

# OLEPS

OFFICE OF LAW ENFORCEMENT PROFESSIONAL STANDARDS

## State Police Training Report Reference Guide

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# New Jersey State Police Training Report Reference Guide

## Introduction

Pursuant to the Law Enforcement Professional Standards Act of 2009 (N.J.S.A. 52:17B-222, et seq.) (the Act), the Office of Law Enforcement Professional Standards (OLEPS) is required to publish reports assessing New Jersey State Police (State Police) compliance with relevant performance standards and procedures. Dissolved in September 2009, the federal Consent Decree (the Decree) outlined procedures and policies for State Police to implement. State Police codified many of the reforms accomplished under the Decree in its rules, regulations, policies, procedures, and operating instructions. Previously, monitoring reports assessed compliance with the Decree. Now, OLEPS' Oversight Reports reflect State Police's adherence to those reforms. Training had previously been a component of these Oversight Reports, however, the training portion of OLEPS' Oversight Report is now published as a separate report. This document is a reference guide for that report. A more detailed history of the Decree is contained in previous reports and can be found [here](#).

## Standards for Assessment

OLEPS assesses Training Bureau by reviewing training pertaining to the topics outlined in the Act (i.e., leadership, ethics, use of force, and search and seizure) and ensuring compliance with applicable case law, and State Police's rules, regulations, operating instructions, and procedures. This review includes an examination of Training Bureau's reports and documentation of training.

The assessments reviewed in the training reports are:<sup>1</sup>

- Development and Evaluation of Training
- Annual In-Service Training
- Training Committee
- Recruitment of Instructors and Instructor Eligibility Requirements
- Trooper Coach Program
- Trainings for Troopers Advancing in Rank
- Training Provided by Non-State Police Entities
- Historical Documentation of Training
- OLEPS/State Comptroller

To properly assess State Police training, OLEPS accesses the Management Awareness Personnel Performance System (MAPPS),<sup>2</sup> Academy Computerized Training Systems (ACTS), IAPro,<sup>3</sup> and Trooper Coach System databases. OLEPS also meets with Training Bureau staff and observes both recruit and enlisted trainings.

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<sup>1</sup> These assessments were part of Performance Standards 14 to 22 in OLEPS' previous Oversight Reports. In the training reports, the assessments are not labeled as "Performance Standards." Instead, each section is titled by the assessment topic covered.

<sup>2</sup> The Management Awareness and Personnel Performance System (MAPPS) is the database used to monitor trooper activity. It is fed from multiple State Police databases, including CAD, RMS, and IAPro.

<sup>3</sup> IAPro is the database that houses misconduct information concerning troopers' discipline.

OLEPS audits Training Bureau to determine if its training and evaluation process, the Seven-Step Training Cycle (see Figure 2 below) is applied. To do this, OLEPS examines reports and analyses relating to the evaluation of training. OLEPS also reviews course curricula relating to training topics delineated in the Act to determine their suitability. Training Bureau must submit all revisions or substantive changes to these training topics to OLEPS for review.

Lastly, OLEPS reviews and revises this assessment, as needed, to account for developments in the law and changes to State Police policies and procedures.

### *Training Overview*

Training Bureau oversees and ensures the quality of training for troopers, including the development and implementation of pre-service<sup>4</sup> and post-service<sup>5</sup> curriculum, and the training of trooper coaches and instructors. The standards in this section refer to the policies and procedures Training Bureau must follow. Each assessment includes a description of the analysis conducted to assess Training Bureau.

Training Bureau provides training to troopers relative to patrol duties, cultural awareness, ethics, leadership, and constitutional law pertaining to arrest and search and seizure. Training Bureau also monitors trainings provided by outside vendors and agencies that troopers attend.

In addition, State Police policies and procedures require that Training Bureau evaluate and document training effectiveness, establish a Training Committee, create training orders,<sup>6</sup> provide remedial training when necessary, and ensure appropriate documents are submitted for training by outside agencies.

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<sup>4</sup> This includes all training delivered prior to enlistment and swearing in as a law enforcement officer, including recruit training.

