



In-Person Curriculum Standards and Review

PROCESS GUIDE

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Introduction

Background

The Office of Community Oriented Policing Services (COPS Office) is the component of the U.S. Department of Justice that advances the practice of community policing in U.S. state, local, and tribal law enforcement agencies. The COPS Office does its work principally by sharing information and making awards to and for law enforcement agencies around the United States. The knowledge resources available from the COPS Office provide essential information in the form of training, technical assistance, promising practices for law enforcement, and publications composed by subject matter experts within the federal government, academia, and law enforcement.

The COPS Office In-Person Curriculum Standards, Review, and Approval Guide was established to provide guidance to COPS Office training providers and program managers on instructional design, course delivery, and the process by which curriculum will be reviewed and approved by the COPS Office. To learn more about COPS Office training, visit the training tab on the COPS Office website: <https://cops.usdoj.gov/training>.

The goals of the In-Person Curriculum Standards and Review Process Guide are as follows:

- Establish a common process for the development of COPS Office training initiatives.
- Manage quality control through a series of review and approval checkpoints before movement to the next development phase.
- Establish a process for vetting COPS Office in-person training content, style, format, and quality in a manner comparable to other COPS Office products and services.
- Establish clear outcome expectations of in-person training initiatives between program managers and awardees.
- Maintain COPS Office training products and services by keeping them current, relevant, and applicable to the law enforcement field.
- Prepare COPS Office training for accreditation through national law enforcement training accreditation programs.

An example accreditation process can be found at <https://www.iadlest.org/Home.aspx>.

An example accreditation evaluator form for online training accreditation can be found at <https://www.iadlest.org/Portals/0/Files/Documents/2017%20v2%20In-Person%20Rubric.pdf>.

Training guiding principles

Any training or training materials developed or delivered with award funding provided by the Office of Community Oriented Policing Services is to adhere to the following guiding principles:

1. Trainings must comply with applicable law.

In developing and conducting training under the award, recipients (and any subrecipients) shall not violate the Constitution or any federal law, including any law prohibiting discrimination.

2. The content of trainings and training materials must be accurate, appropriately tailored, and focused.

The content of training programs must be accurate, useful to those being trained, and well matched to the program's stated objectives. Training materials used or distributed at trainings must be accurate, relevant, and consistent with these guiding principles.

3. Trainers must be well-qualified in the subject area and skilled in presenting it.

Trainers must possess the subject matter knowledge and the subject-specific training experience necessary to meet the objectives of the training. In selecting or retaining a trainer, recipients (or sub-recipients) should consider such factors as the trainer's resume and written materials, interviews with the trainer, observation of other trainings conducted by the trainer, feedback from other entities with which the trainer has worked, training participant feedback and evaluations, and the general reputation of the trainer.

4. Trainers must demonstrate the highest standards of professionalism.

Trainers must comport themselves with professionalism. While trainings will necessarily entail varying teaching styles, techniques, and degrees of formality, as appropriate to the particular training goal, professionalism demands that trainers instruct in the manner that best communicates the subject matter while conveying respect for all.

Definitions

Training

Training refers to the teaching and learning activities undertaken to help members of an organization acquire and apply the knowledge, skills, abilities, and attitudes needed by a particular job or organization. Training is driven by specific goals and objectives, but it is an ongoing process, requiring continuing self-reflection and evaluation.

- **Learning outcomes and objectives.** Objectives describe what learners should be able to know and do after training. Learning outcomes establish the criteria by which the training will be judged a success. Training objectives and learning outcomes should be aligned with an employee's position and with the organization's goals and mission.
- **Self-reflection and evaluation.** Self-reflection should be a conscious process of critically analyzing the training material and testing understanding and retention; it is an internal check on the progress and outcomes of the training. Evaluation is the external check; it should consist of setting goals, in accordance with the learning outcomes and objectives, and conducting pre- and post-testing and a final course evaluation to ensure those goals are met.

In-Person Training

In-person training refers to training that is instructor-led and where the participants and instructors are in a classroom setting together.

Training Materials

Guidebooks, webinars, articles, conference presentations, podcasts, videos, blogs, and newsfeeds (to provide a few examples) can serve as support material in trainings or as stand-alone material to increase knowledge, but on their own they cannot be defined as training.

New and Pre-existing Training

- **New development.** Awards for new development are intended to fund the creation of new in-person courses.
- **Pre-existing training.** Awards for pre-existing training cover reviewing and potentially revising in-person training courses that already exist and bringing them into the COPS Office training initiative.

Training is a process—not an event.

Development and Delivery of New In-Person Courses

I. Course Development and Trainer Preparation

The process of course development, from the course design document to the first course delivery, generally takes between six and eight months. For a multiday train-the-trainer, it may take as long as a year. Each course is unique, however, so the actual development time may be longer or shorter than the estimate. One of your first steps in the course development process should be to work with your COPS Office program manager and develop a robust course development timeline.

To ensure all requirements are met, arrange a time to talk with your COPS Office program manager on a monthly basis. Remember, your COPS Office program manager is here to help: Do not hesitate to reach out via email or phone.

All COPS Office training providers are required to submit, at a minimum, the following course materials, in sequential order, to their COPS Office program manager:

1. Course design document
2. Draft course and accompanying documents
3. Trainers' names and résumés/curricula vitae
4. Final course and accompanying documents

Your COPS Office program manager will ensure the materials follow the COPS Office review and approval process. If changes to the materials are required, your program manager will discuss them with you. Please review this information to make sure your materials include the appropriate information.

Overarching requirements

The COPS Office has a series of requirements that apply to all courses in all stages of development, delivery, and online launch:

1. Ensure that all proposed deliverables and publications follow and are in accordance with the COPS Office Editorial and Graphics Style Manual (available at <https://portal.cops.usdoj.gov/resourcecenter?item=cops-w0434>).
2. All products and deliverables (written, visual, or sound; curricula, reports, or websites) must contain the following statement:

This project was supported by cooperative agreement number 15JCOPS-2#-GG-XXXX-XXXX awarded by the Office of Community Oriented Policing Services, U.S. Department of Justice. The opinions contained herein are those of the author(s) and do not necessarily represent the official position or policies of the U.S. Department of Justice. References to specific agencies, companies, products, or services should not be considered an endorsement by the author(s) or the U.S. Department of Justice. Rather, the references are illustrations to supplement discussion of the issues. The Internet references cited in this publication were valid as of the date of this publication. Given that URLs and websites are in constant flux, neither the author(s) nor the COPS Office can vouch for their current validity.

3. When appropriate, U.S. Department of Justice publications and other products and deliverables should contain the following copyright notice:

Copyright © [year work was published] [name of copyright owner]. The U.S. Department of Justice reserves a royalty-free, nonexclusive, and irrevocable license to reproduce, publish, or otherwise use, and authorize others to use, this resource for Federal Government purposes. This resource may be freely distributed and used for noncommercial and educational purposes only.

4. For any instructor-led resources that include online components, the COPS Training Portal (<https://copstrainingportal.org/>) formatting procedures should be followed.
5. All videos developed for in-person training curricula should follow the COPS Office video development guidelines.
6. If materials or toolkits that accompany the training are developed and could be released as stand-alone resources, the full COPS Office publishing process should be followed.
7. If the course will include previously created printed course materials and resources, the COPS Office will review those materials and resources and provide guidance on editorial requirements.
8. All requirements and tasks outlined in each cooperative agreement must be followed in addition to the COPS Office Curriculum Standards, Review, and Approval Guide.
9. All content must be free from discriminatory examples and terminology and negative stereotyping.

COPS Office logos

The COPS Office has two logos for training documents: the training logo and the main COPS Office logo. All COPS Office–sponsored training materials should prominently display both logos. Contact your COPS Office program manager for logos if you need them in an image format. Supplemental materials to the training should also include the COPS Office logo, legal disclaimer, and, if necessary, the copyright notice. Awardees should not use the Department of Justice (DOJ) seal in conjunction with the COPS Office logos.

When placing the COPS Office logo and training logo on a colored background, please be careful of the color you choose, as the contrast can affect readability. To avoid visibility issues, make sure (1) the COPS logotype, (2) the red separator rule, and (3) the identifier and parent affiliate text are all clearly legible. Any alteration of the logo is a violation of usage standards because it creates inconsistency and confusion for readers and diminishes the integrity of our agency’s identity.

For further assistance with logo usage, consult the *Graphic Standards and Identity System for the COPS Office* (https://cops.usdoj.gov/pdf/training/Logo_Standards_Manual.pdf) and Logo Fact Sheet (https://cops.usdoj.gov/pdf/training/Logo_Guideline_FactSheet.pdf) on the training section of the COPS Office website.

Templates

All instructor and participant guides should include a front cover, inside cover, and back cover developed with the COPS Office training templates and including all the logos, legal disclaimers, and copyright information they call for. Awardees should **not** use the DOJ seal. Templates are available at the COPS Office training website, <https://cops.usdoj.gov/training>:

- Student training instructor guide template
- Student training participant guide template
- Instructor training instructor guide template
- Instructor training participant guide template

Examples of the templates are included in appendix A of this guide.

All PowerPoint presentations should include a cover slide and disclaimer slide developed with the COPS Office training PowerPoint templates and include all the information they call for. Awardees should not use the DOJ seal. These templates are also available at the COPS Office website, and examples are included in appendix B of this guide.

