpose of this memorandum is to outline the Academy's training philosophy, to define the responsibilities and expectations of all Academy instructors, and to convey the Academy's expectations regarding the treatment of recruits/students and interactions with fellow instructors.

What Matters Most

As a matter of emphasis, we focus on four areas that should be the overriding considerations for all law enforcement actions and performance. You will be expected to find numerous opportunities to repeat and reinforce these themes throughout the course of our basic training program.

What we emphasize as the most important considerations in any interaction are the Academy's core values:

Integrity

Compassion

Fairness

Professionalism

As members of the Academy, we share equally the responsibility to earn and maintain the trust of our recruits/students, agencies, and communities by being personally and professionally accountable to the highest ethical and moral standards.

Performing our jobs with the utmost integrity is a value that needs to be emphasized throughout every training class. We believe that by treating everyone with dignity, respect, and understanding we will be more responsive to their needs. In turn, we will achieve this through a concentrated effort to be being conscientious, helpful, and sincere. We will maintain a standard of what is right and proper, free from self-interest, prejudice, and favoritism.

We strive to be consistent, objective, and just in all our actions. Safety should always be emphasized as more important than the chase, the arrest, or winning the argument. Finally, we stress the importance of providing the highest quality training through motivated, dedicated, and well-trained employees and instructors. Our actions, attitudes, and appearance will demonstrate self-discipline, attention to detail, and service to our agencies. As such, every instructor needs to assist in reinforcing and modeling these values.

Expectations of Academy Instructors

Section I: Focus on Safety and Reporting of Injuries

Safety will always be our foremost concern in every training venue. When weighing the benefits of safety versus achieving training realism, safety will always come first. Every instructor will be responsible for ensuring that safety protocols are followed and safety equipment is used in every applicable training venue that you participate in or observe. Any instructor or member of the staff who observes an unsafe condition will immediately call a “red light” to stop training and correct the deficiency. Students will be made aware, prior to the start of class, of any safety or protective gear that is required and instructors will ensure that all such gear is utilized during training.

Instructors will take seriously all reports of injuries. Always err on the side of seeking competent medical attention (just as you would do if it was your co-worker or spouse or other loved one reporting the same injury). Instructors will not be complacent or indifferent toward reports of injuries.

We will not impose our independent judgment regarding the seriousness of a suspected or reported injury once a student brings it to our attention. Recruits will not be criticized for reporting injuries or for seeking medical attention. **All reports of injuries will be documented and forwarded to an Academy Staff member.**

Training instructors can best demonstrate their commitment to training safety by practicing the following:

- Consistently reinforce “*Below 100*” safety principles throughout all training venues:
 - Wear your vest
 - Wear your seatbelt
 - Watch your speed
 - Avoid complacency
 - Remember to **WIN** (What’s Important Now) with sound tactics
 - Foot chase or set up a perimeter?
 - Confront alone or wait for back-up?
- Safety briefings, safety officers, equipment, environment, strict adherence to safety protocols
- Safety is everyone’s business
- Always knowing who/where the highest trained medical responder is on any given day (may be a recruit)

Section II: Instructors (defined)

Crater Criminal Justice Training Academy (CCJTA) utilizes several classifications of Instructors to carry out our training goals. While clarification is provided here for organizational efficiency we value the knowledge and contributions of all members of the Instructional team.

There are four levels or classifications of Instructors as utilized by the Academy.

Instructors These can be Agency Instructors, or Contracted Instructors; who provide the skills and expertise for the training, whose authority is superseded by...

Lead Instructors are instructors who have been designated by the Academy Director to direct training and provide first line general supervision of trainees and training, whose authority is superseded by...

Adjunct Instructors, individuals who have been designated by the Academy and work directly for the Academy to provide support and oversight and training, whose authority is superseded by...

Academy Staff, individuals who work for the Academy full or part time. They are seasoned professionals who provide the ultimate 'on scene' supervision and management of training in absence of the Executive Director or Deputy Director. Academy Staff Instructors / Training Coordinators have been given full authority by the Executive Director to oversee and directly manage (supervise) all aspects of Academy operations to include; instructor coordination and management, testing, training safety, training logistics, and recruit management and discipline.