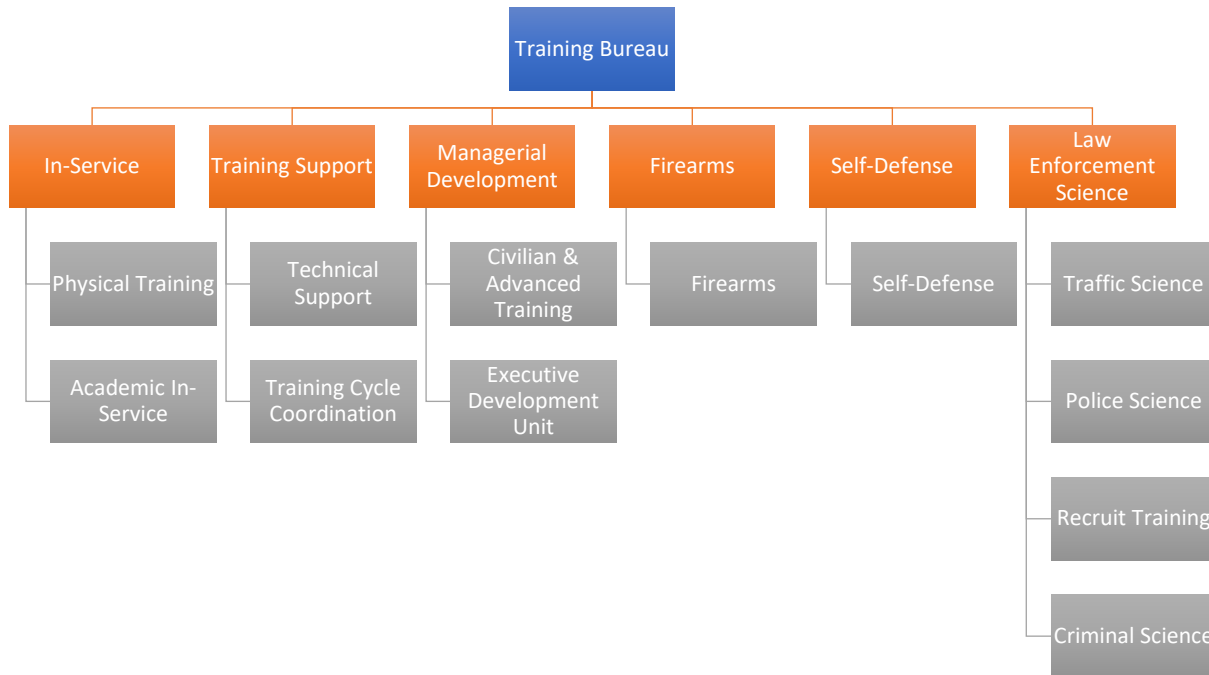
<sup>5</sup> This includes all training given to troopers during active State Police service.

<sup>6</sup> Training Orders are defined as “orders that ensure all personnel will be notified and attend assigned training sessions and/or programs.” NJSP S.O.P. A1, “Orders.”

## Training Bureau's Organizational Chart

Training Bureau consists of six units with subunits, shown in Figure One.

Figure One: Organizational Chart of Training Bureau<sup>7</sup>



The units' responsibilities include:

**In-Service Unit** – Creates and conducts In-Service training for enlisted troopers, the trooper coach program, and the physical training for State Police recruit classes.