- Student training PowerPoint template
- Instructor training PowerPoint template

508 conformance

Ensure that all electronic and information technology deliverables (websites and web-based information, online training, and video and multimedia products) are developed and produced in a format that is accessible according to accessibility requirements as specified in section 508 of the Rehabilitation Act of 1973. Specifically, video should contain closed-captioning and audio description options. Electronic publications should be created in HTML, fully-tagged PDF, or accessible text file format, and all websites must be fully conformant with 508 accessibility standards. For more information on section 508 accessibility requirements, consult <http://www.section508.gov/>.

- It is important to note that under section 508, agencies must give disabled employees and members of the public access to information that is comparable to access available to others.
- If deliverables are not 508-conformant, they may not be published in print or online.

STEP 1. COURSE DISCUSSION

To start the course development process, you will participate in a course kickoff meeting with your COPS Office program manager. The purposes of this meeting are (1) to discuss the training cycle and (2) to ensure everyone agrees on the goals, objectives, target audience, and length of the course. The training cycle refers to the course's purpose and assessment, planning and preparation, presentation and facilitation, and evaluation and performance.

Your program manager will work with you to establish a date and time for this discussion. If subsequent discussions are needed prior to the development of the course design document, your program manager will inform you to not proceed with the course design document until all parties agree on the overall purpose of the course.

STEP 2. CREATE A COURSE DESIGN DOCUMENT

The course design document (CDD) is a comprehensive outline of the content of a course that serves as the foundation of course development. The CDD lays out the scope, goals, objectives, exercises, and overall strategy of the course. Laying these out clearly ensures that both the COPS Office and the course developers have a clear plan for the course.

The CDD should contain, at a minimum, the following items:

- **Course title.** State the title of the course.
- **Scope statement.** State the subject matter of the course and how the course addresses the topic.
- **Course overview.** Provide a summary of the course.
- **Course purpose.** State the intent of the course.
- **Central course topics.** State which topics are included in the course.
- **Central course activities.** Provide an overview of general course activities.

- **Terminal learning objectives.** Provide an action verb statement that outlines what the student is expected to learn or be capable of performing at the conclusion of the course.
- **Established learning objective(s).** Provide the incremental learning objectives that support the terminal learning objectives. These should be measurable performance statements describing how the student will demonstrate achievement of the terminal learning objective.
- **Duration of the course.** State the course length.
- **Target audience.** State the intended participants in the course.
- **Eligibility requirements.** Specify who is eligible to participate in the course.
- **Instructor-to-participant ratio.** State the number of participants expected for each instructor for the course.
- **Number of instructors.** State the number of instructors needed for the course.
- **Course modality.** Describe the principal teaching modalities for the course—e.g., PowerPoint, dialogue, or exhibits.
- **Prerequisites.** Describe whether a participant needs to have learned any fundamentals before taking the course.
- **Adult learning strategies and principles.** State the adult learning strategies and principles used and practiced in the course.
- **Instructional preparation.** Describe what the instructors are expected to know for the course and how the learning environment should be arranged. At minimum, provide the following information:
 - Required materials
 - Training room preparation
 - Training room configuration
 - Classroom technology and audiovisual equipment
- **Evaluation strategy.** Describe the learning checks, Level I and Level II evaluations, and overarching learning strategy for the course.
- **Course progression.** Describe how the course is divided and the flow of the course.
- **Modules.** Describe each module in outline form and include, at minimum, the following information:
 - Module title
 - Module description
 - Terminal learning objective for each module
 - Establishing learning objectives for each module

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- Outline of module contents to include exercises, videos, activities
 - Resource list
 - References

In addition, general requirements for the CDD include the following:

- Outline format is consistent throughout the lesson plans.
- Grammar, spelling, and punctuation are correct.
- Training aids are scheduled at appropriate times.
- Lesson plans have a variety of training aids.
- References are cited following the COPS Office Editorial and Graphics Style Manual (<https://portal.cops.usdoj.gov/resourcecenter?item=cops-w0434>).
- Lesson plans include essential information that supports each of the learning objectives or outcomes.
- Lesson plans include teaching techniques that will stimulate participation and facilitate learning.
- Lesson plans include procedural notes to specify teaching strategies.
- Lesson openings include an instructor introduction and background information.
- Lesson opening includes an appropriate “attention-getter.”
- Introduction shows the relationship of this topical subject to the importance to the law enforcement field.
- Lessons explain the importance of this topic and how it will be applied to participants’ jobs.
- Time is identified to allow participants to ask questions and to be actively engaged.
- The awardee should use the ADDIE (analysis, design, development, implementation, and evaluation) model of instruction and will continually improve the curriculum based on evaluative feedback, participant input, and instructor after-training reports.
 - For more on the ADDIE process, please see the COPS Office ADDIE Fact Sheet (https://cops.usdoj.gov/pdf/training/ADDIE_Fact_Sheet.pdf).

The CDD should be submitted to your COPS Office program manager for review and approval within the agreed-upon timeframe for CDD completion. The review and approval process will include, at minimum, an internal COPS Office review and vetting, which takes approximately two weeks. If the review and approval process finds that revisions to the course are necessary, those revisions should be made and resubmitted to your program manager within the agreed-upon timeframe. Once the CDD has been

approved, your program manager will give permission to develop the course in its entire draft form. You should not start the full course development phase until your COPS Office program manager indicates that the CDD is approved.

For an easy-to-use reminder of the required information in the CDD, the COPS Office has a CDD Fact Sheet (https://cops.usdoj.gov/pdf/training/FactSheet_CourseDesignDocumentTemplate.pdf).

STEP 3. DRAFT COURSE

Once the CDD is approved, the draft course should be developed in its entirety. The draft course should consist of all lesson plans and include a full training support package (TSP); it should follow the same formatting and requirements of the CDD, but with fully elaborated content. All course materials should include covers (pages or slides) which follow the COPS Office training templates. Awardees usually start by developing the instructor guide, and, once that is complete, formulate the participant guide. An instructor guide should be thoroughly comprehensive, so that someone other than the developers or trainers could pick up the instructor guide and have all of the directions and content needed to deliver the course.

The draft course should meet the following requirements:

- Lesson plans should include procedural notes to specify teaching strategies.
- Each lesson conclusion summarizes the key points and objectives, has time built in for participants to ask final questions, and has correctly cited endnotes for further reading.
- Practical exercises and demonstration information are clearly written and included in the instructor notes.
- The course includes evaluation materials and grading materials.
- Sufficient questions are included to check understanding.
- The course includes a comprehensive pre-test.
- The course includes a comprehensive post-test.
- The course includes all information outlined in your cooperative agreement not stated here.

The TSP should include all the materials associated with the delivery of the training course. The following items, at a minimum, should be included in the TSP:

- Audio/visual support materials: Any audio or visual components that are part of any learning module, session, or lesson or that supports the overall training being delivered.
- Special support materials: Any descriptions of practical exercises, tabletop exercises, hands-on exercises, or other material that supports learning objectives.
- Level II evaluations—pre- and post-tests: A pretest to assess knowledge before taking the course and a post-test to assess knowledge gained from the course. For more on evaluations, see [IV. Evaluation and Deliverable Reporting](#) on page 17 of this guide.

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- Level I evaluations—course evaluations: For more on evaluations, see [IV. Evaluation and Deliverable Reporting](#) on page 17 of this guide.
 - Course certificates: Final course certificates to be distributed either in person or via email by the training provider.

Work with your COPS Office program manager to devise a review process for the draft course. It is beneficial to have your program manager review modules or blocks of modules to ensure everyone is on the same page. Once complete, the draft course should be submitted to your COPS Office program manager electronically for review and approval prior to creating a final version of the course, hosting the pilot, or conducting deliveries. The review and approval process will at a minimum include a COPS Office internal document review, external peer review, and vetting. Until approval to move onto the next step is given, no further steps should be taken to deliver or market the course.

Peer review

Peer review is the process of experts (law enforcement, researchers, academics, etc.) reviewing the entire course for relevance and applicability to the field. Most peer-reviewed documents have three reviewers. The review is confidential, so you will not know the names of those reviewing your course materials.

During their review of the course materials, the peer reviewers fill out a peer-review questionnaire and provide a rating for the course. When the reviewers are finished, your program manager will review their feedback and ratings and share them with you. Your program manager will ask you to make the recommended changes. If the reviewers recommended any changes that you decline to make, you will need to write a memo to your program manager outlining which changes you decline and your reasons. Your program manager will review this memo and enter it into the COPS Office review process, which could take up to two weeks. During this time, do not move forward on the course until you have your program manager's approval. The COPS Office may determine that you still need to make the changes. All memos related to this determination will be saved in your official award folder.

It takes four weeks for the peer reviewers to read the materials and provide comments. If changes need to be made to the course, that will occur after the four-week review period. You will work with your COPS Office program manager to determine a time frame for completing the finalized draft course.

Vetting

Once the peer-reviewed, draft course is finalized, your program manager will send it through the DOJ vetting process. The purpose of vetting is for the DOJ to review the course for organizational conflicts of interest and any implied endorsements of products or services. Your program manager might ask you to send the course documents in a specific format for vetting. When vetting is finished, your program manager will review the vetting feedback and share it with you. Your program manager will ask you to make any recommended changes. If any changes are recommended that you decline to make, you will need to write a memo to your program manager outlining which changes you decline to make and your reasons. Your program manager will review the memo and enter it into the COPS Office review process, which could take up to two weeks. During this time, do not move forward on the course until you have your program manager's approval. The COPS Office may determine that you still need to make the changes. All memos related to this determination will be saved in your official award folder.

