

Breaking Routine:
Coaching a Self-Reliant Probationer
*Building a Solid Cop*TM

Field Training Officer
Instruction



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- The Standard Evaluation Guidelines
- All performance assessment forms
- Probationary Officer Manual *boilerplate language*

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Field Training Associates

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Field Training Associates is a law enforcement consulting firm specializing in the design, implementation, revision and administration of public safety employee Field Training and Evaluation Process for Probationary law enforcement personnel since 1982. Field Training Associates assists public safety agencies in the defense of allegations of wrongful termination of Probationary employees before administrative hearings and Federal District Court judicial tribunals.

Field Training Associates has presented at the FBI National Academy in Quantico, Virginia as well as before audiences at the annual conferences of the National Association of Field Training Officers (NAFTO) and the International Association of Chiefs of Police (IACP) executive track workshops.

The principal and co-founder of Field Training Associates...

Coach Sok, Bruce A. Sokolove earned the Bachelor of Arts degree from the Massachusetts College of Liberal Arts and the Master of Science degree in Police Administration from Michigan State University. Coach Sok served in numerous uniform positions at the Ann Arbor, Michigan Police Department and completed a second full career with the Washtenaw County Sheriff's Department (Ann Arbor, Michigan) as the Executive Officer, Patrol Commander and retired as Undersheriff. Coach Sok served as a member of the Michigan Commission on Law Enforcement Standards (MCOLES) Basic Police Training curriculum advisory board. He is national past president of the Michigan State University's School of Criminal Justice National Alumni Advisory Board and was inducted into MSU's Wall of Fame.

Coach Sok is a Life Member of the International Association of Chiefs of Police Task Force on *Re-Entry of Law Enforcement Personnel Returning from Combat Operations*, as well as serving the *Human Resources and Police Academy Sections*.

Coach Sok is a retired combat veteran United States Marine Corps Infantry Officer.

Coach Sok is an active member of the International Association of Chiefs of Police (IACP), the Police Executive Research Forum (PERF), National Police Institute (NPI) and the Michigan Association of Chiefs of Police (MACP).

Welcome aboard Field Training Officer Candidate,

It is our pleasure and privilege to work with you during this instructional process designed to equip you with the tools to serve as a Certified Field Training Officer and execute the responsibilities of serving as a trainer, coach and over all tour guide for Probationary law enforcement personnel. Your assignment as a Field Training Officer entails a myriad of responsibilities to bring Probationers up-to-speed to certify for solo patrol entrustment.

Field Training Officers assist the Probationer:

See the community served, as a law enforcement officer must; not as a civilian would *look* at the same community.

Analyze the environment and determine what is *ordinary* versus what is *out-of-the ordinary*, and

React to situations that require law enforcement intervention with minimal assistance.

Several recommendations are appropriate currently:

1. Keep an open mind! We will be deliberately *Breaking Routine*[™] to share the *Coaching Model* of the Field Training and Evaluation Process. **Probationers need guidance, not grades.**
2. Take the information you acquire during this instruction back to your Agency and share it and prepare to take an active role in making any necessary revisions to your current Field Training and Evaluation Process.
 - a. **Qualified Probationers** who bring essential skills as well as a 100% work ethic. The Probationer must be cognizant that *success* precedes *work* only in the dictionary.
 - b. **Qualified Field Training Officers** who are the Agency's top cops for have volunteered for the most difficult assignment can ask of line level uniformed personnel – to shape and mold the next generation of street officers.
 - c. **Administrative Commitment** to understand, support and carry through on the recommendations of the Field Training Unit.
3. *learners learn from learners.* The assignment as a Field Training Officer represents an opportunity to consciously rethink previously held assumptions and past practices. Please keep an open mind and bring a non-stop spirit of inquiry into this learning environment.

Field Training Associates will work diligently to assist you understand the course materials to apply them. Please contribute your fair share by thoroughly preparing the out-of-class reading assignments by thinking about the material and coming back to the classroom fully prepared to discuss and share your views. Our pledge is to insure that you fully understand the principles of the Field Training and Evaluation Process. We can assure you that the only unanswered question will be the one that is not asked!

Your assignment as a Field Training Officer represents an enormous entrustment of responsibilities. The primary objective of the Field Training and Evaluation Process is to prepare Probationers to earn solo patrol responsibility entrustment and qualification. The Field Training and Evaluation Process is designed to train and coach, not terminate. The failure of a Probationer to certify for solo patrol is never a result of lack of effort on the part of the Field Training Unit or Agency in general. It simply represents a situation where the Probationer was either unable or willing (or both). Mediocrity of performance cannot be tolerated. It lowers the bar of quality law enforcement service to the community and compromises everyone's safety. It is not a cliché – it is a reality: *Probationers terminate themselves.*

Comprehensive agency hiring practices generally result in Probationers who satisfactorily execute all solo patrol certification requirements and become viable members of the community's law enforcement team. The Probationer can always expect a level playing field of fairness and objectivity to succeed.

There are no hidden agendas in the Field Training and Evaluation Process. This curriculum is designed to equip you with a wide-array of training and coaching tools to assist the Probationer, aka, the MVP – Most Valuable Player law enforcement candidate succeeds. It is in this spirit that we implore the Field Training Officer, aka, Coach to avoid becoming an ASS, our acronym for:

Making **Assumptions** about the Probationer. A properly administered Field Training and Evaluation Process commences with the Field Training Officers and Field Training Unit Supervisors/Command being briefed on the relevant portions of the Probationer's background and their performance during Basic Police Training/Certification. The Field Training Officer will constantly *take the Probationer's readiness to learn* by constantly asking a simple question: *...Partner, help us out here. What did they share with you during Basic Training when they covered (subject/topic)?*

Setting-Up the Probationer. Probationers are never held accountable for task execution until they have been thoroughly trained, and Probationers never handle any actual assignment/activity until they have certified in the applicable *Training Task(s)*.

Surprising the Probationer. There are no set-ups or Pearl Harbor sneak attacks in the Field Training and Evaluation Process. The Field Training Officer and Probationer always execute a formal *Daily Training Plan* at end close of Step I – III training days to ensure that the Probationer returns to the next assignment shift prepared to learn how to apply the home study subjects.

Field Training Associates embraces the philosophy advanced by the late Dr. Stephen R. Covey in his best-selling book, *The 7 Habits of Highly Effective People – Powerful Lessons in Personal Change*®:

Almost every significant breakthrough is the result of a courageous break with traditional ways of thinking.

In a nutshell the Field Training Associates *Coaching Model* is designed to assist Field Training Unit's create a *self-reliant probationer*™ which only occurs when:

- The Field Training Officer embraces an *anagogical* learning style that promotes the active collaboration with the Probationer in the learning process. This enhances the learning environment; *adults learn by doing*. Talking is not training.

Experts in adult learning state that within a six-month period (a mere 180 days) the average adult learner will retain approximately:

95% of what we THINK, SEE, SAY, HEAR and DO

The Chinese philosopher, Confucius aptly stated: *I hear, and I forget. I see and I remember, I do, and I understand.* This is the foundation of the Field Training Associates *Coaching Model*, which insures that:

- The Probationer first studies the Field Training Officer to see and hear what proficient (*Exceed Standards* level) of street policing is.
- The Probationer acquires essential knowledge and skills to multi-task under any set of conditions.
- The Probationer progresses from the easier/basic materials to the more complex in a logical sequence (e.g., mastery of *cursorly searching technique* before execution of *kneeling search technique*).

- Coaching for enhanced performance. The Field Training Officer and Probationer constantly discuss performance throughout the shift. You will see that this will be executed by employing the *Four Rs for Coaching Excellence*.
- Utilize the *Daily Observation Report* as interactive *game film* to facilitate activity debriefing; it is not report card!