**Training Support Unit** – Provides technical support to Training Bureau and assists in developing training.

**Managerial Development Unit** – Develops and delivers rank-specific training to enlisted troopers and civilians.

**Firearms Unit** – Trains all enlisted troopers and State Police recruits on firearms.

**Self-Defense Unit** – Trains all enlisted troopers and State Police recruits on self-defense and defensive tactics.

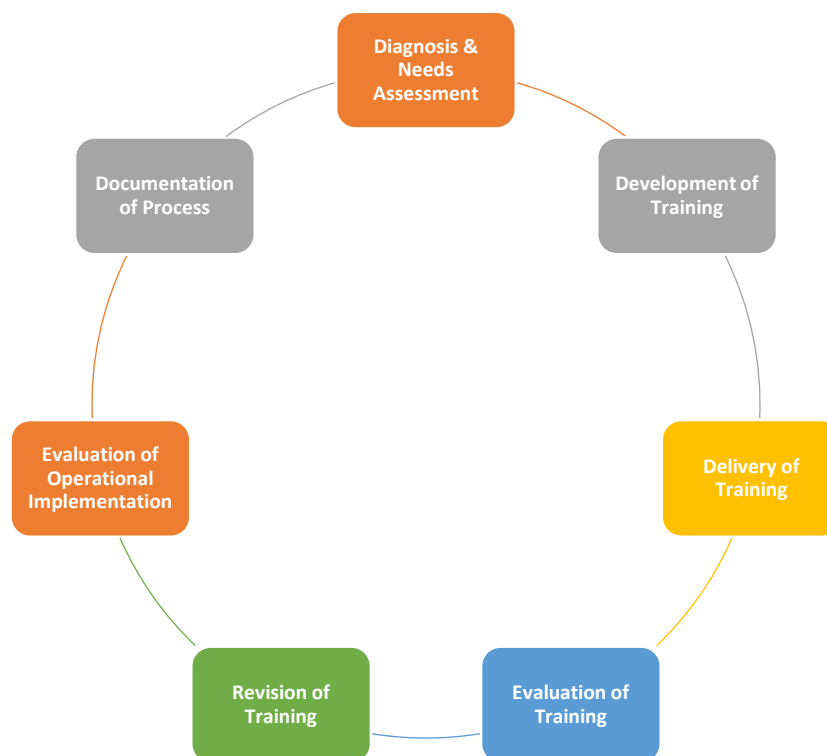
**Law Enforcement Science Unit** – Conducts and coordinates all training for State Police recruits.

<sup>7</sup> Prior to 2018, the Firearms Unit and the Self Defense Unit were one unit. The above organizational chart reflects the organization of Training Bureau after 2018. Training Bureau also includes the Armorer Unit. However, because OLEPS does not perform oversight responsibilities relating to that unit, it is not included in Figure One.

## Training Bureau's Method of Development and Evaluation of Training

Training Bureau employs a seven-step cycle in its training and evaluation process, shown in Figure Two.

Figure Two: Seven-Step Training Cycle<sup>8</sup>



The Seven-Step Training Cycle consists of the following, but is not necessarily always in this order:

**Step One: Diagnosis and Needs Assessment** – Assessing State Police’s needs for the purpose of creating or improving training, and reviewing current standards and practices on related topics.

**Step Two: Development of Training** – Developing training content and training aids according to the needs assessments.

**Step Three: Delivery of Training** – Utilizing current best practices in adult-based learning.

**Step Four: Evaluation of Training** – Evaluating the effectiveness of training content and training delivery.

**Step Five: Revision of Training** – Revising training materials and delivery based on the evaluation of each training course.

**Step Six: Evaluation of Operational Implementation** – Determining implementation of the practices taught.

**Step Seven: Documentation of Process** – Documenting steps one through six.

<sup>8</sup> This is the full depiction of the cycle, however, some steps are not applicable for certain training topics and courses. For example, courses not created or delivered by Training Bureau do not undergo a Revision of Training (Step Five) or an Evaluation of Operational Implementation (Step Six).

Training Bureau bases course curricula on State Police's needs assessments, and information and data provided by different State Police units (e.g., Office of Quality Assurance (OQA), Office of Professional Standards (OPS), Field Operations).

## Development and Evaluation of Training

### Standards

According to State Police policies and procedures:

Training Bureau shall provide annual training to all enlisted troopers on the following:

- C-20 Physical Fitness Examination
- State and Departmental Mandatory Online Courses
- In-Service Training

Training Bureau shall provide semi-annual training to all enlisted troopers on the following:

- Firearms Training and Qualification

Training Bureau shall also provide the following:

- Pre-Service (Recruit) Training
- Advanced Courses
- Remedial Training
- Specialized Training

### Annual Training

#### C-20: Physical Fitness Exam

In accordance with State Police policies and procedures, all active troopers are required to undergo an annual physical fitness test, known as C-20.

#### Online Training<sup>9</sup>

##### NJLearn

State and departmental policies and regulations mandate that troopers receive training in several courses on an annual basis. The courses are presented on an online platform, NJLearn, and include the following training topics:

- Bloodborne Pathogens
- Hazmat Awareness Refresher
- New Jersey State Police Work Zone Safety
- NJSP Handling of Mentally Ill Persons
- Domestic Violence for Law Enforcement
- Ontario Domestic Assault Risk Assessment (ODARA)<sup>10</sup>
- Community-Law Enforcement Affirmative Relations (CLEAR)

State and departmental entities develop and administer these online courses. Training Bureau issues training orders to ensure notification of the annual participation requirements and manages trooper enrollment of each course.

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<sup>9</sup> The list of required online trainings may change depending on the year. For example, during some years, CLEAR was offered online, while during others, it was required to be conducted in-person.