Vetting typically takes two weeks; it is unlikely that it will take less time, though depending on the length of the training it may take longer. Most vetting clears during the two-week period with few to no changes identified. If changes do need to be made to the course, this will occur after the two-week review period. You will work with your COPS Office program manager to determine a time frame for completing the finalized draft course.

Until approval to move onto the next step is given, no further steps should be taken to deliver or market the course.

STEP 4. PILOTING THE DRAFT COURSE

The pilot is a first run through the course, designed to test the course and instructors before the national launch. Your program manager will work with you to determine the date, time, and location of the pilot and will travel to the pilot site to evaluate the course. Prior to piloting the draft course, you will need to submit a request and reporting form for COPS Office approval, instructors will need to be selected and trained, and the course logistics will need to be established.

The participants in the pilot course should know in advance that they are part of a pilot program and should be given the opportunity to provide feedback, through a debrief session with your program manager. This debrief session could take place after each module, after a block of modules, or at the conclusion of the course. The style of the debrief session depends on the type of course being piloted and should be discussed with your program manager prior to hosting the pilot. Collecting this feedback helps to ensure the course meets the needs of the field.

The pilot course may result in suggestions for revision. If there are suggested revisions you decline to make, follow the memo process discussed in the “draft course” section of this guide ([Step 3. Draft course](#) on page 10) to inform your program manager and await the COPS Office’s determination. If you accept all suggestions for revision, make the changes and submit the revised course to your program manager within the agreed-upon time frame after the pilot.

Do not launch the final course until your program manager gives the final approval. If a pilot finds that the course needs significant revisions to content or instructional style, your program manager will provide you with a corrective action plan to ensure the course is successful.

Conference Cost Request/Reporting Form

The DOJ requires all awardees delivering training to submit the Conference Cost Request/Reporting Form (CCR) prior to planning a training. For course delivery costing less than \$100,000, the form must be submitted to your COPS Office program manager at least 90 calendar days in advance of the delivery. For course delivery that costs more than \$100,000, the form must be submitted at least 120 calendar days in advance of delivery. The COPS Office may consider late requests—at its sole discretion—but cannot ensure they will receive a decision in time for the training to proceed. Any cancellation costs incurred as a result of late submission may be determined to be unallowable.

Your program manager will send you the CCR form and guidance, and you can find the FAQs (https://cops.usdoj.gov/pdf/training/2017_CCR_COPS_FAQ.pdf) on the training section of the COPS Office website. Once you have filled out the form, send it to your program manager. Your program manager will send it for processing and notify you when it is approved. Do not schedule or hold a pilot before approval is given.

For training that includes more than one pilot or delivery, it is recommended that for question #7 on the CCR, "Is this a blanket request?", you answer YES, and in question #8 fill out the number of deliveries, year, and locations and start and end dates if you know them. If you do not know the location or start or end dates, you can answer TBD. This will allow you to submit one request for all training deliveries in a year, so that you do not have to fill out individual forms for each training occurrence. For delivery costs, input the estimated cost of your most expensive training delivery.

Selecting course instructors

Selecting trainers is a crucial part of the course process. Be sure to select trainers who are experts in the course topics, are dynamic presenters, and have a track record of creating good rapport with participants.

All instructor names, affiliations, and résumés must be submitted to your COPS Office program manager for review and vetting at least 90 calendar days prior to conducting training. Instructors should not be hired to deliver training until your program manager provides approval. Once your program manager approves the course instructors, the instructors should be trained on delivering the course material.

The instructors must meet the standards set forth in the *COPS Office Instructor Quality Assurance Guide* (<https://cops.usdoj.gov/training>) and must follow any additional requirements set forth in your cooperative agreement.

If trainers are added to or removed from the training cadre, inform your COPS Office program manager so that new trainers can be reviewed, vetted, and trained.

Your COPS Office program manager will work with you to determine the minimum number of trainers needed to deliver the course. The instructor team should include experienced instructors who can support and institutionalize the material.

Training course instructors

All instructors should be taught how to deliver the course material prior to delivering the course. Discuss with your program manager the best method for teaching the course instructors the material and follow the appropriate approval steps.

If the instructors suggest any revisions to the course during the instructor training process, notify your program manager immediately and wait for your program manager to give approval before making any changes to the course.

STEP 5. FINAL COURSE

By the end of the pilot, the final course should contain all instructor and participant course materials. These should be grammatically correct and should follow the COPS Office Editorial and Graphics Style Manual (<https://portal.cops.usdoj.gov/resourcecenter?item=cops-w0434>).

For train-the-trainer courses, the final course should include an instructional training package for use by new trainers taking the course. Upon successful completion of the course, all participants should receive a storage device or access to a cloud-based program containing all instructional materials, including lesson plans, instructor manual, participant guide, PowerPoint slides, videos, role-plays, materials to facilitate class breakout sessions, and other teaching tools as deemed appropriate by the awardee and the COPS Office.

For non-train the trainer courses, the final course should include a resource package for use by students. The resource package should, at a minimum, include the participant manual, reference lists, any additional reading, exercises, and videos.

The final course should be submitted to your COPS Office program manager for a final quality check before launching the training. Once your program manager verifies the course is in a final state, you may initiate the course delivery steps outlined in the next section.

II. Preparation for Course Delivery

All deliveries should contain a logistical support function to allow for effective distribution of course materials and resources and to ensure all courses run smoothly. Notify your COPS Office program manager of any delivery issues and seek his or her approval prior to selecting training locations.

Request process

Develop a training request process to collect information from agencies interested in participating in each course. The request process should be approved by your program manager prior to launching and should be able to keep up with high levels of interest or demand.

Marketing

Develop and administer a marketing plan in collaboration with your COPS Office program manager. All marketing materials should prominently display the COPS Office logo and training logo and state that the training is supported by the COPS Office. You must submit initial marketing materials to your program manager for review and approval at least 30 days before you embark on email/website/flyer/etc. distribution. The approved materials will then become the approved template for your future marketing efforts. At a minimum, marketing materials should include a summary of the course content, information on who is eligible to take the course, and any student prerequisites. All marketing materials must also include this COPS Office disclaimer:

This project was supported by cooperative agreement number 15JCOPS-2#-GG-XXXX-XXXX awarded by the Office of Community Oriented Policing Services, U.S. Department of Justice. The opinions contained herein are those of the author(s) and do not necessarily represent the official position or policies of the U.S. Department of Justice.

In marketing materials, do not use the DOJ seal, state that trainers are U.S. Department of Justice or COPS Office trainers, or state that the opinions in the training materials are the opinions of the U.S. Department of Justice or COPS Office.

Ensure that you notify the local U.S. Attorney's Office that a COPS Office–sponsored course will be taking place in their district. Your COPS Office program manager can provide you with a list of contacts for U.S. Attorneys' Offices across the country. U.S. Attorneys' Offices can be great resources, especially for training space and marketing. They also like to know what DOJ training is being delivered in their area.

The COPS Office has a marketing fact sheet (https://cops.usdoj.gov/pdf/training/Marketing_Guidelines_FactSheet.pdf) to help you easily navigate the dos and don'ts of marketing a COPS Office–sponsored course.

Assessing agency readiness

Develop a process to assess an agency's readiness for each course. Agency readiness should be detailed in the training site recommendation report (outlined in the next section); this will be furnished to your program manager for approval prior to confirming an agency's participation in each course. The definition of readiness is unique for each course but should ensure that the agency is willing to incorporate the material into the participants' jobs and the agency's objectives. Awardees are responsible for working with their program managers to develop readiness requirements for each course and for providing the readiness status in the recommendation report.

Training recommendation report

The site recommendation report informs the COPS Office of locations where the awardee would like to train and presents a profile of the agency and participants. It also includes a summary, with supporting comments, of each agency's readiness. Before you inform an agency of its selection, your COPS Office program manager must approve and sign its recommendation report. Training site recommendations and site selection criteria (e.g., geographic diversity, accessibility)—with written justification for each site recommendation—should be submitted to your COPS Office program manager for review and approval at least 90 days before conducting training. The site recommendation report should, at a minimum, include the following items:

- Total students to be trained broken out by rank
- Total number of deliveries
- Agency point of contact name and e-mail address
- Requested training time frame
- Proposed trainers
- Proposed training location
- Assessment of readiness
- Training recommendation (including any reservations about the training)
- Location for COPS Office program manager approval signature

Conference Cost Request/Reporting Form (CCR) submission

The DOJ requires all awardees delivering training to submit the Conference Cost Request/Reporting Form (CCR) prior to planning a training. For course delivery costing less than \$100,000, the form must be submitted to your COPS Office program manager at least 90 calendar days in advance of the delivery. For course delivery that costs more than \$100,000, the form must be submitted at least 120 calendar days in advance of delivery. The COPS Office may consider the late requests—at its sole discretion—but cannot ensure they will receive a decision in time for the training to proceed. Any cancellation costs incurred as a result of late submission may be determined to be unallowable.

Your program manager will send you the CCR form and guidance, and you can find the FAQs (https://cops.usdoj.gov/pdf/training/2017_CCR_COPS_FAQ.pdf) of the training page of the COPS Office website. Once you have filled out the form, send it to your program manager. Your program manager will send it for processing and notify you when it is approved. Do not schedule or hold a pilot before approval is given.

