



MILWAUKEE POLICE DEPARTMENT

STANDARD OPERATING PROCEDURE

082 – TRAINING AND CAREER DEVELOPMENT

GENERAL ORDER: 2025-53
ISSUED: November 13, 2025

EFFECTIVE: November 13, 2025

REVIEWED/APPROVED BY:
Assistant Chief Craig Sarnow
DATE: October 2, 2025

ACTION: Amends General Order 2025-42 (September 5, 2025)

WILEAG STANDARD(S): 12.1.3, 12.2.1, 12.2.2, 12.2.3, 12.2.5, 12.2.6, 12.2.8, 12.2.9, 13.2.3

082.00 PURPOSE

The purpose of this standard operating procedure is to establish guidelines for employee training and development under the direction of the training director at the Training Division, the Human Resources Division, and the Chief of Police. The Milwaukee Police Department (MPD) provides basic recruit training and continuing education that exceeds requirements established by the state of Wisconsin Law Enforcement Standards Board (LESB) and the Training and Standards Bureau. In addition, the purpose of this standard operating procedure is to ensure that the members of the Milwaukee Police Department are verifiably competent with all department policies and with the principles of fair and impartial policing. Members subordinate to the rank of inspector of police shall follow the directives of the training director in matters relating to law enforcement certification and recertification training, and other training that may arise relevant to members' positions or work assignments.

082.05 ANTI-RACIST and ANTI-DISCRIMINATORY POLICY TRAINING

The Milwaukee Police Department is committed to the implementation of anti-racist and anti-discriminatory policies throughout the department. To that end, every member of the MPD must annually complete at least four (4) hours of bias training, which includes training on anti-racist and anti-discriminatory policies. This training includes a special focus for supervisors on detecting and reporting improper conduct. To demonstrate subject-matter competency, all members must successfully complete a written examination, including as to their understanding of MPD's anti-racist and anti-discriminatory policies. Members who fail the examination must receive immediate remedial training until the member can demonstrate core competency. MPD members must pass this written examination annually.

082.10 CORRUPTION IN TRAINING PROHIBITED

- A. Any MPD member performing any training of any other MPD member is prohibited from describing or counseling on how to avoid culpability for violating MPD policy or the law. Each MPD member carries an affirmative duty to report any such commentary. Any member's failure to report such commentary by any MPD member may result in formal discipline. Any MPD member who, while training any other MPD member, describes or counsels those other MPD members on how to lie or avoid culpability for violations of MPD policy or the law may be discharged.

- B. Candidates may be disqualified for use as an adjunct instructor if they have been subject of a sustained disciplinary action resulting in suspension(s) causing a break in service for five (5) cumulative days or more within the previous one (1) year of the date of the instruction date. The commanding officer of the Training Division will have final authority of disqualification of those performing adjunct duties. Additionally, those with substandard job performance in their daily duties may not be used as adjunct instructions with the Training Division commanding officer's discretion.

082.15 DE-ESCALATION TRAINING

Every member of the MPD must annually complete at least four (4) hours of scenario-based training on lawful use-of-force options, focusing on skills and tactics that minimize the likelihood of using unlawful excessive force, including de-escalation tactics. Such tactics are actions and techniques used by law enforcement to slow down or stabilize a potentially unstable situation to allow for more time, options, and resources for resolution or prevention of an incident. Use of force is not a proper application of de-escalation tactics.

082.20 RECRUIT OFFICER BASIC TRAINING (WILEAG 12.2.3)

- A. Sworn officers must satisfactorily complete the Wisconsin law enforcement basic training curriculum established by the LESB and the Training and Standards Bureau prior to assignment to any duties that require them to unilaterally exercise police authority, carry a department-issued firearm outside of training, and make arrests.
- B. In addition, under this section officers must first pass a written examination covering fair and impartial policing, including core competency of MPD's SOP 001, anti-racist, anti-discriminatory policies, cultural competency, de-escalation and professional communication.