<sup>10</sup> The non-compliance list for the Ontario Domestic Assault Risk Assessment (ODARA) course is maintained by State Police Victim Services Unit.



### Civil Service Commission Online Training Courses

These trainings include courses on the following topics:

- New Jersey SANS Security Awareness Training
- New Jersey State Employee Ethics Training
- New Jersey State Policy Prohibiting Discrimination in the Workplace

### Semi-Annual Training

#### Firearms Training and Qualifications

##### Rifle

State Police conducts required rifle qualifications and training for all enlisted certified rifle operators.

##### Duty Weapon and Shotgun

State Police conducts semi-annual firearms qualifications for all active duty enlisted troopers.

##### Record Keeping

Training Bureau documents and maintains duty weapon and shotgun firearm trainings and qualification sessions in the ACTS training database.

### Pre-Service (Recruit) Training

The Law Enforcement Science Unit delivers an integrated curriculum that includes physical training, self-defense, firearms training, and defensive and tactical training, to recruits at the New Jersey State Police Academy (Academy).

### Advanced Training

#### Law Enforcement Science Unit

The Law Enforcement Science Unit provides various types of advanced training to troopers and law enforcement officers assigned to other agencies.

#### Firearms and Self-Defense Units

The Firearms and Self-Defense Units provide advanced firearms and self-defense training to troopers and law enforcement officers assigned to other agencies.

### Remedial Training<sup>11</sup>

Training Bureau provides remedial training to troopers identified as needing improvement in specified areas. Troopers in need of remedial training are referred to the Academy by supervisors, OPS, and/or the Risk Analysis Core Group (RACG).<sup>12</sup> Courses are designed by Training Bureau based on each trooper's deficiency. Remedial training<sup>13</sup> consists of both classroom instruction and scenario-based learning.

### Specialized Training

#### The Managerial Development Unit

The Managerial Development Unit provides specialized supervisory training to troopers, law enforcement officers assigned to other agencies, and civilians.

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<sup>11</sup> Remedial training provided by Training Bureau does not include interventions that are routinely issued by State Police supervisors or other personnel (e.g., performance notices, verbal counseling, review of policy).

<sup>12</sup> Risk Analysis Core Group (RACG) consists of upper-level command staff who review and analyze State Police's motor vehicle stop data.

<sup>13</sup> Although remedial training is provided at the Academy, the majority of corrective training is conducted through the trooper's supervisory chain of command.

## Annual In-Service Training

### Standards

According to State Police policies and procedures:

Training Bureau shall provide annual In-Service training (In-Service) to all enlisted troopers on the following topics:

- Fourth Amendment requirements (arrest and search and seizure)
- Non-discrimination requirements on conducting motor vehicle stops and searches and seizures
- Cultural diversity
- Ethics
- Leadership
- Active shooter

### Annual In-Service Training

In-Service training must include topics relating to leadership, ethics, cultural diversity, and search and seizure. It may also include additional topics as a result of the needs assessment.

## Training Committee

### Standards

According to State Police policies and procedures, Training Bureau coordinates, maintains, and utilizes a Training Committee.

The Training Committee shall be comprised of:

- Members of Training Bureau
- Field Training Coordinators (FTCs)
- Field Training Officers (FTOs)
- A representative of the Office of Professional Standards (OPS)
- A representative of the Office of Quality Assurance (OQA)
- Any other personnel as determined by the Bureau Chief (Committee Chair)

Prior to 2021, the Training Committee was required to meet on a quarterly basis, and to record and distribute meeting minutes. In 2021, State Police modified its policy to require only three meetings per year.

According to State Police policy, the purpose of the Committee is to “serve as an integral system for State Police units, squads and supervisors ... to provide information and refer particular incidents to the Training Bureau to assist in evaluating the effectiveness of training, and to detect the need for new or further training.”

The Training Committee seeks feedback from the rest of State Police to assist in identifying areas of needed training.

## Recruitment of Instructors and Instructor Eligibility Requirements

### Standards

According to State Police policies and procedures:

- State Police shall encourage “superior” troopers<sup>14</sup> to apply for Academy and post-Academy training positions. Training Bureau shall maintain adequate staffing levels at the Academy to ensure compliance with the training cycle.
- All candidates must undergo the specialist selection process. Candidates must:
  - Complete the Instructor Training Course
  - Have a minimum of four years of service as a trooper
  - Have a Bachelor’s degree
  - Undergo a review of all disciplinary history
  - Undergo a review of all complaints alleging discrimination in the workplace
- Any revisions to the policies relating to eligibility selection requirements or training shall be submitted to OLEPS for review and comment prior to approval.