And for their part, the Probationer must be fully committed to:

- Take total *ownership* for what s/he has done (or, not done).
- Fully recognize the *consequences* of what was done (or, not done).

The Field Training Associates *Coaching Model* is constructed on three critical concepts which will served as constantly emphasized themes:

1. **Disciplined focus** to ensure that the Probationer acquires *the capacity to concentrate on the most critical aspects of a situation without distraction while simultaneously guarding against becoming the victim of tunnel vision*.
2. **Instinctive Response**, cognitively and biomechanically programming the Probationer's *near automatic capacity to effectively execute a task without hesitation*.
3. **Repetition**. Practice, practice, and more practice to insure knowledge and skill mastery. Once is never enough! The emphasis is always upon insuring that the material is:
 - a. **Learned**
 - b. **Retained**
 - c. And consistently and immediately **reapplied** at an *Exceeds Standards* performance level.

You are going to emerge as a first-class **Master Police Coach** with the critical need-to-know information that will be shared with you. There is no theory. Everything shared is real-world, time tested to assist you mold the next/best generation of street cops who will not commit grand theft – larceny when they cash their paychecks!

Lastly, please keep you focus on the target, and that is the Probationer you are working with. There are no hidden agendas so you must be totally transparent. The only objective is to create a solid street cop! **It's not about filling out forms – paper doesn't create solid street cops – you do.**

Thank you for your commitment to this assignment. With the very best wishes for safe streets and productive Field Training,

Coach Sok
Bruce A. Sokolove

Field Training Associates
Law Enforcement Consultants

Diving right in on the #1 area of Field Training Officer Candidate concern:
Will I be more liable as a result of taking on this assignment?

The Issues of Liability and Field Training Officers

Field Training Officers are not more liable as long as:

1. The Field Training Officers train in accordance with Department policy and procedure, etc.

➤ *Teach the real deal.*

2. The Field Training Officers train in accordance with acceptable law enforcement practices.

➤ *No stupid attacks: when in doubt, ask!*

3. Execute the *Triple Crown* Training and Coaching Documentation protocols to minimize the following Vicarious Liability issues:

➤ Failure to Train

➤ Negligent Entrustment

➤ Failure to Direct/Supervise (remember, Field Training Officers have invisible stripes!)

- The Triple Crown entries:

1. Training/Coaching sections of the *Daily Observation Report* and recording the Total Training Time per category, and

2. *Training Task* sign-off and corresponding entry on the *Daily Observation Report*, and

3. Execution of the *Daily Training Plan*.

When you get a chance, check out the following U.S. Supreme Court ruling in:

***City of Canton v. Harris* 489 U.S. 378**

(Decided: February 28, 1989)

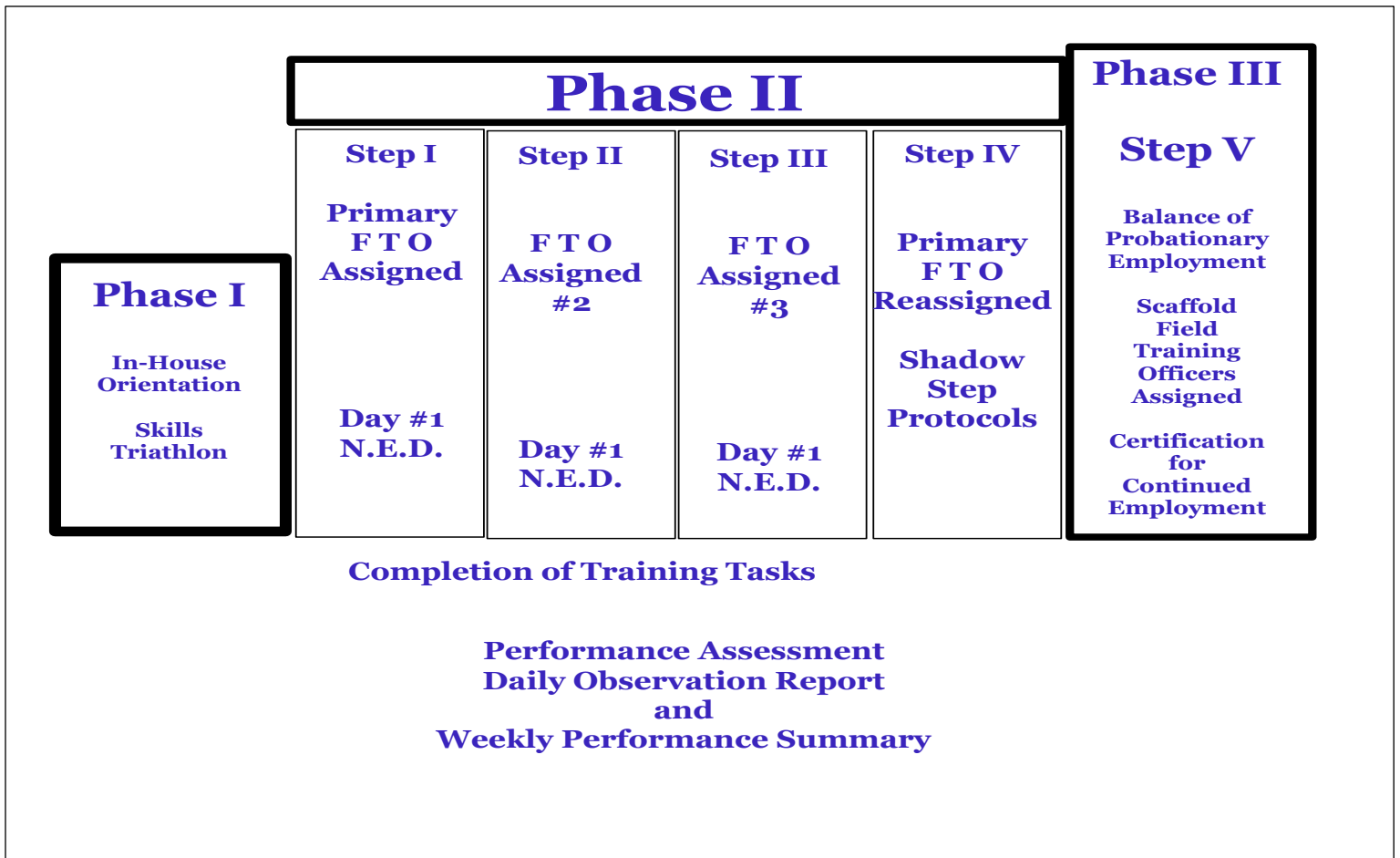
www.oyez.org

The Field Training and Evaluation Process is ...

A consistently administered period of formal on-the-job:

- 1. Training**
- 2. Coaching for *enhanced* performance**
- 3. Performance Assessment**

with the goal of developing a law enforcement officer capable of delivering solo patrol services with minimal need for direct supervision and who is fully compliant with Agency policies and procedures.



- ✓ Keep in mind that a *consistently administered* Field Training and Evaluation Process has nothing to do with how many days, weeks, and months the Probationer is assigned with a Field Training Officer.
- Obviously, there must be sufficient time to directly observe the Probationer execute the job/task requirements, but

***Consistently administered* means that ALL Training Tasks have been trained and certified.**

Protocols

Most agencies assign multiple Field Training Officers to work with each Probationer to:

Provide a variety of street policing *styles* and,

- The Field Training Unit taps the unique areas of expertise that each Field Training Officer possesses, and
- ☞ There are multiple inputs from the Field Training Unit for the final Employment Status Recommendation (retain, extend, recommend for termination), and
- Minimize Field Training Officer *burnout*.