C. LATERAL TRANSFER TRAINING

1. Police officers who laterally transfer to the Milwaukee Police Department from an in-state law enforcement agency shall complete a 6-week training course prior to assignment to a patrol position. The course will provide an orientation to the department to include training in Phase IV of the recruit officer basic training (e.g., Active Bystandership for Law Enforcement (ABLE), Crisis Intervention Team (CIT), De-escalation, Fair and Impartial Policing, Procedural Justice).
2. Police officers who laterally transfer to the Milwaukee Police Department from an out-of-state law enforcement agency shall complete the 28-week training academy prior to assignment to a patrol position. The training will include Phase I-IV of the recruit officer basic training.

082.25 ANNUAL IN-SERVICE AND SPECIALIZED TRAINING (WILEAG 12.1.3, 12.2.5)

- A. The training director at the Training Division shall ensure that an in-service curriculum is designed and implemented each fiscal year to satisfy state training standards and the needs of the department.

1. Pursuant to [Wis. Stat. § 165.85\(4\)\(a\)\(7\)](#), certified law enforcement officers in the state of Wisconsin are required to attend a minimum of 24 hours of recertification training each fiscal year (July 1 through June 30), including annual firearms certification and biennial LESB-required pursuit driving training.
 - a. The biennial LESB-required pursuit driving training shall be completed with a state certified department instructor.
 - b. Police members shall be required to complete their annual firearms certification with their department authorized and issued firearm. The annual firearms certification shall be completed with a state certified department firearms instructor.

Note: LESB rules state the annual firearms certification and biennial LESB-required pursuit driving training must be administered by a certified instructor approved by the officer's primary employer. If a department member goes to another agency or academy to meet recertification requirements without the approval of the training director at the Training Division or an executive level officer (rank of inspector of police or above), the department will notify the Training and Standards Bureau and the state will not accept the training. (WILEAG 12.1.3.3)

2. Members who do not complete the state's minimum training requirements face decertification by the LESB and are subject to discipline up to and including dismissal from the department.
- B. In-service training shall satisfy the LESB recertification requirement for sworn members subordinate to the rank of captain of police. Ordinarily captains of police and above will not be required to attend in-service training at the Training Division, however, they may do so to meet the LESB recertification requirement. Primary instructors shall either be LESB-certified, operate under the direction of an LESB-certified instructor, or have professional credentials and experience clearly establishing their expertise in the curriculum.
 - C. Members assigned to attend in-service or specialized training shall appear on the designated dates and times unless excused by a supervisor. Supervisors shall notify the Training Division of expected absences and work cooperatively with Training Division staff to re-schedule missed training as soon as possible.
 - D. Specialized training is intended to complement in-service instruction, providing members opportunities to reinforce their existing knowledge, learn additional skills, and expand abilities in their areas of interest. Primary instructors shall either be LESB-certified, operate under the direction of an LESB-certified instructor, or have professional credentials and experience clearly establishing their expertise in the curriculum.
 - E. All training that occurs on duty time, whether or not it occurs at the Training Division, shall be approved by the training director, or designee. Training developed and

delivered by specialty units shall also be approved by commanding officers in control of specialized police functions, in conjunction with the Training Division. This is to ensure that lesson concepts align with department policy, strategy, and law enforcement best practices. The training director at the Training Division, the director of Human Resources, and the Chief of Police are ultimately responsible for the training and development of Milwaukee Police Department employees.

For the purposes of this section, specialized police functions include:

- The Hazardous Devices Unit
- The Tactical Enforcement Unit
- The Motorcycle Unit
- The Marine Operations – Harbor Patrol Unit
- The Crisis Negotiation Unit
- The Fusion Division
- The High Intensity Drug Trafficking Area
- The Canine Unit

082.30 REMEDIAL TRAINING (WILEAG 12.2.9)

Remedial training is intended to correct or improve deficiencies in performance. Remedial training is not discipline and shall not be presented as such. It is intended to improve members' abilities and confidence in the performance of their duties.

A. Deficiencies in performance leading to remedial training may be identified through:

1. Field training officers' observations and evaluations.
2. Performance evaluations.
3. Supervisors' observations and evaluations in the field.
4. Internally generated complaints or substantiated claims by department members.
5. Externally-generated complaints or substantiated claims by non-department members.

B. Supervisors shall recommend remedial training using a *Department Memorandum* (form PM-9E) and forward the request through the chain of command to the training director at the Training Division. If remedial training is requested in conjunction with an internal investigation, the affected member's bureau commander shall be notified of the request. Nothing in this policy is intended to prevent members from requesting remedial training for themselves if they believe that additional instruction is necessary for the proper performance of their duties.