For training that includes more than one pilot or delivery, it is recommended that for question #7 on the CCR, “Is this a blanket request?”, you answer YES, and in question #8 fill out the number of deliveries, year, and locations and start and end dates if you know them. If you do not know the location or start or end dates, you can answer TBD. This will allow you to submit one request for all training deliveries in a year, so that you do not have to fill out individual forms for each training occurrence. For costs, you’ll estimate one training on the higher end of delivery-side to fill out the fields on the form.

Training calendar

A training calendar should be kept to organize all training dates and times. The training calendar should be easily accessible by your program manager and should be furnished to the COPS Office on request.

Training Portal

Provide a course description to the COPS Office Training Portal team, so that the course can be included in the in-person training section of the Portal. The description should include the title, course provider name, link to the website, course summary, course length, audience, and any other specific information that the field should know before inquiring about a delivery of the course. To see how in-person courses are currently displayed in the Portal, visit the COPS Training Portal (<https://copstrainingportal.org/>).

III. Delivery

Once all approvals are given, contact the agency or agencies where the course is to be delivered and move forward with delivery logistics. Ensure that the training room is prepared, all handouts are organized, and that the learning environment is comfortable.

Course certificates should be provided to each participant in the training either in person or by email. The certificates should be branded by the organization that developed the training, not by the COPS Office.

Ensure all course evaluations are collected and kept for training data reporting (see “[IV. Evaluation and Deliverable Reporting](#)” on page 17).

IV. Evaluation and Deliverable Reporting

All courses should include pre- and post-course assessments for participants, as well as an overall course evaluation administered at the completion of the course. All evaluations should be developed during the course development phase and approved by your program manager (as outlined in [I. Course Development and Trainer Preparation](#) on page 4). All evaluations must use a 5-point Likert scale, with 1 equaling “strongly disagree” and 5 equaling “strongly agree.” Open-ended discussion questions may also be included in evaluations but are not required.

Course evaluation questions

At a minimum, the course evaluation should include the following Likert scale questions:

- Before the course, I would rate my knowledge, skills, and abilities in this subject as advanced (5), intermediate (4), basic (3), little (2), none (1).
- After the course, I would rate my knowledge, skills, and abilities in this subject as advanced (5), intermediate (4), basic (3), little (2), none (1).
- The training objectives and outcomes for the course are explicitly stated and understandable.
- The course provided the knowledge and skills I need to accomplish the job for which I am receiving training.
- Materials are presented in realistic job scenarios that I can easily transfer to my job.
- Based on the training, I am fully capable of implementing the skills I learned.
- The course content is appropriate for someone within my professional field.
- The course content is appropriate for someone with my level of experience.
- Overall, the course met my needs and expectations.
- Overall, the course is effective in meeting the goals and objectives of the course.
- The instructor(s) were prepared.
- The instructor(s) used instructional time effectively.
- The instructor(s) demonstrated thorough knowledge of course content.
- The instructor(s) were able to answer questions clearly and understandably.
- The instructor(s) conducted the course in a skilled and competent manner.
- The instructor(s) encouraged student participation.
- The instructor(s) fostered a positive and stimulating learning environment.
- The instructor(s) covered all of the course learning objectives.
- Overall, the performance of the instructor(s) met my needs and expectations.

For those courses that are community- or workshop-based or whose audience is young people, your program manager will discuss the evaluation questions with you, as these questions might not all be suitable for the audience.

Summary report

Develop a summary report of each training delivery for your COPS Office program manager. At a minimum, the report will include the training date and location, number of participants, participant organization name, and Level I and Level II evaluation results. The final training report for each delivery should be sent to your program manager no more than 30 days after each training.

Training data collection and submission

All training conducted should be reported to the COPS Office on a quarterly basis. The data to be reported should include the average pre- and post-test scores, average course effectiveness ratings, and average answers to course evaluation questions. It should also include general information on the course, instructors, participants, and overall course feedback. The COPS Office training tracker outlines all of the required fields. The quarterly due dates are as follows:

- **Quarter 1.** Collection period October 1–December 31. Due to the COPS Office by January 15.
- **Quarter 2.** Collection period January 1–March 31. Due to the COPS Office by April 15.
- **Quarter 3.** Collection period April 1–June 30. Due to the COPS Office by July 15.
- **Quarter 4.** Collection period July 1–September 30. Due to the COPS Office by October 15.

Training numbers and data should be kept readily available for information requests outside of the quarterly reporting period. At times, the COPS Office may request training data or numbers outside of the quarterly reporting period. Your program manager will inform you of changes to the reporting dates as needed.

Once you receive a COPS Office award that has a training deliverable, your organization will be added to the training tracker. You will find the training tracker located in your Agency Portal (<https://portal.cops.usdoj.gov/>). Permissions can be given in your Agency Portal to those staff who will be entering the data into the training tracker. Quarterly training data cannot be accepted in spreadsheet or any other form for the official quarterly reporting. All training data submissions must comply with the quarterly reporting dates unless otherwise directed by your program manager.

Training data are submitted by delivery. For those awardees who are delivering multiple COPS Office–sponsored courses, each course delivery will have its own entry in the training tracker. Within the training tracker, there are four possible training statuses: (1) projected, (2) in progress, (3) delivery submitted, and (4) no delivery to submit. The **projected** status means that training is forthcoming; awardees can use this status to input all of their upcoming training. Once the training begins, the awardee can move the training to the **in progress** status, fill out all of the evaluation data, and submit the training occurrence. The **delivery submitted** status means that you have filled in all of the required sections and submitted a complete training occurrence. And **no delivery to submit** means that for the specified quarter, you did not deliver any training.

It is strongly recommended that training data be submitted after each training occurrence instead of at the end of each quarter.

Please ensure you are not delinquent in submitting your quarterly training data. If you receive multiple delinquency notices, your award status will be flagged as noncompliant and official action will be taken.

Progress report

Submit progress reports as outlined in your cooperative agreement. Progress reports should include progress on award deliverables, such as dates of delivered and upcoming trainings, summary of technical assistance provided to participants, summary of marketing efforts, and any concerns noted by the participants or instructors.

The online progress reporting system can be found via the Agency Portal, <https://portal.cops.usdoj.gov/>.

Final summary report

Upon completion of the award, submit a final summary report to the COPS Office that includes, at a minimum, all training data for each training location, all training resources, copies of marketing material, and summaries of technical assistance provided.

V. Yearly In-Person Review

The COPS Office will send staff to review the delivery of each course on, at minimum, an annual basis. This review is in addition to the pilot of each course. The yearly review process is meant to ensure training remains current and to identify and help maintain successes, as well as to identify areas for improvement. If revisions are suggested based on the review, your program manager will outline the revision process and inform you whether the delivery of the course needs to be put on hold and, if so, when deliveries of the modified course can begin.

VI. Course Certification

Seeking national certification for in-person courses is strongly recommended by the COPS Office. One of the goals of the COPS Office training initiative is to have all law enforcement courses nationally certified. Work with your COPS Office program manager to determine the appropriate certification for your course. COPS Office awardees are allowed to use their COPS Office award funds to certify their COPS Office–sponsored courses.

VII. Multiple Sponsorship

Some courses have more than one funding source or are fee-for-service. That is allowable; however, clear lines need to be drawn to distinguish which is which. All COPS Office–sponsored courses must follow the requirements in the COPS Office curriculum process guide and be prominently promoted as COPS

Office-sponsored courses following all of the rules and requirements of that sponsorship. All non-COPS Office-sponsored courses should not be promoted as COPS Office courses. Do not report non-COPS Office-sponsored courses in your training data reports to the COPS Office, and do not use the COPS Office logos.

COPS Office courses are free courses for the field, so no fees should be associated with COPS Office courses.

Keep your COPS Office program manager up-to-date on which deliveries are which to prevent confusion.

The slide decks and course manuals for COPS Office- and non-COPS Office-sponsored trainings might look the same, but the overarching difference is that the COPS Office cannot be stated to be a sponsor of the non-COPS Office-sponsored course/deliveries.

VIII. Post-COPS Office-Funded Training

The COPS Office reserves the right to deliver training even after the funding source for the training is complete. The COPS Office reserves a royalty-free, nonexclusive, and irrevocable license to reproduce, publish, or otherwise use the training in part or in whole for Federal Government purposes and to authorize others to use the training. The full outline of the right to use is detailed in every cooperative agreement and can be found in the Code of Federal Regulations (2 CFR 200.315 (b)).

The awardee also has the right to continue the use of the developed training. Under the legal guidelines for deliverables post-award, the COPS Office logo should not be associated with the training. Trainers should not state that the training is a COPS Office training but rather should state that the training was developed through funding from the COPS Office in [funding year] and is currently being delivered through [state organization/agency].

Review and Delivery of Pre-Existing Courses

I. Course review

All COPS Office training providers are required to submit the full course package to their COPS Office program manager for review and approval prior to scheduling and delivering training. For courses to be COPS Office–sponsored, courses must be in the COPS Office format, be peer reviewed and vetted, and follow the delivery steps outlined in this process guide. Instructors must be reviewed and approved before using them as instructors in COPS Office–sponsored courses, as well. Your program manager will ensure the materials follow the COPS Office review and approval process. If changes to the materials are required, your program manager will discuss that with you.

To ensure all requirements are met, arrange a time to talk with your COPS Office program manager on a monthly basis. Remember, your COPS Office program manager is here to help: Do not hesitate to reach out via email or phone.