OLEPS assesses consistent and adequate staffing at Training Bureau to allow it to meet its requirement of providing all requisite training for troopers and recruits, as well as providing additional training as needed.

### Staffing

The independent monitors and State Police agreed that Training Bureau should be staffed with between 58 and 61 permanently assigned troopers, excluding detachments and troopers assigned to the Armorer Unit.<sup>15</sup> This number originated from the independent monitors’ concern about Training Bureau’s ability to adequately train troopers and meet the Decree requirements without adequate staffing. Historically, Training Bureau’s staffing levels have been dependent on whether there was a recruit class in session. At the time of this reference guide, troopers are commonly temporarily detached to Training Bureau only during recruit classes. OLEPS has recommended an increase in permanent staffing at Training Bureau to improve training by offering consistency in Academy knowledge and practices that temporary, detached instructors cannot provide. Further, the inadequate number of permanent staff makes it difficult for Training Bureau to offer additional and advanced training courses to enlisted members.

Both OLEPS and the independent monitors also recommended Training Bureau hire a civilian analyst.

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<sup>14</sup> This standard remains unchanged from the Decree.

<sup>15</sup> A detachment is when a trooper from one unit, for example the Field Operations Section, is temporarily assigned to another unit, *i.e.*, Training Bureau, for a given time period. The detached trooper typically returns to their previous assignment once the detachment ends, and therefore, are not permanent staff of the Training Bureau.

Further, although the Armorer Unit is part of the Training Bureau, the Armorer Unit’s role is different from that of the other Training Bureau units. The role of the Armorer Unit is to maintain State Police firearms. At times, the members of the Armorer Unit assist the Firearms and Self-Defense units, especially during bi-annual firearms qualifications and firearms related courses. They may also assist during a recruit class as supervisors and instructors, as needed. The Armorer Unit does not have daily responsibilities for training.

### **Instructor Evaluations**

Periodically, Training Bureau performs in-field training evaluations of instructors assigned to the Academy. These evaluations consist of an assessment of the learning environment, the instructors themselves, the learning techniques used, the administrative procedures, and whether the Seven-Step Cycle is being used.

### **Instructor Specialist Selection**

Training Bureau is responsible for completing the instruction specialist selection process.

## Trooper Coach Program

### Standards

According to State Police policies and procedures:

- State Police shall encourage “superior” troopers to apply for trooper coach training positions.
- Eligibility, selection criteria, and required training for trooper coaches can be found within State Police policies. A summary of the requirements includes:
  - Minimum of three years of continuous service
  - Submission of resume
  - Review of all disciplinary history and all complaints alleging discrimination in the workplace
  - Review of performance evaluations
  - Completion of the trooper coach course
  - Compliance with C-20
  - Current assignment of Field Operations Section
  - Other professional skills
- Any revisions to the policies and procedures relating to eligibility selection requirements or training must be submitted to OLEPS for review and comment prior to approval.

OLEPS’ assessment of the trooper coach program includes discussions with Training Bureau, a review of trooper coach records, the trooper coach selection process, and the trooper coach database, including documentation of trooper coach performance. OLEPS conducts an independent audit of the selection process, probationary trooper performance scores, and trooper coach performance scores.

### Overview of the Trooper Coach Program

After graduating from the Academy, probationary troopers participate in the trooper coach program, where they apply Academy training to their assignment at a general road station under the guidance of a qualified trooper coach. The trooper coach is responsible for training and evaluating the probationary trooper. The program consists of four 120-hour training phases. During Phases I, II, and III,<sup>16</sup> probationary troopers become familiar with their role and responsibilities. During Phase IV, they take an active role while on patrol, both with and without their coach. During this phase, the coach only intervenes if there is an issue of safety or if the probationary trooper’s actions would bring discredit to State Police.

Trooper coach candidates must undergo a meaningful review process, including a review of MAPPS interventions, disciplinary history, and discrimination in the workplace history. In addition, first-time trooper coach candidates must submit their resume and undergo an oral interview. All trooper coach candidate information is presented to the Trooper Coach Committee, comprised of representatives from OPS, the Division of Human Resources, and the Field Operations Section. The committee renders a finding of “recommended” or “not recommended” for each candidate. These findings are forwarded to the Operations Branch Commander for final assessment.