Field Training Officers do not execute their responsibilities in isolation. Like a relay runner, each Field Training Officer must be up-to-speed when the previous Field Training Officer passes the baton (Probationer) from Step – to Step.

- The Field Training Officer has thoroughly reviewed the Probationer's *Daily Observation Reports* and has,
- Consulted with the Field Training Unit Coordinator and previously assigned Field Training Officer(s) to address any areas requiring additional training and coaching assistance.

Remember — no team wins a relay race if the baton gets dropped. In short, the Probationer is always advanced to a Field Training Officer who is *up-to-speed to assist the Probationer in certifying for solo patrol certification*.

Probationers must earn Step Advancement:

No automatic advancement in the Field Training and Evaluation Process

- The Probationer must Meet Standards: Yes, in all ten *Daily Observation Report* categories.
- Any area(s) of Corrective Action Necessary (CAN) performance have been eliminated, along with those of **Not Responding to Training.**
- All Training Tasks for Steps I - III have been trained and certified.

Ultimately, the Patrol Shift Supervisor (e.g., Sergeant) and the currently assigned Field Training Officer *make the call* on Step Advancement.

Field Training Step Advancement

The Field Training and Evaluation Process consists of four Steps. During this time, you shall be assigned to a 1:1 relationship with a Field Training Officer during assignment to street law enforcement duties.

During Steps I – III, you and your Field Training Officer shall collaborate to ensure you master and certify the *Training Tasks* required for solo patrol entrustment. Your Field Training Officer shall document your on-the-job performance on the *Daily Observation Report*.

Your Step Advancement shall be a collaborative recommendation between your Field Training Officer and Patrol Shift Supervisor to the Field Training Unit Commander and shall reflect the following requirements:

- You have completed and certified each *Training Tasks* for the assigned Step satisfactorily. All *Training Tasks* must be completed to advance to Step IV for solo patrol certification.
- Your performance in the ten (10) Standard Evaluation Guideline areas on the *Daily Observation Report* is at *Meets Standards: Yes*, or above.
- Any areas of *Corrective Action Necessary* have been eliminated.
- *Not Responding to Training* areas was also eliminated on the *Daily Observation Report*.

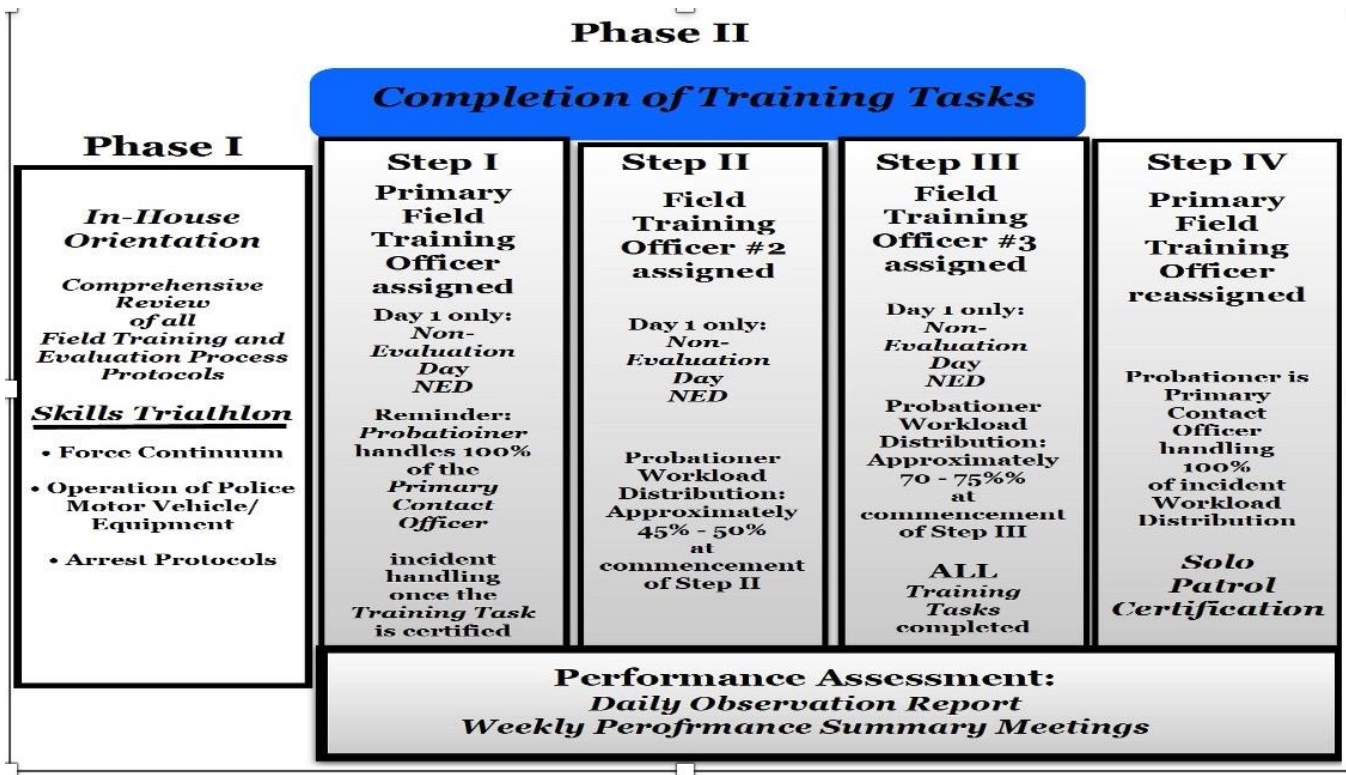
During Step IV, you shall assume 100% of the Primary Contact Officer's responsibilities, and your Field Training Officer shall observe your call/incident handling in *soft clothes* from the cover position. Your Advancement to Step V shall be a collaborative recommendation between your Field Training Officers and Patrol Shift Supervisor to the Field Training Unit Commander.

Phase III – Step V represents the balance of the Probationary Employment Period. You shall be periodically assigned to work with a *Scaffold Field Training Officer* during this period. Your Advancement to Non-Probationary Employment status shall be a collaborative recommendation between your Field Training Officers and Patrol Shift Supervisors to the Field Training Unit Commander and Chief Law Enforcement Executive for continued employment.