Overarching requirements

The COPS Office has a series of requirements that applies to all courses in all stages of development and delivery, which includes pre-existing courses. For a pre-existing course to become a COPS Office–sponsored course, the course must meet these overarching requirements:

1. Ensure that all proposed deliverables and publications follow and are in accordance with the COPS Office Editorial and Graphics Style Manual (available at <https://portal.cops.usdoj.gov/resourcecenter?item=cops-w0434>).
2. All products and deliverables (written, visual, or sound; curricula, reports, or websites) must contain the following statement:

This project was supported by cooperative agreement number 15JCOPS-2#-GG-XXXX-XXXX awarded by the Office of Community Oriented Policing Services, U.S. Department of Justice. The opinions contained herein are those of the author(s) and do not necessarily represent the official position or policies of the U.S. Department of Justice. References to specific agencies, companies, products, or services should not be considered an endorsement by the author(s) or the U.S. Department of Justice. Rather, the references are illustrations to supplement discussion of the issues. The Internet references cited in this publication were valid as of the date of this publication. Given that URLs and websites are in constant flux, neither the author(s) nor the COPS Office can vouch for their current validity.

3. When appropriate, U.S. Department of Justice publications and other products and deliverables should contain the following copyright notice:

Copyright © [year work was published] [name of copyright owner]. The U.S. Department of Justice reserves a royalty-free, nonexclusive, and irrevocable license to reproduce, publish, or otherwise use, and authorize others to use, this resource for Federal Government purposes. This resource may be freely distributed and used for noncommercial and educational purposes only.

4. For any instructor-led resources that include online components, the COPS Office Training Portal (<https://copstrainingportal.org/>) formatting procedures should be followed.
5. If materials or toolkits that accompany the training are developed and could be released as stand-alone resources, the full COPS Office publishing process should be followed.
6. If printed course materials and resources previously created will be included in the training, the COPS Office will review those materials and resources and provide guidance on editorial requirements.
7. All requirements and tasks outlined in each cooperative agreement must be followed in addition to the COPS Curriculum Standards, Review, and Approval Guide.
8. All content must be free from discriminatory examples and terminology and negative stereotyping.

Templates

All instructor and participant guides should include a front cover, inside cover, and back cover developed with the COPS Office training templates and including all logos, legal disclaimers, and copyright information specified in them. Awardees should not use the DOJ seal. Templates are available at the COPS Office training website, <https://cops.usdoj.gov/training>:

- Student training instructor guide template
- Student training participant guide template
- Instructor training instructor guide template
- Instructor training participant guide template

Examples of the templates are included in [appendix A](#) on page 35 of this guide.

All PowerPoint presentations should include a cover slide and disclaimer slide developed with the COPS Office training PowerPoint templates and including all information specified in them. Awardees should not use the DOJ seal. These templates are also available online, and examples are included in [appendix B](#) on page 36 of this guide:

- Student training PowerPoint template
- Instructor training PowerPoint template

COPS Office logos

The COPS Office has two logos for training documents: the training logo and the main COPS Office logo. All COPS Office–sponsored training materials should prominently display both logos. Contact your COPS Office program manager for logos if you need them in an image format. Supplemental materials to the training should also include the COPS Office logo, legal disclaimer, and, if necessary, the copyright notice. Awardees should not use the DOJ seal.

When placing the COPS Office logo and training logo on a colored background, please be careful of the color you choose, as the contrast can affect readability. To avoid visibility issues, make sure (1) the COPS logotype, (2) the red separator rule, and (3) the identifier and parent affiliate text are all clearly legible. Any alteration of the logo is a violation of usage standards because it creates inconsistency and confusion for readers and diminishes the integrity of our agency's identity.

For further assistance with logo usage, consult the *Graphic Standards and Identity System for the COPS Office* (https://cops.usdoj.gov/pdf/training/Logo_Standards_Manual.pdf) and Logo Fact Sheet (https://cops.usdoj.gov/pdf/training/Logo_Guideline_FactSheet.pdf) on the training section of the COPS Office website.

508 conformance

Ensure that all electronic and information technology deliverables (websites and web-based information, online training, and video and multimedia products) are developed and produced in a format that is accessible according to accessibility requirements specified in section 508 of the Rehabilitation Act of 1973. Specifically, video should contain closed-captioning and audio description options. Electronic publications should be created in HTML, fully-tagged PDF, or accessible text file format, and all websites must be fully conformant with 508 accessibility standards. For more information on section 508 accessibility requirements, consult <http://www.section508.gov/>.

- It is important to note that under section 508, agencies must give disabled employees and members of the public access to information that is comparable to access available to others.
- If deliverables are not 508-conformant, they may not be published in print or online.

STEP 1. COURSE DISCUSSION

To start the course development process, you will participate in a course kickoff meeting with your COPS Office program manager. The purposes of this meeting are (1) to discuss the course review cycle and (2) to discuss the requirements of a COPS Office–sponsored course. Your pre-existing course should include all elements discussed in the course design document ([Step 2. Create a course design document](#) on page 7) and draft course ([Step 3. Draft course](#) on page 10) steps of the New Course Development section of this guide. If your course does not meet these requirements, you should plan to revise the course to meet the requirements before the course is reviewed.

Your program manager will work with you to establish a date and time for the course discussion. If subsequent discussions are needed prior to the course review your program manager will inform you to not proceed until all parties agree on the overall structure of the course.

STEP 2. COURSE REVIEW

The COPS Office will review the course for content and structure. The review will include an internal COPS Office review, external peer review, and vetting. Your program manager will inform you of any modifications to the course after the COPS Office review.

Internal review

This is a COPS Office review of the course structure and content. The COPS Office will review the course to ensure it meets the COPS Office standards at a basic level before the course is approved to proceed to peer review. This process typically takes two weeks.

Peer review

Peer review is the process of experts (law enforcement, researchers, academics, etc.) reviewing the entire course for relevance and applicability to the field. Most peer-reviewed documents have three reviewers. The review is confidential, so you will not know the names of those reviewing your course materials.

During their review of the course materials, the peer reviewers fill out a peer-review questionnaire and provide a rating for the course. When the reviewers are finished, your program manager will review their feedback and ratings and share them with you. Your program manager will ask you to make the recommended changes. If the reviewers recommended any changes that you decline to make, you will need to write a memo to your program manager outlining which changes you decline and your reasons. Your program manager will review this memo and enter it into the COPS Office review process, which could take up to two weeks. During this time, do not move forward on the course until you have your program manager's approval. The COPS Office may determine that you still need to make the changes. All memos related to this determination will be saved in your official award folder.

It takes four weeks for the peer reviewers to read the materials and provide comments. If changes need to be made to the course, that will occur after the four-week review period. You will work with your COPS Office program manager to determine a time frame for completing the finalized draft course.

Vetting

Once the peer-reviewed, draft course is finalized, your program manager will send it through the DOJ vetting process. The purpose of vetting is for the DOJ to review the course for organizational conflicts of interest and any implied endorsements of products or services. Your program manager might ask you to send the course documents in a specific format for vetting. When vetting is finished, your program manager will review the vetting feedback and share it with you. Your program manager will ask you to make any recommended changes. If any changes are recommended that you decline to make, you will need to write a memo to your program manager outlining which changes you decline to make and your reasons. Your program manager will review the memo and enter it into the COPS Office review process, which could take up to two weeks. During this time, do not move forward on the course until you have your program manager's approval. The COPS Office may determine that you still need to make the changes. All memos related to this determination will be saved in your official award folder.

Vetting typically takes two weeks; it is unlikely that it will take less time, though depending on the length of the training it may take longer. Most vetting clears during the two-week period with few to no changes identified. If changes do need to be made to the course, this will occur after the two-week review period. You will work with your COPS Office program manager to determine a timeframe for completing the finalized draft course.

Until approval to move onto the next step is given, no further steps should be taken to deliver or market the course.

STEP 3. FINALIZING THE DRAFT COURSE

Once all reviews are complete, ensure all appropriate edits are made to the course and submit the course to your COPS Office program manager for review prior to preparing the course for a pilot delivery. The draft course should consist of all lesson plans and include a full training support package (TSP) (see "[Step 3. Draft course](#)" on page 10). All course materials should include covers (pages or slides) which follow the COPS Office training templates.

STEP 4. PILOTING THE DRAFT COURSE

At this point, the course is still called a draft COPS Office–sponsored course, because the COPS Office needs to see a delivery of the course and hear from participants of the delivery before the course can be finalized. All pre-existing courses must have a pilot before the course can be delivered nationally as a COPS Office–sponsored course.

The pilot is a first run through the course, designed to test the course and instructors before the national launch. Your program manager will work with you to determine the date, time, and location of the pilot and will travel to the pilot site to evaluate the course. Prior to piloting the draft course, you will need to submit a request and reporting form for COPS Office approval, instructors will need to be selected and trained, and the course logistics will need to be established.

The participants in the pilot course should know in advance that they are part of a pilot program and should be provided the opportunity for feedback. Participants will take part in a debrief session with your program manager to ensure the course meets the needs of the field. The style of the debrief session depends on the type of course being piloted, and should be discussed with your program manager prior to hosting the pilot. This could be after each module, after a block of modules, or at the conclusion of the course.