Section III: Training Safety Officer Program

The Academy is incorporating a Training Safety Officer (TSO) program. The use of a TSO will take place at all "dynamic training." The TSO may be an Academy Staff member or an Agency Instructor trained in the TSO principles. Part of the TSO program will be the use of identification vests. These ID vests come in different colors and will identify all participants in a particular exercise. Vests titles will include:

STAFF
INSTRUCTOR
EVALUATOR
TRAINEE
SAFETY OFFICER

The TSO program will also incorporate the use of a whistle and/or other audible signaling device and "code word" of "red light"; to end the exercise.

Recruits and Students will receive detailed briefings on the aspects of the TSO program at the beginning of each training session where applicable.

The TSO initiative does not preclude the fact that safety is everyone's business. Every participant has the ability (and duty) to identify and stop unsafe conditions and notify CCJTA Staff and/or Instructors of any safety issues or concerns.

Section IV: General Guidelines for All Instructors

We continually impress upon the Recruits the importance of being prepared. In that light, it is equally important for the Instructors to be well prepared.

The following are specific areas where Instructors should strive to be ever diligent:

1. **Review the material in advance.** The relevant lesson plans, handouts, and PowerPoints should be reviewed by the instructor at least four (4) weeks prior to the time of their scheduled block of instruction. This review should focus on ensuring all material is current and accurate. Instructors should have a thorough knowledge of all aspects of their area of instruction.
2. **Be on time.** Typically, the instructor should be at the academy no less than thirty minutes prior to the start of his/her class. In the event that the instructor is going to be late, or even unable to fulfill their block of instruction, he/she should give notification to the Academy Staff as soon as possible.
3. **Adhere to Academy dress code.** An instructor who presents a professional image will be taken more seriously by his/her class.
4. **Ensure that all instructors sign in to the instructor log.** This will help facilitate proper accounting for in-service and instructor credit hours, and ensure that these are being applied towards the instructor certification requirements.
5. **Ensure that there is no food, drink, or gum consumed in the classrooms.** The only exception to this is water. This will help maintain the cleanliness and overall appearance of our Academy facility.
6. **Ensure a training environment free from discrimination and/or harassment.** Instructors are personally obligated to insure that the training environment is free from discrimination and or harassment. As outlined in the CCJTA Code of Conduct training should avoid discrimination on the basis of race, gender, age, ethnicity, religious affiliation or other protected classes/categories. Sexual innuendo, harassment, sexual advances; requests for sexual favors; verbal or non-verbal will not be tolerated.
7. **Avoid sitting or leaning on tables.** The tables can become unstable and unsafe if sat upon. Additionally, this sets a bad example to the students. Instructors should avoid sitting while delivering instruction unless necessary after instructing long periods and then only instruct from a seated position for a limited time.
8. **Show proper respect.** When in the company of recruits/students, all Academy Staff and Instructors should be referred to by their title, avoiding the use of their first name.

9. **Check the compatibility of all electronic devices.** This should take place well before the class begins. This is especially needed in the event the instructor is using his/her own laptop.
10. **Ensure that all course objectives are taught.** This will maintain the integrity of the course instruction.
11. **Avoid telling “war stories” for the sake of entertainment.** While we value the experience of our instructors, real life experiences should be relevant to the training.
12. **Avoid Profanity.** Attendees are not allowed to use profane language or gestures while attending the Academy; in accordance with the Crater Academy Code of Conduct. Instructors should avoid the use of profanity themselves. *Note: There may be a limited use of profanity to reflect real life situations in “role play”.*
13. **Proper test review is important.** If a test review is warranted, remember that the Academy focuses on the concepts of each class. Instructors should avoid reading test questions, or worse, supplying test answers, to the students. This will allow for a more comprehensive understanding of the material by the students.
14. **Ensure that all course evaluations are completed.** This should be done at the end of the block of instruction.
15. **Be in compliance with Crater Academy Policies and Procedures.** Instructors representing the Academy need to be in compliance with policies, practices and procedures of the Academy that pertain to instruction. Academy Staff will ensure Instructors receive such information.
16. **Ensure that your materials are your own.** Please note that Crater Criminal Justice Training Academy adheres to all state and federal guidelines when it comes to copyright law and plagiarism. Plagiarism of any kind will not be tolerated by students, staff, or instructors. Class materials that are proprietary are forbidden from being used for anything other than its intended purpose. Violations of CCJTA’s copyright and plagiarism policies will be taken seriously and disciplined accordingly.