### Trooper Coach Selection Process

OLEPS audits the trooper coach selection process for each State Police class.

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<sup>16</sup> Phase I includes basic skills (e.g., officer safety). Phase II is characterized as advanced training and focuses on probationary troopers’ growth in assertiveness. During Phase III, probationary troopers should demonstrate more familiarity and confidence in their duties and responsibilities as troopers.

**Probationary Trooper Performance**

After recruits graduate from the Academy, they enter the trooper coach program as probationary troopers. Each probationary trooper is evaluated on 27 competencies. The results of these evaluations are recorded by the trooper coaches on their Daily Observation Reports (DORs). Training Bureau assesses and summarizes all probationary troopers' scores in a Step Six evaluation report.

## Training for Troopers Advancing in Rank

### Standards

According to State Police policies and procedures:

- Training Bureau shall require enlisted personnel to complete training designed to enhance the management, supervisory, and leadership capabilities of all who are advancing in rank.
- The training must be, to the extent practicable, delivered before the start of the promoted trooper's service in their new rank, and no later than seven months after the start of the promoted trooper's service in their new rank.
- After training for newly promoted enlisted personnel has been completed, a review will be conducted to determine:
  - If those who were promoted attended the training,
  - If the training was completed within seven months of the promoted trooper's service, and if it was not, whether their supervisor was notified.

The Managerial Development Unit is responsible for implementing supervisory training courses. With the exception of captain and above, each rank has a different required course. Various supervisory training courses are provided to troopers promoted to the ranks of sergeant, sergeant first class, lieutenant, and captain and above.

### Supervisory Courses Offered

OLEPS reviews the supervisory courses offered annually.

### Training for Troopers Advancing in Rank

OLEPS examines promotional and training records to determine whether enlisted personnel promoted in rank received the requisite training prior to promotion or within seven months of promotion. Those advancing to the rank of sergeant (or detective sergeant or staff sergeant), sergeant first class (or detective sergeant first class), or lieutenant are required to complete the required promotional course within seven months of promotion. Those advancing to the rank of captain, major, or lieutenant colonel are required to complete the appropriate promotional courses; however, these courses are offered less often and do not need to be completed within seven months. Once an enlisted member completes a promotional course for these executive ranks, they are not required to take the course again. For example, if a member completes all four courses after their promotion to captain, they are not required to take the four promotional courses again if promoted to the rank of major.



## Training Provided by Non-State Police Entities

### *Standards*

State Police policies set forth the guidelines and requirements for outside agency training. These guidelines are:

- Training Bureau, through the respective Field Training Coordinators (FTCs) or Field Training Officers (FTOs), shall monitor and approve all training attended by enlisted personnel provided by non-State Police agencies.
- Troopers shall submit for written approval from FTCs or FTOs when requesting to attend training provided by non-State Police agencies.
- FTCs or FTOs shall debrief troopers upon their return from training, and copies of all course materials must be submitted to Training Bureau and maintained in a central repository.
- FTCs shall provide Training Bureau with quarterly memoranda identifying all enlisted personnel that attended a non-State Police agency training.<sup>17</sup>
- Troopers may not teach or mentor other State Police personnel in outside training topics without first obtaining Training Bureau approval.

OLEPS assesses a sample of outside agency training courses annually.

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<sup>17</sup> State Police policy was amended in 2021 to remove this quarterly requirement.

## Historical Documentation of Training

### Standards

According to State Police policies and procedures:

- Training Bureau must maintain, in a central repository, copies of all Academy, post-Academy, and trooper coach training materials, curricula, lesson plans, and materials received by individual troopers while attending outside training.
- Documentation of training will be maintained as part of the MAPPS database, ACTS, NJLearn, and NJ.gov.

## OLEPS/State Comptroller

### *Standards*

All recruits must be informed of the enabling statute creating OLEPS, the mission of the office, and the oversight function of the Office of the State Comptroller, as set forth in the Act. Recruits will continue to be provided instruction relative to the Decree.

Since September 2000, Training Bureau has provided recruit classes with a block of instruction explaining the history and terms of the Decree.

## Conclusion

This guide is meant to serve as further explanation for the State Police training reports. This guide will be edited and updated as necessary to reflect changes in these reports.