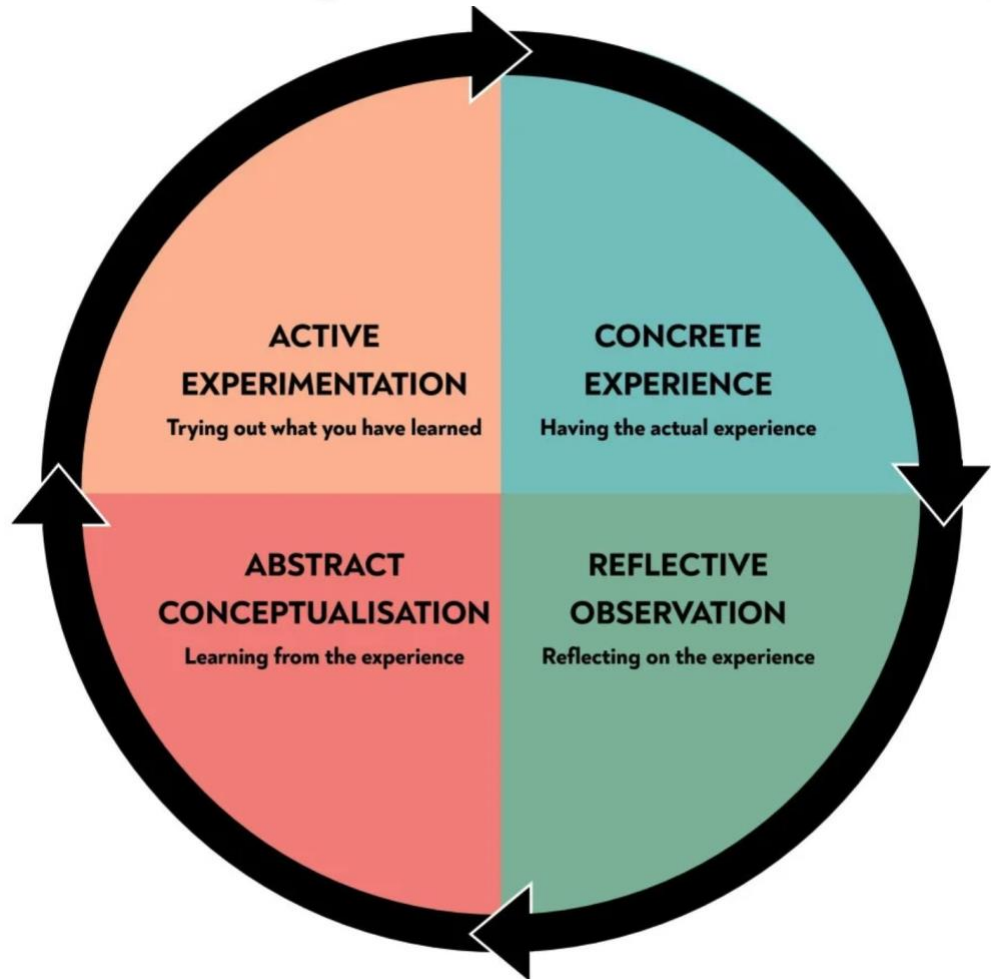
Remember:

Step Advancement in the Field Training and Evaluation Process must be earned by demonstrated performance.

Phase II



Consider what happens during Steps I - IV

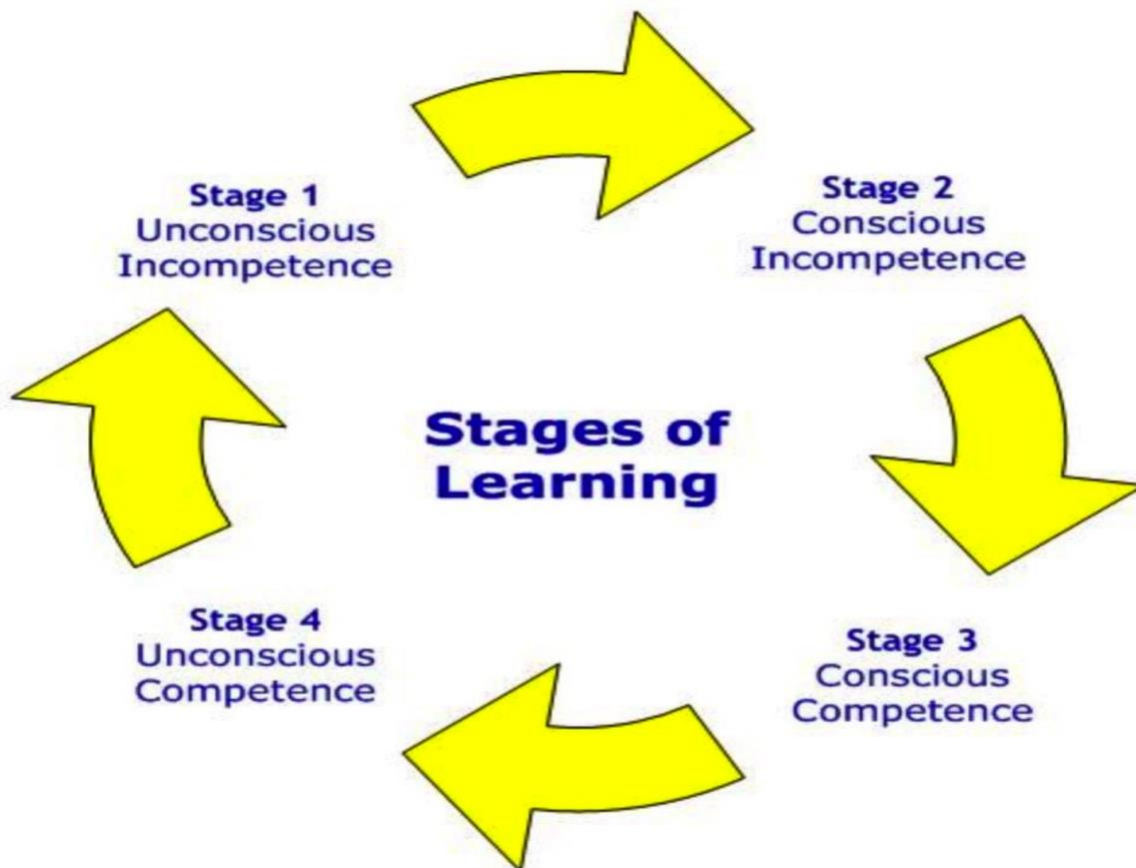


Field Training and Evaluation Process Components

- **Field** literally means on-the-job. This is where the probationer is trained and certified.
 - Nobody ever did a lick of quality street police work from the station, or
 - Glued to the front seat of a patrol car.
 - Absolutely NO *station rat* Field Training.
 - The Probationer bears the responsibility to study and learn the material on their time.
 - The Field Training Officer is responsible to teach the proficient application of the material on-the-job (agency time).
 - The Field Training and Evaluation Process learning equation:
Knowledge + Skill = Demonstrated Ability to Perform
- **Training** literally means to make *proficient with specific instruction and practice utilizing the appropriate training tools*:

▪ C/D	Commentary Driving
▪ T/CD	Tag Team Commentary Driving
▪ D/B	Drive-By
▪ F/V	Field Training Officer Verbalization
▪ M/C	Mirror Citation
▪ M/O	Map Overlay
▪ M/R	Mirror Report
▪ O/N	On-board Navigator
▪ R/RP	Report Role Play
▪ T/RP	Tactical Response Role Play
▪ R/R	Role Reversal
▪ V/T	Verbal Testing

- A formally planned Field Training and Evaluation Process never relies upon the random calls-for-service or the Field Training Officer's particular *job interests* to deliver complete and uniform instruction.
- The *Training Tasks* are arranged in Steps I – III in a logical sequence:
 - Arranged in order of immediate and *absolute need-to-know* (critical tasks) and
 - Starting with the basic, progressing to the intermediate, and ending up with the more skill's advanced (complex) *Training Tasks*.
- The Field Training Officer and Probationer complete the mandatory *Training Tasks* by the close of each Step (I – III).
- All *Training Tasks* must be completed at the close of Step III before the Probationer can advance to Step IV for solo patrol certification.



Training Tasks

You and your Field Training Officer will utilize the logically ordered *Training Tasks* located within the *Probationary Officer Manual* to facilitate your accomplishment of the solo patrol entrustment objective.

The *Training Tasks* specify:

- The ***Purpose*** of the *Training Task* ensures that you fully comprehend the instructional objectives specific to the area of instruction.
- ***Related Training Tasks***, a brief list of the most relevant *Training Tasks* that have already been trained and certified. This will afford you an opportunity to identify and review the *Training Tasks* which serve as a logical foundation for the current *Training Task's* knowledge/skill requirements.
- ***Reference*** includes a) the portions of the State's Basic Police Training Curriculum content that is most pertinent to the *Training Task* being instructed, b) any applicable statues/ordinances/codes as well as Appellate Court rulings, c) Agency Policy and Procedure which is pertinent to the Task.

The ***Uniform Method of Execution*** portion of the *Training Tasks* allows you to see precisely what the Field Training Officer will be training.