C. The training director, deputy director, or a lieutenant at the Training Division shall decide if remedial training is necessary after reviewing the request and any other documentation, videos, or images, necessary to make the determination.

- D. Members in need of remedial training shall be notified in writing of the circumstances leading to the determination as well as the date, time, and location of the training. The training director, or designee, shall ensure that remediation occurs within 28 days of the member's notification. Exceptions to this time limit must be approved by the deputy training director at the Policy Academy or a higher ranking officer.
- E. Remedial training shall be provided by LESB-certified instructors, either assigned to the Training Division or under the direction of a master instructor if trainers are not assigned to the Training Division. The training objectives and expected outcomes must be approved by a training coordinator assigned to the Training Division at the rank of lieutenant or above.
- F. When remedial training has been successfully completed, trainers shall forward scores, certifications, outcomes, or other relevant results to the training director's office for inclusion in the member's training record. Trainers shall make all reasonable efforts to ensure that members successfully complete remedial training. If a member is unable to meet course objectives and display the required proficiencies, the training director or a designee shall notify the commanding officer of the Administration Bureau, who shall determine the next course of action.
- G. Refusal to participate in remedial training may result in discipline. Refusal or inability to successfully complete remedial training, including but not limited to training in state-mandated curriculum, could result in decertification by the LESB and dismissal from the department.

082.35 ORIENTATION FOR NON-SWORN EMPLOYEES (WILEAG 12.2.8)

Newly appointed non-sworn/civilian personnel shall attend new employee orientation provided by the city of Milwaukee. Non-sworn personnel will learn about city government, their responsibilities as city employees, the city's personnel policies, and benefits offered by the city. The department shall provide additional orientation and training to ensure that civilian members understand their roles, duties, responsibilities, and rights as employees.

082.40 TRAINING RECORDS (WILEAG 12.2.1, 12.2.2)

- A. The training director at the Training Division is responsible for maintaining records of all training conducted at the Training Division and off-site department training conducted on duty time in accordance with the department's retention policies (SOP 260 – Record Retention). Course training records shall include at a minimum: course titles and content, training dates, contact hours, names of attendees, and examination results if applicable.
- B. The training director at the Training Division is responsible for maintaining and storing the training records of individual sworn members in accordance with the department's retention policies (SOP 260 – Record Retention). Individual training records shall contain course titles and content, dates, contact hours, examination results if applicable, and certificates of completion.
- C. Members who wish that the department take cognizance of off-site training that is not sponsored by the Training Division shall forward certificates of completion, training

information, training dates, and contact hours to the Training Division office. The department will not recognize training that is contrary to LESB standards, department philosophy, or law enforcement best practices.

082.45 CAREER DEVELOPMENT (WILEAG 12.2.6, 13.2.3)

The Training Division shall provide specialized training and continuing education that not only supports and enhances members' performance in their current positions, but also offers opportunities to prepare for advancement to positions of increased responsibility.

- A. Upon promotion of members to sworn supervisory positions or to the rank of detective, the Training Division shall train members in the duties, responsibilities, and expectations of their new roles as soon practical, taking into consideration the timing of promotions, the numbers of members promoted, and the needs of the service.
- B. The training director shall ensure that all sworn members receive IS-700 (NIMS, an Introduction) and ICS-100 (An Introduction to ICS) during recruit officer basic training and integrate concepts from NIMS or ICS into annual in-service training during each fiscal year.

Note: Although not required, sworn supervisors are strongly recommended to complete the following courses appropriate to their rank:

- 1. Sergeants and above - ICS-200 (Basic ICS for Initial Response).**
- 2. Lieutenants and above - ICS-300 (Intermediate ICS for Expanding Incidents) and IS-800 (National Response Framework).**
- 3. Captains and above - ICS-400 (Advanced ICS).**

Should a pre-planned event warrant the need to make the aforementioned courses mandatory, the training director shall forward a *Department Memorandum* (form PM-9E) to the Executive Command Staff outlining the necessity for such a request.