The pilot course may result in suggestions for revision. If there are suggested revisions you decline to make, follow the memo process discussed in the [draft course section](#) of this guide starting on page 10 to inform your program manager and await the COPS Office's determination. If you accept all suggestions for revision, make the changes and submit the revised course to your program manager within the agreed-upon timeframe after the pilot.

Do not launch the final course until your program manager gives the final approval. If a pilot finds that the course needs significant revisions to content or instructional style, your program manager will provide you with a corrective action plan to ensure the course is successful.

Conference Cost Request/Reporting Form

The DOJ requires all awardees delivering training to submit the Conference Cost Request/Reporting Form (CCR) prior to planning a training. For course delivery costing less than \$100,000, the form must be submitted to your COPS Office program manager at least 90 calendar days in advance of the delivery. For course delivery that costs more than \$100,000, the form must be submitted at least 120 calendar days in advance of delivery. The COPS Office, may consider late requests—at its sole discretion—but cannot ensure they will receive a decision in time for the training to proceed. Any cancellation costs incurred as a result of late submission may be determined to be unallowable.

Your program manager will send you the CCR form and guidance, and you can find the FAQs on the training section of the COPS Office website (https://cops.usdoj.gov/pdf/training/2017_CCR_COPS_FAQ.pdf). Once you have filled out the form, send it to your program manager. Your program manager will send it for processing and notify you when it is approved. Do not schedule or hold a pilot before approval is given.

For training that includes more than one pilot or delivery, it is recommended that for question #7 on the CCR, “Is this a blanket request?”, you answer YES, and in question #8 fill out the number of deliveries, year, and locations and start and end dates if you know them. If you do not know the location or start or end dates, you can answer TBD. This will allow you to submit one request for all training deliveries in a year, so that you do not have to fill out individual forms for each training occurrence. For delivery costs, input the estimated cost of your most expensive training delivery.

Selecting course instructors

Selecting trainers is a crucial part of the course process. Be sure to select trainers who are experts in the course topics, are dynamic presenters, and have a track record of creating good rapport with participants. If the pre-existing course already has a cadre of trainers, submit the instructor names, affiliations, and résumés to your COPS Office program manager for review and vetting at least 90 calendar days prior to conducting training. The COPS Office will determine whether it wants to use those trainers for the COPS Office–sponsored deliveries of the course.

All new instructor names, affiliations, and résumés must also be submitted to your COPS Office program manager for review and vetting at least 90 calendar days prior to conducting training. Instructors should not be hired to deliver the COPS Office-sponsored training until your program manager provides approval. Once your program manager approves the course instructors, the instructors should be trained on delivering the course material.

The instructors must meet the standards set forth in the *COPS Office Instructor Quality Assurance Guide* (<https://cops.usdoj.gov/training>) and must follow any additional requirements set forth in your cooperative agreement.

If trainers are added to or removed from the training cadre, inform your COPS Office program manager. New trainers will need to be reviewed, vetted, and trained.

Your COPS Office program manager will work with you to determine the minimum number of trainers needed to deliver the course. The instructor team should include experienced instructors who can support and institutionalize the material.

Training course instructors

All instructors should be taught how to deliver the course material prior to delivering the course. Discuss with your program manager the best method for teaching the course instructors the material and follow the appropriate approval steps.

If the instructors suggest any revisions to the course during the instructor training process, notify your program manager immediately and wait for your program manager to give approval before making any changes to the course.

STEP 5. FINAL COURSE

By the end of the pilot, the final course should contain all instructor and participant course materials. These should be grammatically correct and should follow the COPS Office Editorial Style Guide.

For train-the-trainer courses, the final course should include an instructional training package for use by new trainers taking the course. Upon successful completion of the course, all participants should receive a storage device containing all instructional materials, including lesson plans, instructor manual, participant guide, PowerPoint slides, videos, role-plays, materials to facilitate class breakout sessions, and other teaching tools as deemed appropriate by the awardee and the COPS Office.

For non-train the trainer courses, the final course should include a resource package for use by students. The resource package should, at a minimum, include the participant manual, reference lists, any additional reading, exercises, and videos.

The final course should be submitted to your COPS Office program manager for a final quality check before launching the training. Once your program manager verifies the course is in a final state, you may initiate the course delivery steps outlined in this document.

II. Preparations for Course Delivery

Prior to delivering your pre-existing course under COPS Office sponsorship, ensure that the following processes are followed:

Request process

Develop a training request process to collect information from agencies interested in participating in each course. The request process should be approved by your program manager prior to launching, and should be able to keep up with high levels of interest or demand.

Marketing

Develop and administer a marketing plan in collaboration with your COPS Office program manager. All marketing materials should prominently display the COPS Office logo and training logo and state that the training is supported by the COPS Office. You must submit initial marketing materials to your program manager for review and approval at least 30 days before you embark on email/website/flyer/etc. distribu-

tion. The approved materials will then become the approved template for your future marketing efforts. At a minimum, marketing materials should include a summary of the course content, information on who is eligible to take the course, and any student prerequisites. All marketing materials must also include this COPS Office disclaimer:

This project was supported by cooperative agreement number 15JCOPS-2#-GG-XXXX-XXXX awarded by the Office of Community Oriented Policing Services, U.S. Department of Justice. The opinions contained herein are those of the author(s) and do not necessarily represent the official position or policies of the U.S. Department of Justice.

In marketing materials, do not use the DOJ seal, state that trainers are U.S. Department of Justice or COPS Office trainers, or state that the opinions in the training materials are the opinions of the U.S. Department of Justice or COPS Office.

Ensure that you notify the local U.S. Attorney's Office that a COPS Office–sponsored course will be taking place in their district. Your COPS Office program manager can provide you with a list of contacts for U.S. Attorneys' Offices across the country. U.S. Attorneys' Offices can be great resources, especially for training space and marketing. They also like to know what DOJ training is being delivered in their area.

The COPS Office has a marketing fact sheet (https://cops.usdoj.gov/pdf/training/Marketing_Guidelines_FactSheet.pdf) to help you easily navigate the dos and don'ts of marketing a COPS Office–sponsored course.

Assessing agency readiness

Develop a process to assess an agency's readiness for each course. Agency readiness should be detailed in the training site recommendation report (outlined in the next section); this will be furnished to your program manager for approval prior to confirming an agency's participation in each course. The definition of readiness is unique for each course but should ensure that the agency is willing to incorporate the material into the participants' jobs and the agency's objectives. Awardees are responsible for working with their program managers to develop readiness requirements for each course and for providing the readiness status in the recommendation report.

Training recommendation report

The site recommendation report informs the COPS Office of locations where the awardee would like to train and presents a profile of the agency and participants. It also includes a summary, with supporting comments, of each agency's readiness. Before you inform an agency of its selection, your COPS Office program manager must approve and sign its recommendation report. Training site recommendations and site selection criteria (e.g., geographic diversity, accessibility)—with written justification for each site

recommendation—should be submitted to your COPS Office program manager for review and approval at least 90 days before conducting training. The site recommendation report should, at a minimum, include the following items:

- Total students to be trained broken out by rank
- Total number of deliveries
- Agency point of contact name and e-mail address
- Requested training time frame
- Proposed trainers
- Proposed training location
- Assessment of readiness
- Training recommendation (including any reservations about the training)
- Location for COPS Office program manager approval signature

Conference Cost Request/Reporting Form (CCR) submission

The DOJ requires all awardees delivering training to submit the Conference Cost Request/Reporting Form (CCR) prior to planning a training. For course delivery costing less than \$100,000, the form must be submitted to your COPS Office program manager at least 90 calendar days in advance of the delivery. For course delivery that costs more than \$100,000, the form must be submitted at least 120 calendar days in advance of delivery. The COPS Office may consider the late requests—at its sole discretion—but cannot ensure they will receive a decision in time for the training to proceed. Any cancellation costs incurred as a result of late submission may be determined to be unallowable.

Your program manager will send you the CCR form and guidance, and you can find the FAQs of the training page of the COPS Office website (https://cops.usdoj.gov/pdf/training/2017_CCR_COPS_FAQ.pdf). Once you have filled out the form, send it to your program manager. Your program manager will send it for processing and notify you when it is approved. Do not schedule or hold a pilot before approval is given.

For training that includes more than one pilot or delivery, it is recommended that for Question #7 on the CCR, “Is this a blanket request?”, you answer YES, and in Question #8 fill out the number of deliveries, year, and locations and start and end dates if you know them. If you do not know the location or start or end dates, you can answer TBD. This will allow you to submit one request for all training deliveries in a year, so that you do not have to fill out individual forms for each training occurrence. For delivery costs, input the estimated cost of your most expensive training delivery.

Training calendar

A training calendar should be kept to organize all training dates and times. The training calendar should be easily accessible by your program manager and should be furnished to the COPS Office on request.

Training Portal

Provide a course description to the COPS Office Training Portal team, so that the course can be included in the in-person training section of the Portal. The description should include the title, course provider name, link to the website, course summary, course length, audience, and any other specific information that the field should know before inquiring about a delivery of the course. To see how in-person courses are currently displayed in the Portal, visit the COPS Training Portal (<https://copstrainingportal.org/>).

III. Delivery

Once all approvals are given, contact the agency or agencies where the course is to be delivered and move forward with delivery logistics. Ensure that the training room is prepared, all handouts are organized, and that the learning environment is comfortable.

Course certificates should be provided to each participant in the training either in person or by email. The certificates should be branded by the organization that developed the training, not by the COPS Office.