You are responsible for thoroughly reviewing any *Training Task* you and your Field Training Officer will execute for the upcoming duty day. You and your Field Training Officer will formally discuss forthcoming training and note it on the next duty day *Daily Training Plan*. You shall be certified as *Training Task* proficient when you consistently execute the *Uniform Method of Task Execution* during actual calls/assignments or *role-playing* exercises.

Sample Training Task ***Kneeling Search Technique/Handcuff***

- Purpose:**
1. To search the subject's body above the thigh area.
 2. To maintain a greater degree of control and advantage over the subject than with the *Standing Search Technique*.

Previously Trained/Certified Tasks:

<i>Legal: Search and Seizure</i>	Step I – Task # 9
<i>Arrest and Control</i>	Step I – Task # 11
<i>Cursory Searching Technique</i>	Step I – Task # 13
<i>Standing Search Technique</i>	Step I – Task # 15

Reference:

Insert your State's Basic Police Training/Certification Modules
Insert any applicable State Statues, Local Ordinances, and Appellate Court Decisions (State, Federal)
Insert your agency's Policy and Procedure that applies to this Training Task

Uniform Method of Task Execution

1. Direct subject into proper position by using simple terms:
 - a. Hands above head.
 - b. Face away from Officer.
 - c. Interlock fingers behind the head.
 - d. Kneel down.
 - e. Knees together, ankles crossed, sit on ankles.
2. Execute physical contact:
 - a. Have handcuffs armed.
 - b. Move in toward subject at 45° angle from the rear.
 - c. Apply a reverse wristlock to subject's head and handcuff.
 - d. Direct the subject to place the other hand behind their back.
 - e. Grasp the hand, closing down the thumb and handcuff.
3. Searching
 - a. If search from subject's left, bring your left leg forward and use left hand for searching.
 - b. Systematic searching protocols.
 - c. Check the area of the hands first.
 - d. Work from head to thigh.
 - e. Feel – do not pat.
4. Switch sides
5. Move subject to a sitting position to search legs:
 - a. Legs spread wide apart.
 - b. Have the suspect bend forward as far as reasonably possible.
 - c. Gently push down on the back of the suspect's head to maintain control.
6. Head away from suspect's head to avoid butting, biting or spitting.

Task Accomplishment/Certification

I acknowledge that I have received training in the skills and knowledge necessary to execute the Kneeling Search Technique and I can perform at an acceptable proficiency:

Probationer: _____ Date: _____ *Daily Observation Report #*

Field Training Officer: _____ Date: _____

Reviewed By: _____ Date: _____ *Weekly Performance Summary #*

Completion of the *Training Tasks*

The *Training Tasks* are the road map to solo patrol certification.

Realities:

- A formally planned Field Training and Evaluation Process never relies upon the random calls-for-service **or** the Field Training Officer's particular areas of *job interest/special expertise*.
- The *Training Tasks* are executed during Steps I – III of the Field Training and Evaluation Process.
- The *Training Tasks* must be arranged in the *Probationary Officer Manual* in a totally logical order:
 - ➡ From *absolute need- to- know* and progressing to the more *nice-to-know*.
 - ➡ The *Training Tasks* are arranged to reflect the Agency's heavy volume of calls for service.
 - ➡ For example, Step I would certainly include *Training Tasks* for handling interpersonal dispute intervention (e.g., domestic violence, customer – merchant, landlord – tenant, neighborhood disputes, etc.).
 - ➡ On the other hand, a *Training Task* such as *Uniform Patrol Officer Responsibilities at Suspicious Death Crime Scenes* would occur later in the Field Training and Evaluation Process if the community does not have a high homicide rate.
- The *Training Tasks* are arranged from the easier – basic to the more complex.
 - ➡ For example, a *Training Task* on handling larceny offenses would precede a *Training Task* covering embezzlement.
- ALL *Training Tasks* must be satisfactorily completed by the end of Step III.
 - ➡ A Probationer **never** advances to Step IV for solo patrol certification until all of the training has been completed.
 - ➡ *Training Tasks* can be satisfactorily completed with the execution of *Report Based Role Plays* and *Tactical Response Role Play* exercises.
 - ➡ *Role Playing* exercises are always documented on the *Daily Observation Report* as if they were an actual call/event.

When does the Probationer and Field Training Officer sign off on a *Training Task*?

I acknowledge that I have received training in the skills and knowledge necessary to execute the Kneeling Search Technique and I am capable of performing at an acceptable proficiency:

Les Moore
Probationer

11/12/24
Date

Daily Observation Report # 17

Claire Voyant
Field Training Officer

11/12/24
Date

Minimally consider:

- **How often (frequently) has the Probationer executed the *Training Task*?**

Rule of thumb: 3x consistently nailed.

- **At a consistently acceptable level (Meets Standards: Yes) of *Training Task* execution?**
- **Has the Probationer satisfactorily trained the Field Training Officer utilizing the *Role Reversal* (R/R) instructional tool?**

The Bottom Line:

The Field Training Officer must know beyond any doubt that the Probationer is consistently performing the *Training Task* at *Meets Standards: Yes*.

Special Attention: ***End of Shift Debriefing Sheet*** entry:

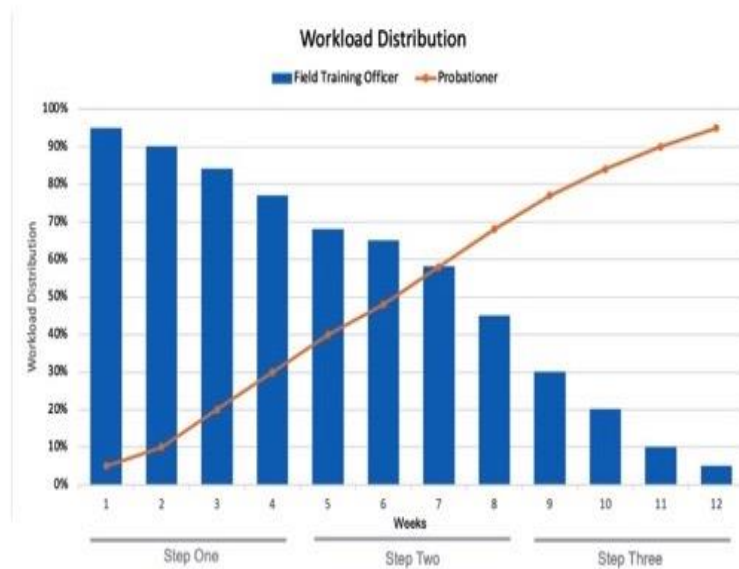
- Training Tasks completed this shift signed by Probationer and Field Training Officer

Workload Distribution

You will notice that each Step includes a percentage of Workload Distribution for yourself and the FTO. Workload Distribution represents the activity handled by yourself as the **Primary Contact Officer** in relationship to that handled by the FTO.

For example, a probationer without prior law enforcement experience may handle tasks and initiate field activity somewhere between 5% during Week 1 / Step 1 to approximately 25% by the end of Week 4 / Step 1. *The percentiles are not absolute.*

The percentage of workload handled by a probationer as the Primary Contact Officer is directly impacted by what *Training Tasks* have been satisfactorily completed by you and your FTO's. In short, *you will not be held accountable for performing tasks/activities during actual calls for service that you have not been trained and certified to handle.*



The % of Workload Distribution represents the % of the Training Tasks that have been completed and signed-off to date.

Remember

The Probationer is continuously responsible for Primary Contact Officer responsibilities (PCO) once signed off on a *Training Task(s)*.

The Probationer handles 100% of all activities during Step IV (unless otherwise directed by the Field Training Officer).