- D. Commanding officers in control of functions that require specialized training, including but not limited to those listed in 082.10(D), shall ensure that members receive basic training in their specialized duties and continuing education consisting of a minimum of eight hours of training annually.

082.50 PROCEDURES FOR REQUESTING TRAINING AND TRAVEL

Department members shall follow the directives of their bureau commanders and commanding officers when requesting training. When minimum staffing allows, supervisors should honor members' requests for training if the curriculum is relevant to the department's policing strategies and the employee's development, and if the training incurs no cost for the department. When considering training requests, supervisors shall be cognizant that they are responsible for the effective delivery of services and the training and development of the personnel under their authority (SOP 005.00 – Rank Structure of the Milwaukee Police

Department).

- A. When requesting training, members shall use the MPD ACADIS [site](#) on the department Intranet to ensure that requests are documented, tracked, and routed to the appropriate supervisors for review and approval. Members must submit training requests a minimum of 30 days before the training begins. Members shall accurately complete Travel and Training Requests. For courses not sponsored by the Training Division, members shall include attachments or web links that contain agendas, course/conference content, dates, hours, and locations of training.
- B. When requesting training that incurs a cost to the department, members shall abide by section 082.40(A), and shall document registration fees and expected travel expenses, meal allowances, and lodging expenses with their applications. Training that incurs department expense must be approved by the member's bureau commander or the Chief of Police.
 1. If final expenses are more than \$25.00 over the amount stated in the member's previously approved Training and Travel Request, Budget and Finance shall forward the Travel and Training Request and reimbursement documentation to the member's bureau commander. The member shall then submit a *Department Memorandum* (form PM-9E) documenting in detail the reasons for the overages.
 2. Grant-funded travel and training shall be reimbursed according to specific grant guidelines, which might not be governed by this policy. Members shall always plan grant-funded expenditures according to the directives established by their commanding officers and Budget and Finance.

082.55 SUMMARY OF GUIDELINES FOR TRAINING AND TRAVEL REIMBURSEMENT

Members shall obtain pre-approval from their commanding officers and bureau commanders prior to making training or travel arrangements that will incur expenses for the department or the city of Milwaukee. We are responsible stewards of the public's resources, therefore, members shall exercise prudence in ensuring that the most reasonable and cost-effective options are chosen. The city of Milwaukee will not issue reimbursements for expenses that are deemed unnecessary, unreasonable, or inappropriate.

A. REIMBURSABLE EXPENSES OVERVIEW

Members incurring reimbursable expenses as a result of approved travel or training are expected to pay for the expenses in advance and apply for reimbursement upon the conclusion of the course, conference, or trip, using the *Statement of Expenses Incurred for the City of Milwaukee* (form CBP-211). The statement of expenses form must be submitted to Budget and Finance within 10 days of the completion of travel or the end of training.

1. Reimbursable expenses are those that directly relate to the member's training or official department business. Entertainment, alcoholic beverages, fines for violations, expenses for damage, travel upgrades, and extra amenities will not be reimbursed.

2. Along with form CBP-211, members shall include receipts, online payment confirmation pages, or other documentation that clearly displays expense and payment. Receipts or acceptable documentation of payment shall accompany any item for which a member requests reimbursement. Receipts are not required for meals (see section C. Meal Allowances). Members unable to provide documentation of payment shall contact Budget and Finance for information on completing a sworn affidavit certifying their expenses.
3. Members shall include with reimbursement forms an agenda, brochure, or other documentation containing course/conference content, dates, times, and locations of training.
4. The city will reimburse the cost of roundtrip coach fare, including one checked bag that is under the carrier's established weight limit, and baggage fees for other materials that are absolutely necessary for official department purposes; otherwise fees for excessive weight or additional baggage are the member's responsibility.
5. The *Statement of Expenses Incurred for the City of Milwaukee* (form CBP-211) includes an additional page for expenses incurred outside of normally authorized expenditures (e.g., extra lodging due to transportation delays, additional baggage fees as in section 4 above).
6. Members travelling together shall submit individual statements of expenses clearly indicating their own expenditures.

B. TRAVEL ADVANCES

Travel advances are exceptions and require approval by a member's bureau commander prior to training or travel. Members requesting an advance shall complete the *Authorization for Travel Advance* (city of Milwaukee form CBP-210) and forward it through the chain of command for final approval from their bureau commanders.