Ensure all course evaluations are collected and kept for training data reporting (see section [IV. Evaluation and deliverable reporting](#) on page 30 of this guide).

IV. Evaluation and deliverable reporting

All courses should include pre- and post-course assessments for participants, as well as an overall course evaluation administered at the completion of the course. All evaluations should be developed during the course development phase and approved by your program manager (as outlined in part I of this section, "Course review"). All evaluations must use a 5-point Likert scale, with 1 equaling "strongly disagree" and 5 equaling "strongly agree." Open-ended discussion questions may also be included in evaluations but are not required.

For those courses that are community- or workshop-based or whose audience is young people, your program manager will discuss the evaluation questions with you, as the suggested questions might not all be suitable for the audience.

Course evaluation questions

At a minimum, the course evaluation should include the following Likert scale questions:

- Before the course, I would rate my knowledge, skills, and abilities in this subject as advanced (5), intermediate (4), basic (3), little (2), none (1).
- After the course, I would rate my knowledge, skills, and abilities in this subject as advanced (5), intermediate (4), basic (3), little (2), none (1).

-
- The training objectives and outcomes for the course are explicitly stated and understandable.
 - The course provided the knowledge and skills I need to accomplish the job for which I am receiving training.
 - Materials are presented in realistic job scenarios that I can easily transfer to my job.
 - Based on the training, I am fully capable of implementing the skills I learned.
 - The course content is appropriate for someone within my professional field.
 - The course content is appropriate for someone with my level of experience.
 - Overall, the course met my needs and expectations.
 - Overall, the course is effective in meeting the goals and objectives of the course.
 - The instructor(s) were prepared.
 - The instructor(s) used instructional time effectively.
 - The instructor(s) demonstrated thorough knowledge of course content.
 - The instructor(s) were able to answer questions clearly and understandably.
 - The instructor(s) conducted the course in a skilled and competent manner.
 - The instructor(s) encouraged student participation.
 - The instructor(s) fostered a positive and stimulating learning environment.
 - The instructor(s) covered all of the course learning objectives.
 - Overall, the performance of the instructor(s) met my needs and expectations.

Summary report

Develop a summary report of each training delivery for your COPS Office program manager. At a minimum, the report will include the training date and location, number of participants, participant organization name, and Level I and Level II evaluation results. The final training report for each delivery should be sent to your program manager no more than 30 days after each training.

Training data collection and submission

Once you receive a COPS Office award that has a training deliverable, your organization will be added to the training tracker. You will find the training tracker located in your Agency Portal (<https://portal.cops.usdoj.gov/>). Permissions can be given in your Agency Portal to those staff who will be entering the data into the training tracker.

All training conducted should be reported to the COPS Office on a quarterly basis. The data to be reported should include the average pre- and post-test scores, average course effectiveness ratings, and average answers to course evaluation questions. It should also include general information on the course, instructors, participants, and overall course feedback. The COPS Office training tracker outlines all of the required fields. The quarterly due dates are as follows:

- **Quarter 1.** Collection period October 1–December 31. Due to the COPS Office by January 15.
- **Quarter 2.** Collection period January 1–March 31. Due to the COPS Office by April 15.
- **Quarter 3.** Collection period April 1–June 30. Due to the COPS Office by July 15.
- **Quarter 4.** Collection period July 1–September 30. Due to the COPS Office by October 15.

Training numbers and data should be kept readily available for information requests outside of the quarterly reporting period. At times, the COPS Office may request training data or numbers outside of the quarterly reporting period. Your program manager will inform you of changes to the reporting dates as needed.

Training data are reported to the COPS Office by submitting all required training fields through the online training tracker, which you can find by logging into the Agency Portal through the Account Access tab on the COPS Office website: <https://portal.cops.usdoj.gov/>. Quarterly training data cannot be accepted in spreadsheet or any other form for the official quarterly reporting. All training data submissions must comply with the quarterly reporting dates unless otherwise directed by your program manager.

Training data is submitted by delivery. For those awardees who are delivering multiple COPS Office–sponsored courses, each course delivery will have its own entry in the training tracker. Within the training tracker, there are four possible training statuses: (1) projected, (2) in progress, (3) delivery submitted, and (4) no delivery to submit. The **projected** status means that training is forthcoming; awardees can use this status to input all of their upcoming training. Once the training begins, the awardee can move the training to the **in progress** status, fill out all of the evaluation data, and submit the training occurrence. The **delivery submitted** status means that you have filled in all of the required sections and submitted a complete training occurrence. And **no delivery to submit** means that for the specified quarter, you did not deliver any training.

It is strongly recommended that training data be submitted after each training occurrence instead of at the end of each quarter.

Please ensure you are not delinquent in submitting your quarterly training data. If you receive multiple delinquency notices, your award status will be flagged as noncompliant and official action will be taken.

Progress report

Submit progress reports as outlined in your cooperative agreement. Progress reports should include progress on award deliverables such as dates of delivered and upcoming trainings, summary of technical assistance provided to students, summary of marketing efforts, and any concerns noted by the students or instructors.

The online progress reporting system can be found via the Agency Portal, <https://portal.cops.usdoj.gov/>.

Final summary report

Upon completion of the award, submit a final summary report to the COPS Office that includes, at a minimum, all training data for each training location, all training resources, copies of marketing material, and summaries of technical assistance provided.

V. Yearly In-Person Review

The COPS Office will send staff to review the delivery of each course on, at minimum, an annual basis. This review is in addition to the pilot of each course. The yearly review process is meant to ensure training remains current and to identify and help maintain successes, as well as to identify areas for improvement. If revisions are suggested based on the review, your program manager will outline the revision process and inform you whether delivery of the course needs to be put on hold and, if so, when deliveries of the modified course can begin.

VI. Course Certification

Seeking national certification for in-person courses is strongly recommended by the COPS Office. One of the goals of the COPS Office training initiative is to have all law enforcement courses nationally certified. Work with your COPS Office program manager to determine the appropriate certification for your course. COPS Office awardees are allowed to use their COPS Office award funds to certify their COPS Office–sponsored courses.

VII. Multiple Sponsorship

Some courses have more than one funding source or are fee-for-service. That is allowable; however, clear lines need to be drawn to distinguish which is which. All COPS Office–sponsored courses must follow the requirements in the COPS Office curriculum process guide and be prominently promoted as COPS Office–sponsored courses following all of the rules and requirements of that sponsorship. All non–COPS Office–sponsored courses should not be promoted as COPS Office courses. Do not report non–COPS Office–sponsored courses in your training data reports to the COPS Office, and do not use the COPS Office logos.

COPS Office courses are free courses for the field, so no fees should be associated with COPS Office courses.

Keep your COPS Office program manager up-to-date on which deliveries are which to prevent confusion.

The slide decks and course manuals for COPS Office– and non–COPS Office–sponsored trainings might look the same, but the overarching difference is that the COPS Office cannot be stated to be a sponsor of the non–COPS Office–sponsored course/deliveries.

VIII. Post–COPS Office–Funded Training

The COPS Office reserves the right to deliver training even after the funding source for the training is complete. The COPS Office reserves a royalty-free, nonexclusive, and irrevocable license to reproduce, publish, or otherwise use the training in part or in whole for Federal Government purposes and to authorize others to use the training. The full outline of the right to use is detailed in every cooperative agreement and can be found in the Code of Federal Regulations (2 CFR 200.315 (b)).

The awardee also has the right to continue the use of the developed training. Under the legal guidelines for deliverables post-award, the COPS Office logo should not be associated with the training. Trainers should not state that the training is a COPS Office training but rather should state that the training was developed through funding from the COPS Office in [funding year] and is currently being delivered through [state organization/agency].

For pre-existing courses, please consult with your COPS Office program manager regarding the COPS Office's right to reproduce, publish, or otherwise use the training for Federal Government purposes through the royalty-free, nonexclusive, and irrevocable license. There are some instances where this does not apply: for example, a course that was developed without COPS Office funding and for which the COPS Office paid only for course delivery.

Appendix A.

Sample Document Covers and Pages

The Word templates are available online at the COPS Office website. There are four versions of the template: an instructor guide and a participant guide for both student training and instructor training. These templates have different backgrounds and color schemes but the same text. Both include the logo of the COPS Office. Awardees should not use the DOJ seal.

The front covers of all four templates contain spaces to insert the document's title and your organization's logo. The back covers of the instructor guides also have space for a logo, and all four back covers have a place for an abstract.

The disclaimer pages contain the following legal and copyright language. Insert the training's publication year and cooperative agreement number in the places highlighted here:

This project was supported by cooperative agreement number 15JCOPS-2#-GG-XXXX-XXXX awarded by the Office of Community Oriented Policing Services, U.S. Department of Justice. The opinions contained herein are those of the author(s) and do not necessarily represent the official position or policies of the U.S. Department of Justice. References to specific agencies, companies, products, or services should not be considered an endorsement by the author(s) or the U.S. Department of Justice. Rather, the references are illustrations to supplement discussion of the issues. The Internet references cited in this publication were valid as of the date of publication. Given that URLs and websites are in constant flux, neither the author(s) nor the COPS Office can vouch for their current validity.

Published [YEAR]

Appendix B. Sample Slides

The PowerPoint templates, available at the COPS Office website, contain blank cover, disclaimer, and body slides in two versions: one for student trainings and one for instructor trainings. These versions have different backgrounds but contain the same text and the logo of the COPS Office. Awardees should not use the DOJ seal.