- **Evaluation** literally means to examine carefully, to appraise.
- The Field Training Officer and the Probationer utilize the *Daily Observation Report* to formally record both the on-the-job performance assessment and the Total Training Time expended in each category.

Daily Observation Report

The *Daily Observation Report* (DOR) is a performance assessment and debriefing tool that the Field Training Officers will utilize to formally record and report your on-the-job performance and any additional training and coaching completed during the shift.

At the close of each shift, you and your FTO will examine and collaboratively discuss/agree upon the overall performance assessment by comparing:

1. Your performance in comparison with how you were trained (e.g., *Uniform Method of Task Execution* on the applicable *Training Tasks*), and
2. How your performance compares with the criterion in the applicable *Standard Evaluation Guidelines*.

There are no secrets in the Field Training and Evaluation Process. The objective is to ensure you always know where you stand regarding formal performance assessment and what additional training is necessary to take corrective action to meet acceptable performance standards.

You are required to sign and date each *Daily Observation Report*. Your signature simply indicates that you and your Field Training Officer fully discussed the performance assessment at the close of the shift.

Daily Observation Report

DOR Number Patrol Operations Working Day #

Step: I II III IV

Week # _____

Extension of Training

Probationer

Field Training Officer Date

Patrol Area/Beat: _____	Shift: _____
<input type="checkbox"/> Non-Evaluation Day: Snow Day _____	

<i>Performance Assessment Categories</i>	Consistently Meets Standards ----- Exceeds Standards	Meets Standards YES	Meets Standards NO Corrective Action Necessary	N R T	Total Training Time
1. Interpersonal Relationships					
2. Jurisdictional Geography /Orientation					
3. Motor Vehicle Operation / Use of Emergency Equipment					
4. Electronic Communications					
5. Directed Patrol Strategies / S I F A					
6. Patrol Tactics / Officer Safety					
7. Criminal Statutes / Ordinances / Procedural Criminal Law / Case Preparation					
8. Information Processing / Case Building Report Writing					
9. Problem Solving and Decision Making					
10. Traffic Enforcement / Crash Scene Management and Investigation					

Easing the Probationer into Field Training and the *Daily Observation Report*:

The Non-Evaluation Days (NED)

Protocols: NED #1 commences on Day #1 of Step I

- Absolutely NO play action performance documentation on the *Daily Observation Report*.
 - *Training and Coaching* documentation – only!
 - Field Training Officer hands the Probationer a blank *Daily Observation Report* (front/back sheet only) and directs the Probationer to:
 - Closely study the Field Training Officer during the shift and,
 - Constantly compare the Field Training Officers actions with the *Standard Evaluation Guidelines* in the *Probationary Officer Manual*, and
 - Assess the Field Training Officer’s overall performance on the front side of the *Daily Observation Report*.
- ✓ This accomplishes two (2) critical objectives:
1. It compels the Probationer to constantly compare in-the-field behaviors with the *Standard Evaluation Guidelines*, and
 2. Insure that the Probationer has a live-action view of quality street police work a la the Field Training Officer!

Protocols: NED # 2 on Day #1 of Step II and Day #1 of Step III

- Absolutely NO play action performance documentation on the *Daily Observation Report*.

Beware the Mighty Pen Syndrome

Field Training Officer clarifies that performance documentation will commence on Day # 2 of Step I and will be shared/debriefed with the Probationer as soon as practically possible. No *Pearl Harbor sneak attacks* and amped up anxiety!

Daily Observation Report

DOR
Number

Patrol Operations
Working Day #

Probationer

Step: I II III IV

Week # _____

Field Training Officer

Date _____

Extension of Training

Patrol Area/Beat: _____	Shift: _____
<input type="checkbox"/> Non-Evaluation Day: Snow Day _____	

	Consistently Meets Standards ----- Exceeds Standards	Meets Standards YES	Meets Standards NO Corrective Action Necessary	N R T	Total Training Time
1. Interpersonal Relationships					
2. Jurisdictional Geography /Orientation					
3. Motor Vehicle Operation / Use of Emergency Equipment					
4. Electronic Communications					
5. Directed Patrol Strategies / S I F A					
6. Patrol Tactics / Officer Safety					
7. Criminal Statutes / Ordinances / Procedural Criminal Law / Case Preparation					
8. Information Processing / Case Building Report Writing					
9. Problem Solving and Decision Making					
10. Traffic Enforcement / Crash Scene Management and Investigation					

P/ Probationer
 R/ Reportee
 S/ Suspect
 V/ Violator
 P/V Patrol Vehicle
 S/V Stopped Vehicle
 1:1 w/i One-to-one within x'
 Vis+ Eye contact + sweeping
 Vis - Lack/loss eye contact
 ✓ Check wants/warrants/
 Driver license/registration
 F/ Probationer failed to do;
 Discretionary Override
 Indicates verbals
 (what + how said)

Field Training Officer observes behaviors and *Specifically, Objectively, Descriptively* documents + hands over to Probationer to collaboratively:
 1. Discuss/agree on Category numbers (entered by Probationer to left of narrative), and
 2. Performance that *Meets Standards: Yes is not highlighted (clean entry), and*
 3. Probationer places () at start and end of narrative portion which *Exceeds Standards, and*
 4. Probationer places [] at start and end of narrative portion which *Meets Standards: No* and places an X in the Corrective Action Necessary column to highlight area(s) requiring additional training.

C/D Commentary Driving
 T/CD Tag-Team C/D
 D/B Drive-By
 F/V FTO Verbalization
 M/C Mirror Citation
 M/O Map Overlay
 M/R Mirror Report
 O/N On-Board Navigaotr
 R/RP Report-based Role Play
 T/RP Tactical-response Role Play
 R/R Role Reversal
 V/T Verbal Testing

Document Time + clear, complete, concise narrative of observed performance (including verbal/non-verbal behaviors)

Corrective
 Action
 Necessary

Training Documentation
 Select Category # + T +
 Training Time +
 Concise Description

No performance documentation on a *Non-Evaluation Day.*

Note

Field Training Officer documents the extent of the Training in this area of the *Daily Observation Report.*

2 T 20 F T O provided driving tour of Charlie-3 Patrol Area boundaries.

Non-Evaluation Day Clarification

The Field Training Officer explains and demonstrates the completion of the *Patrol Activity Log Onboard Scribe* responsibilities, and the Probationer is responsible for this starting on Day #2 and attaching this to the *Daily Observation Report* at shift's completion:

Patrol Activity Log

Probationer: **NAUGELBAT, LEO**

Assigned Patrol Area: **2 Tom 4**

Field Training Officer: **FALACTIC, ANNA**

Date: **11/18/24**

Time		Activity - Location	Disposition	Primary Contact Officer	
In	Clear			FTO	Probationer
1330	1400	ROLL CALL - INSPECTION UPDATE MAP OVERLAYS + SQUAD PREP		X	
1405	1435	ASSIST FIRE/EMS OVERDOSE 1234 JACKSON - NARCAN ADMIN.	X		
1445	1500	REPORT OF SHOTS FIRED - PRIMARY SQUAD 3700 BLOCK ONE - UTZ		X	
1510	1550	RETAIL FRAUD - JUVENILE TOT PARENTS GREEN'S GENERAL STORE CR 153114		X	
1605	1650	DISORDERLY - RED ROCK TALKAN ASSAULT - ARREST CR 24-173291		X	
1650	1720	BOOKING - INTAKE - SHERIFF TRANSPORT CALL POST FOT.	X		
1730	1750	HAS. ACTION T/STEP E/ETIATION 700 BLOCK HURON PKWY 107660		X	
1800	1830	MEAL BREAK ONNEXIS CONEY ISLAND		—	
1835	1910	CRITICAL MISSING - 14 YR. FEMALE 2675 VALLEY CR 24-17346	X		
1910	1935	FOLLOW-UP CRITICAL MISSING VIDEO - RING CAMERA NEIGHBORHOOD		X	
1940	2005	PROPERTY DAMAGE CRASH EDISON @ MAIN A/RPT 24-379		X	
2010	2045	(2) LARCENY FROM AUTO CR: 24- LIFETIME FITNESS 1100 GENERAL 17380		X	
2050	2110	MAIN @ WILLIAM E/ETIATION HARBOR FAIL TO STOP 107771		X	
2115	2145	DISORDERLY @ MARIO TRANSIT DEPT 211 N. MAIN ST. OF MENTAL HEALTH INTAKE		X	
2205	2350	MUSIC STOP R/PLAYS PARK N RIDE LOT 1700 PLYMOUTH RD		X	
2350	2400	SIBFI DEPART - DTP REVIEW	X		
2400		END OF WATCH - SECURE SQUAD			