Section V: Four take home points for Instructors

As is discussed with every Instructor class, we (the Academy) could not do it without the support of our Agency Instructors. We want to make sure that you as an Instructor have as much time to dedicate to the instruction as possible; to that end there are four areas that we at the Academy feel we need to be involved with; which will allow Instructors maximum focus to be on the training and not these administrative areas.

- **Testing** Most courses at the Academy require written and/or practical testing. Direct all questions about tests, re-tests, and number of attempts of passing standards to Academy Staff.
- **Scheduling** Sometimes classes need to work thru a lunch and sometimes they need to have shorter breaks. Breaks may be taken while part of the class is staging and the other part is testing. At times class hours may need to be “flexed”. Many situations are possible; what we would ask is

that you make sure to involve Academy Staff in these discussions and arrangements. Remember, adequate breaks should be given during physical and/or outside training.

We will do our best to have your class ready to start on time; please do your best to dismiss the class on time. This may include an alternate time other than the end of the day, if there are administrative issues like a test review to accomplish. Please do not dismiss the class until notifying the appropriate Academy Staff Coordinator.

- **Logistics** Sometimes you need special/extra equipment for a class. Please avoid putting out equipment requirements to a class without discussing it with the proper Staff Coordinator. We may already be in touch with an agency on a particular equipment need and know what the Agency has indicated that they are able to provide
- **Discipline** Remember that non-Academy Staff/Instructors do not become involved in discipline. Should a student violate an Academy policy, please notify the Academy staff immediately, and it will be addressed by the appropriate staff member according to the Academy Rules and Regulations and the Crater Academy Code of Conduct. Instructors should only discipline in the event of an immediate emergency situation; then Academy Staff should be notified immediately.

Section VI: Focus on Integrity

In order to assure that an effective and efficient training environment is created and maintained, it is appropriate and necessary to set reasonable and realistic expectations and to hold recruits accountable for achieving these expectations. We need to communicate our expectations from the first day and consistently and positively reinforce them throughout the session. The methods by which we reinforce these expectations need to be respectful, fair, and professional.

Crater Criminal Justice Training Academy adheres to all state and federal guidelines when it comes to copyright law and plagiarism. Plagiarism of any kind will not be tolerated by students, staff, or instructors. Class materials that are proprietary are forbidden from being used for anything other than its intended purpose. Violations of CCJTA's copyright and plagiarism policies will be taken seriously and disciplined accordingly.

Section VII: Behavior Instructors should model

In order to effectively demonstrate these attributes, it is imperative that every instructor be as, or more, accountable for modeling these behaviors. As such, all academy instructors will be expected to demonstrate these qualities to the highest degree:

- Model and practice the highest ethical standards
 - Being an ethical role model is our most important responsibility

- Look for opportunities to reinforce the importance of positive ethical decision-making in your training presentations
- Be fair, honest, and truthful in all endeavors
- Display a professional attitude at all times
 - Take pride in performing high quality work
 - Strive for excellence in everything you do
 - Be responsible with self-accountability (remember that professionalism is the opposite of mediocrity)
- Treat students, peers, and co-workers with respect and dignity at all times
- Let the students know that you care about their success
- Never demean, ridicule, humiliate, or discriminate
- Assure that the emphasis on safety always comes first
- Give maximum effort in everything that you do
- Be on time for work every day and for every class
- Be fully prepared (lesson plans updated; reviewed; signed)
- Be in proper uniform (your professional image is important)
- Maintain a professional appearance
- Complete/forward all lesson plans, paperwork, etc., on time

Section VIII: Training and Disciplinary Philosophy

Our training and disciplinary philosophy will be one of purposeful teaching and purposeful discipline. Many recruits are new to the law enforcement profession and, therefore, do not fully understand the concepts of chain of command and tactical command and control as they apply to the operations of a law enforcement agency. Additionally, the training program for recruits is lengthy (BJA, 10 weeks, BLE twenty-two weeks long) and progressive. For these reasons, recruits are treated somewhat differently than we treat in-service students in some training venues.