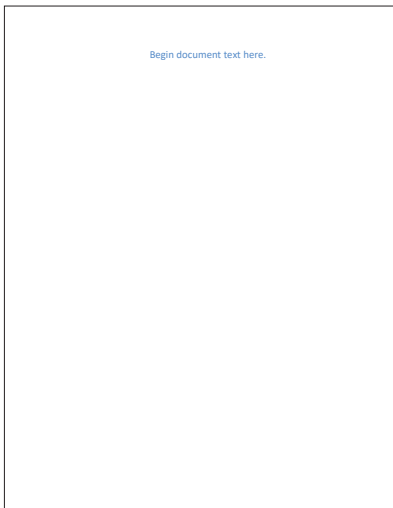
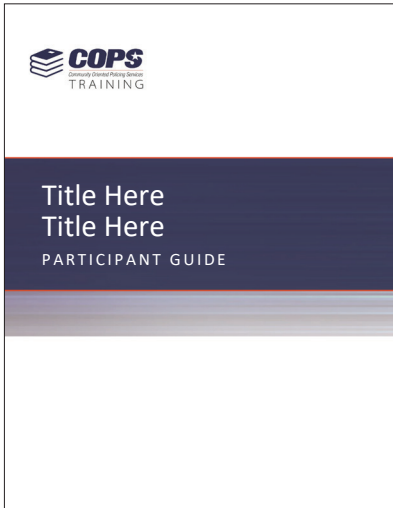
The disclaimer slides contain the following legal and copyright language. Insert the training's publication year and cooperative agreement number in the places highlighted here:

This project was supported by cooperative agreement number 15JCOPS-2#-GG-XXXX-XXXX awarded by the Office of Community Oriented Policing Services, U.S. Department of Justice. The opinions contained herein are those of the author(s) and do not necessarily represent the official position or policies of the U.S. Department of Justice. References to specific agencies, companies, products, or services should not be considered an endorsement by the author(s) or the U.S. Department of Justice. Rather, the references are illustrations to supplement discussion of the issues. The Internet references cited in this publication were valid as of the date of publication. Given that URLs and websites are in constant flux, neither the author(s) nor the COPS Office can vouch for their current validity.

Published [YEAR]

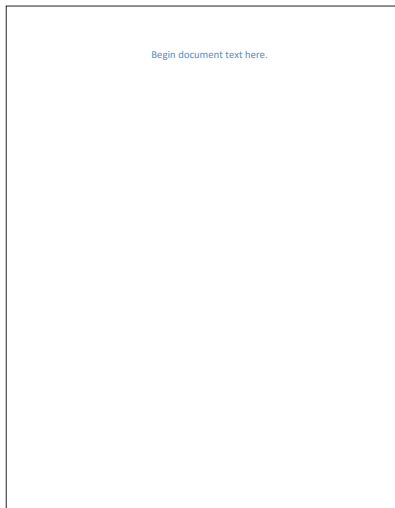
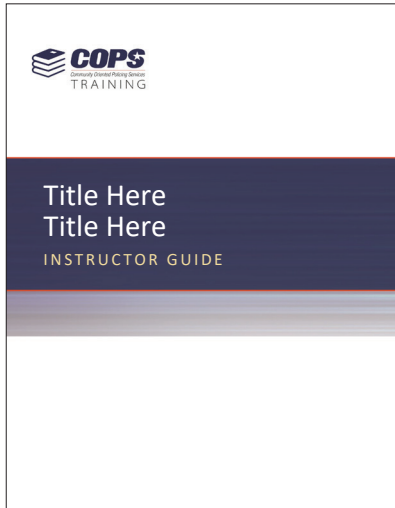
Template 1. Training participant guide (front cover, disclaimer, body, back cover)

Link: https://cops.usdoj.gov/pdf/training/TrainingDocument_Participant_2023_Template.docx



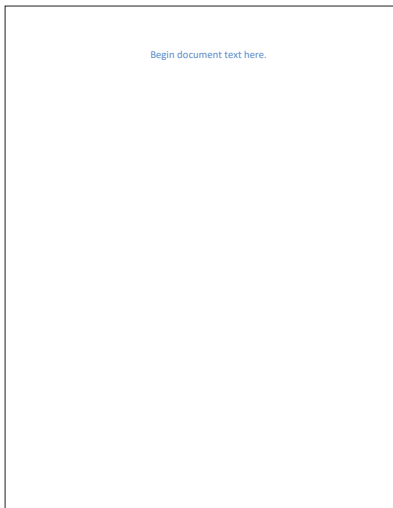
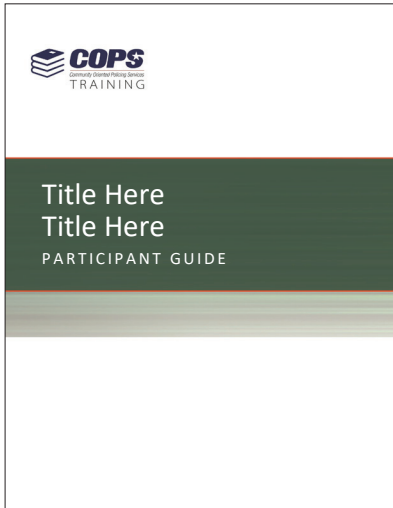
Template 2. Training instructor guide (front cover, disclaimer, body, back cover)

Link. https://cops.usdoj.gov/pdf/training/TrainingDocument_Instructor_2023_Template.docx



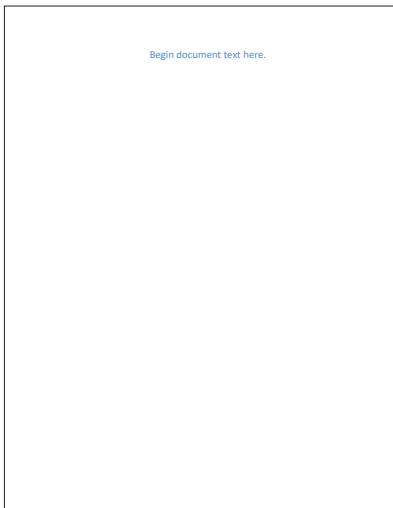
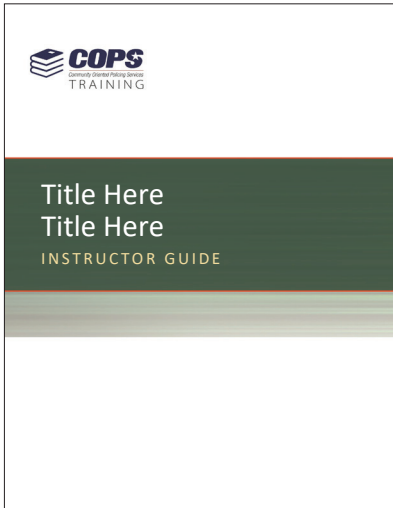
Template 3. Training-of-trainers participant guide (front cover, disclaimer, body, back cover)

Link: https://cops.usdoj.gov/pdf/training/TrainingofTrainers_Participant_2023_Template.docx



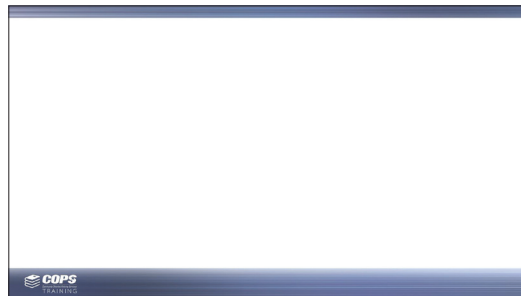
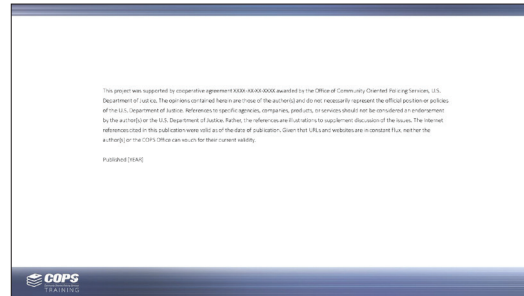
Template 4. Training-of-trainers instructor guide (front cover, disclaimer, body, back cover)

Link. https://cops.usdoj.gov/pdf/training/TrainingofTrainers_Instructor_2023_Template.docx



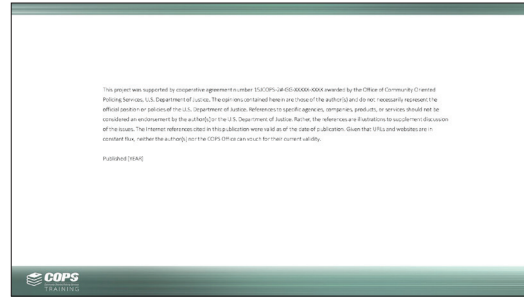
Slide deck 1. Training (cover, disclaimer, body)

Link: https://cops.usdoj.gov/pdf/training/COPS Training PowerPoint Backgrounds_2023.pptx



Slide deck 2. Training-of-trainers (cover, disclaimer, body)

Link: https://cops.usdoj.gov/pdf/training/COPS Training Trainers PowerPoint Backgrounds_2023.pptx





COPS

Community Oriented Policing Services
U.S. Department of Justice

U.S. Department of Justice
Office of Community Oriented Policing Services
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Washington, DC 20530

To obtain details on COPS programs, call
the COPS Office Response Center at 800-421-6770.

Visit the COPS Office online at cops.usdoj.gov.