Non-Evaluation Day Clarifications

The Field Training Officer demonstrates ***On Board Navigator*** protocols (See Page #26), and the Probationer will commence (on Field Training Officer demand) on Day #2. Probationers can utilize Street Directories and Map Overlays from the Passenger seat.

The Field Training Officer clarifies and demonstrates that commencing on Day #2, the Probationer shall serve as the ***Onboard Emergency Equipment Operator*** (lights and siren) with specific direction from the Field Training Officer on applicable operations – *Policy and Procedure protocols* (See Page 57).

The Field Training Officer clarifies ***Directed Coaching Protocols*** (See Pages # 40 - 41) to ensure that the Probationer follows specific instructions for any activity that has NOT been *Training Task* instructed and certified.

Field Training Officer clarifies ***Discretionary Override Protocols*** (see Pages # 63 - 64) to ensure complete understanding when necessary for a *Take Over*.

The Field Training Officer points out the need to review the *Training Tasks* in the *Probationary Officer Manual* after the Field Training Officer has handled an activity to see *previews of upcoming training* and to discuss *impressions* of activities dealt with.

Above all, the Non-Evaluations Days of Steps I, II, and III allow the Probationer and Field Training Officer to get comfortable with one another and clarify expectations for call handling and *Self-Initiated Field Activity* (See Page 70).

The Field Training Officer reviews the *Standard Evaluation Guidelines* with the Probationer. Emphasis on Category #1 ***Interpersonal Relationships*** on Non-Evaluation Day #1. (See Page 31)

Documenting Performance

Protocols:

The Field Training Officer observes the Probationer and *specifically, objectively, and descriptively* documents the *Play Action* side of the Daily Observation Report narrative by placing the Time from the *Patrol Activity Log* and

The Field Training Officer shares the documentation as soon as possible with the Probationer and

The Field Training Officer can utilize the most common *Daily Observation Report* abbreviations:

P/ Probationer
R/ Reportee
S/ Suspect
V/ Violator
P/V Patrol Vehicle
S/V Stopped Vehicle
1:1 w/i One-to-one within x'
Vis+ Eye contact + sweeping
Vis - Lack/loss eye contact
✓ Check wants/warrants/
Driver license/registration
F/ Probationer failed to do;
Discretionary Override
.... Indicates verbals
(what + how said)

Probationer compares the *play action narrative* with the ten (10) *Standard Evaluation Guideline* categories and determines the *best-fit categories* and

Probationer discussed the categories selected, and both came to a consensus on the SEG categories, which the Probationer entered to the left of the *play action narrative* and,

The Probationer and Field Training Officer discuss the performance and collaboratively assess the following:

Performance that complies with the *Training Task Uniform Method of Instruction* Meets Standards: Yes is not highlighted on the Daily Observation Report (**clean entry**).

Probationer places parentheses () at the start and end of narrative *play action*, which Consistently Meets Standards – Exceeds Standards.

Probationer places [**at the start and end**] of *play action* which is not performed as *Training Task Uniform Method of Instruction*, and which is *Standard Evaluation Guidelines* Meets Standards: NO.

Before you document performance:

The Field Training Officer must answer two questions before making any play action performance entries on the *Daily Observation Report*:

- 1) **WHY am I documenting this?**
- 2) **What are the CONSEQUENCES of the Probationer's actions (or inactions)?**

The Field Training Officer decides what is documented on the *play-action* side of the Daily Observation Report.

Remember, you document when there are **consequences** that you want to **reward and reinforce** (because you want to encourage **repetition**) or

You also document that the Probationer's performance needs to be **redirected** and corrected because of serious consequences (compromised service delivery/complaint processing, creating unsafe working conditions that place themselves and others at risk, etc.).

Remember: No 5¢ and 10¢ documentation!

- ➔ **There is no way that a Field Training Officer could (or, should) document every single on-the-job behavior (e.g., call, assignment, etc.) on the *Daily Observation Report*.**
- ➔ The Field Training Officer has the sole discretion to decide what is document and where on the Daily Observation Report (e.g., play action performance entry + Training entry, or simply Training only (*Orphan Entry*)).
- ✓ Keep in mind that the *Daily Observation Report* is *game film* – not a report card. The Probationer is the primary recipient of the feedback.

***Feedback is the breakfast of champions!
Provide feedback as soon as possible.***

The Field Training Officer documents the Probationer's performance:

Specifically

Objectively

Descriptively

Remember, the Probationer doesn't need the Field Training Officer's opinion or interpretation of what occurred. **The Daily Observation Report is a *game film* for debriefing, not a report card, so engage in a *coaching conversation*.**

Subjective play action entry:

? 2015 6 [P/ made unsafe approach to s/v + stood in poor position with V/.]

Objective play action entry:

✓ 2015 6 [P/ exit P/V vis – and wide left outside light cone on approach + 1:1 V/ window + extended hand/arm into S/V]

Documenting Exceeds Standards Performance

So, how does the Field Training Officer document the Probationer's performance when s/he is consistently performing at *Meets Standards: YES*, without writing a book? Time to make a **H.A.T. entry**.

**Documenting when the Probationer's performance is consistently Meeting Standards: Yes, becomes H.A.T. =
Handled As Trained (*Exceeds Standards*)**

1910 4/2/5/6/9 (**HAT** P/ advised T/com. our unit was closer to a report of shots fired, possible drive-by activity in 300 block Madison St. + anticipated construction delays on Elm Blvd. and took Willow to Madison. P/ coordinated all backup units without F T O prompting /assistance. All units UTL and cleared.)

Don't let the Daily Observation Report become a *ding-sheet* by overlooking the Probationer's HAT performance!

Standard Evaluation Guidelines

The Field Training and Evaluation Process utilizes ten (10) performance assessment categories to report on-the-job proficiency. Each of the behaviorally anchored *Standard Evaluation Guidelines* (SEGs) denotes performance as follows:

- *Exceeds Standards (Consistently Meets Standards: Yes)*
- *Meets Standards: Yes*
- *Meets Standards: No – Corrective Action Necessary*

You must thoroughly learn the assessment performance criterion.

Keep your performance in perspective. The Field Training Officers will work with you to take the necessary corrective action when your performance *Meets Standards: NO*. Be patient. You will learn from your mistakes. Remember, it is not where you start; it is where you finish in the Field Training and Evaluation Process. *Stay coachable!*

Note:

- All ten (10) Daily Observation Report *Standard Evaluation Guidelines* are located in the Appendix area of this manual.
 - Keep in mind that *it's hard to referee if you don't know the rules!*
 - The personal *feelings, expectations, etc. of how the Probationer is performing have no impact on performance assessment.*
 - The Probationer's seniority (e.g., Lateral) or lack thereof (*New Blue*) has no bearing/impact on the performance assessment.
 - The Probationer's performance is solely assessed by comparing HOW they were trained (Uniform Method of Task Execution) on the applicable *Training Tasks* and
 - The Probationer's on view performance and how it measures up in comparison with the *Standard Evaluation Guidelines* performance criterion:
 - Exceeds Standards (Consistently Meets Standards: Yes)
 - Meet Standards: Yes
 - Meets Standards: NO

1. Interpersonal Relationships

Evaluates Probationer's interaction with the public while providing law enforcement services.