That is not to suggest, however, that our recruits are any less valued as adult learners than any other students. All students will be treated with respect and dignity at all times. During certain simulated exercises, the recruits will be subjected to profanity, challenging words, harsh treatment, etc. by role players/instructors in order to achieve a specific training objective. Outside of these purposeful training venues, recruits will be treated with the same respect that we would show any in-service student or any visitor to our academy. Use the “Golden Rule” as guidance: “Do unto others as you would have them do unto you”. In other words, treat every student the way you would want an instructor to treat you or to treat your most valued family member.

To restate what we say in the ‘four take-aways’; non-Academy Staff/Instructors should not become involved in discipline. Should a student violate an Academy policy, please notify the Academy staff immediately, and it will be addressed by the appropriate staff member according to the Academy Rules and Regulations and the Crater Academy Code of Conduct. Instructors should only discipline in the event of an immediate emergency situation; then Academy Staff should be notified immediately.

Section IX: Actions and Behavior contrary to Instruction

Any of the following actions are completely contrary to our training philosophy at the academy and will not be tolerated:

- Sexual Harassment / comments of a sexual nature
- Fraternization
- Untruthful Statements
- Any discriminatory actions or comments
- Public humiliation
- Any comments that demean, belittle, ridicule, harass, or degrade
- Hazing
- Carelessness, recklessness, apathy that contributes to injuries
- Use of profanity other than in simulated, purposeful training venues
- Any inappropriate use of the Academy's electronic information system (website access, emails, voice mail, and text messages) that involve any of the above actions

Instructors should refrain from making comments that are derogatory or demeaning about their own or any other. As a regional academy, our forty plus member agencies come in all sizes and have varied law enforcement missions. Every agency and every recruit fulfills an important mission in our communities.

Section X: Instructor Responsibilities

When at the Academy or off-site assisting with training, instructors are expected to assist Academy staff when it comes to workplace safety and any emergencies. This will include:

- Performing first aid and rendering emergency medical care, in line with training, as needed
- Following posted evacuation routes in case of fire or other emergency alarm
- Alerting Academy staff at the first sight or notification of a serious weather emergency
- Alerting Academy staff upon notification or witness of violence or threatening behavior, be it against staff, employees, students, or facility
- Halting and alerting Academy staff of any hazing or other dangerous behavior.

Section X: Expectations of Recruits:

This is what we will expect from every recruit/student:

- Conform to the highest ethical standards
- Show proper respect for Instructors
- Follow all Instructions given

- Don't directly challenge Instructors when directions are given; Trainees/ Recruits will utilize the Academy Chain of Command for redress of situations
- Understand the importance of and follow safety practices
- Demonstrate maximum effort (every day, every class)
- Be on time
- Be prepared for every class, detail, assignment
- Be in proper uniform
- Have all required equipment
- Complete all assignments correctly and on time
- Conduct themselves professionally and respectfully at all times
- Adhere to the Crater Academy Code of Conduct and other Policies, Procedures and Practices

Concluding Remarks

The Crater Criminal Justice Training Academy has achieved a solid reputation for delivering high quality and professional law enforcement training. We must continue to provide relevant, challenging, and innovative training to recruits and it must always be done in a respectful and professional manner. This memo details the philosophies and policies of this academy and all instructors will be held strictly accountable for conforming to these expectations.

On behalf of the Academy staff, I welcome you and wish you much success in your position as an Academy Instructor. I also thank you for your immediate attention and adherence to these important requirements.

If at any time you feel that you have an issue that needs attention that is not properly addressed after reviewing the issue with the Academy Staff; please let me know. We value your participation.

Very Truly Yours,

A handwritten signature in black ink, appearing to read "Jon J. Cliborne". The signature is fluid and cursive, with a long horizontal stroke at the end.

Jon J. Cliborne
Executive Director

Memorandum - Treatment of Students & Expectations of Instructors

Your signature below indicates that you have been provided with a copy of the memorandum regarding Treatment of Students & Expectations of Instructors and your acknowledgment that you will conform to the Academy's expectations regarding your performance as an instructor and your understanding of our training philosophy and our philosophy regarding the treatment of recruits.

Instructor Agency

Printed Name of Instructor

Signature of Instructor

Date