1. With approval from a bureau commander, airfare may be reimbursed or advanced more than two weeks prior to travel, but hotel and meal allowances will be advanced no earlier than one week prior to travel.

Note: Only one travel advance per trip will be allowed, so members should carefully plan and submit one *Authorization for Travel Advance* form for airfare, hotel, and meal allowances when appropriate.

2. Receipts and documentation related to travel advances and repayment of unused funds must be submitted to Budget and Finance within 10 days of the member's return. Failure to comply with this section could result in the withholding of funds from members' paychecks and the inability to receive future travel advances.

C. MEAL ALLOWANCES

Meal allowances require approval by the member's bureau commander, and ordinarily are not approved for discretionary travel or training, even if members are being

compensated for one or more work days (e.g., “special duty”). Meal allowances shall not be approved for single-day travel to destinations within 50 miles of the city of Milwaukee.

1. Members who receive approval for meal allowances can receive reimbursement for meals that are not provided by the event they are attending or by a hosting organization, including tips up to 15%.
2. The city of Milwaukee reimburses members for meals up to the federal per diem rate assigned to the location in which the expenses occur. To complete reimbursement or travel advance forms, members shall refer to the United States General Services Administration (GSA) website at www.gsa.gov to determine the Meals and Incidental Expenses (M&IE) per diem rates for their destination/location. When applying for a meal allowance advance or reimbursement, members shall include a copy of the GSA web page indicating the M&IE per diem rate and applicable travel month and year with their forms. When completing the *Statement of Expenses Incurred for the City of Milwaukee* (form CBP-211) meal receipts are not required.

D. GROUND TRANSPORTATION

Members shall find economical modes of transportation when available and appropriate. This includes airport/hotels shuttles, transportation provided by events or hosting organizations, and local mass transit when it is safe and practical.

1. Mileage for Personal Vehicles

Members who receive authorization will be reimbursed for mileage using the Internal Revenue Service rate for business miles, which can be found at www.irs.gov by entering “mileage rate” in the website’s search feature. Mileage is not reimbursable for single-day travel to destinations within 50 miles of the city of Milwaukee.

2. Vehicle Rental

Members who receive authorization to rent vehicles shall choose a compact or intermediate model unless a larger vehicle is absolutely necessary because of the number of authorized passengers or the conveyance of materials essential to the purpose of the trip. Excessive mileage charges incurred as a result of personal use of rental cars will not be reimbursed. Members shall avoid incurring additional fees that are not standard charges, such as upgrades, additional equipment, or surcharges for vehicles returned without full tanks of fuel.

Note: Members shall accept the damage waiver offered by the rental car company. Members who refuse the damage waiver in lieu of personal insurance, protection provided by a credit card, or membership benefits provided by other organizations will be held personally liable for damages to rental vehicles.

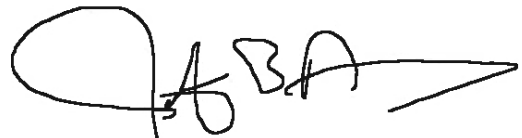
3. Parking

Unavoidable parking fees at the member’s destination will be reimbursed, however,

members are encouraged to use free parking whenever it is safe and practical to do so. Valet parking will not be reimbursed unless it is the sole option or is more economical than available alternatives.

E. ADDITIONAL TRAVEL AND REIMBURSEMENT PROVISIONS

1. Members shall submit reimbursement forms and requests for travel advances to Budget and Finance, which shall review the documents for completion and adherence to city and department procedures. Budget and Finance shall provide monthly travel and training expenditure reports to the Office of the Chief in a manner prescribed by the chief of staff.
2. *Guidelines for City Employee Travel Expenditures and Reimbursements, Statement of Expenses Incurred for the City of Milwaukee* (form CBP-211), and *City of Milwaukee Authorization for Travel Advance* (form CBP-210) can be found on the City of Milwaukee MINT (intranet) [page](#).

A handwritten signature in black ink, appearing to read 'J.B.N.' with a stylized flourish extending to the right.

JEFFREY B. NORMAN
CHIEF OF POLICE

JBN:mfk