Evaluates Probationer's interaction with all agency members within the agency including Field Training Officers, Supervisory/Command Staff, Sworn/Nonsworn Support Personnel in accordance with Agency guidelines (policy and procedure, general and special orders).

Exceeds Standards (Consistently Meets Standards: Yes)

The Probationer consistently demonstrates knowledge, skill, application, and competency without Field Training Officer prompting or assistance.

Meets Standards: Yes

The Probationer establishes a mutual trust and rapport with all persons by maintaining a respectful and polite demeanor even in difficult situations. The Probationer cultural competence results in all individuals treated with respect, regardless of their race, ethnicity, gender, age, religion, sexual orientation, or socio-economic background. Probationer utilizes clear and concise communication in a respectful and calm manner to defuse tense and challenging situations. The Probationer's active listening and body language (physical posturing) enhances conflict-resolution by preventing situations from escalating by remaining neutrally objective and working toward acceptable resolutions. Interpersonal problem resolution is determined by immediate and accurate assessment and following through by executing realistically feasible service delivery options (e.g., social services referrals, victim assistance, etc.). The Probationer demonstrates personal stress management by not being goaded, manipulated, or baited into escalating confrontations including those videotaping police actions. Probationer actively engages with community members without prompting (e.g., park, walk and talk). Probationer's actions indicate that they are cognizant that gaining community support as well as acceptance requires mutual trust, respect, and collaboration.

The Probationer interacts and works effectively with all First Responders. Probationer is responsive to the self-evaluation/coaching process with all Field Training Unit members by demonstrating 1) ownership, 2) accountability, 3) responsibility, and full understanding of the *consequences* of their actions. The Probationer prepares the *Daily Training Plan* and *Probationer Manual Training Tasks* to prepare for and facilitate the on-shift training planned for the next duty day. The Probationer asks questions and does not hesitate to seek corrective action as well as performance coaching assistance; initiates the requests for additional training opportunities.

Meets Standards: No

The Probationer is formal, tense when dealing with the public. Probationer fails to demonstrate personal stress management by being goaded, manipulated, or baited into escalating confrontations. The Probationer fails to remain objective and neutral during call/incident handling, street contact with persons videotaping police actions, open carry persons, etc. The Probationer's biases and prejudice are apparent in their verbal and nonverbal actions/behaviors based upon the individual's race, ethnicity, national origin, gender, age, religion, sexual orientation, physical, mental disability, as well as their criminal history status (e.g., suspect, arrestee, parolee). Probationer does not utilize feasible service delivery options to resolve problems and assist individuals. The Probationer fails to recognize that gaining and maintaining community support and acceptance requires mutual trust and respect between the public and law enforcement. The Probationer fails to recognize that professional law enforcement practices require investigating patterns of criminal behavior and that the use of race as a reason to stop someone is illegal (profiling).

Probationer fails to take ownership, accountability, and responsibility, and does not understand the consequences of their actions. The Probationer rationalizes errors and mistakes by becoming verbally and non-verbally defensive and is reluctant to ask questions and seek assistance for corrective action. Probationer fails to prepare the *Daily Training Plan* and *Probationer Manual Training Tasks*.

1. Interpersonal Relationships					
2. Jurisdictional Geography /Orientation					
3. Motor Vehicle Operation / Use of Emergency Equipment					
4. Electronic Communications					
5. Directed Patrol Strategies / S I F A					
6. Patrol Tactics / Officer Safety					
7. Criminal Statutes / Ordinances / Procedural Criminal Law / Case Preparation					
8. Information Processing / Case Building Report Writing					
9. Problem Solving and Decision Making					
10. Traffic Enforcement / Crash Scene Management and Investigation					

Leave any Category performance assessment box blank if there was NO performance observed during the shift.

Remember, if it's BTEB (Behind the Eye Ball) and you didn't see and hear it – IT doesn't get documented!

So, no entries: *it appears if, it seems like, I believe that, I think that, etc.*

**Meets Standards: No/
Corrective Action Necessary**
+
***Not Responding to
Training***



Both must be documented on the *Daily Observation Report* in order for the Agency to sustain a *Rightful Termination*.

The Big Three Legal Questions: The Worst-Case Scenario

Remember, any employment termination challenge places the burden of proof squarely with the employer to respond affirmatively to the following questions:

1. Was the employee placed on **immediate and written** notice that their performance was ***not meeting standards?***
 - ☛ **Bad news doesn't improve with age. Deal with it immediately!**
 - ☛ **If it isn't documented, it didn't happen.**
2. What additional training and corrective action coaching was provided?
3. What were the results of #1 and #2?

Make certain that:

- The Field Training Officer's additional training and coaching (reflected as Total Training Time) is proportionate to the area(s) requiring *Corrective Action Necessary*, and
- The Probationer's performance does not improve and remains locked on to *Meets Standards: NO*, and
- The Probationer has been afforded every reasonable opportunity to take the corrective action and *Not Responding to Training* (N R T) has been noted on the *Daily Observation Report*. It's not a cliché:
 - *The Probationer has fired themselves.*

What happens when the Probationer is stuck on **Meets Standards: No** despite a lot of additional training and performance coaching?

Not Responding to Training

When additional training and coaching has been provided but you are still unable to perform at a *Meets Standards: Yes* assessment, a notation of *Not Responding to Training (NRT)* will be made in the corresponding performance assessment category on the front side of the *Daily Observation Report*.

An *NRT* is an indication that performance problem exists which requires *Correction Action Necessary*. Your FTO will work with you to diagnose the exact extent of the performance problem and assist you take the necessary corrective action.

On-going *Not Responding to Training (NRT)*, in spite of additional training and coaching is an indication that a performance problem exists that has the potential to place your continue employment in jeopardy. Failure to eliminate the area(s) of *Not Responding to Training (NRT)* may result in a Field Training Unit recommendation for an *Employment Status Review* to reassess your continued employment.

Extension of Training

You and your FTOs will meet on a regular basis with the Field Training Shift Supervisor to review your progress during the Field Training and Evaluation Process. Additional days/weeks of training and evaluation can be added when:

- 1) You and your FTO have not completed and signed-off on all *Training Tasks* within the current Field Training and Evaluation Process Step due to heavy call-for-service volume, etc., or
- 2) You are experiencing *Not Responding to Training* difficulty that requires additional resources to take the additional *Corrective Action Necessary*.

No stigma is attached to a Probationer who is granted an *Extension of Training*. You should view the extension, if it occurs, as if you have been placed in a Field Training and Evaluation Process holding pattern for a short time. The *Extension of Training* is an opportunity for you and the Department's Field Training Unit to further assist you get your performance back-on-track and within *Meets Standards: Yes* performance criteria.

Note:

The greatest single reason for *Extension of Training* is the inability of the Field Training Officer and Probationer to complete ALL Training Tasks by the end of the Field Training and Evaluation Process Step; **not** *Meets Standards: NO – Corrective Action Necessary* assessment!

Debriefing Performance

Creating and Maintaining Coaching Conversations

The Big Three Coaching Questions

- 1) What did **YOU** do correctly or approximately correct?
- 2) What would **WE** do differently if we had the opportunity to repeat this?
- 3) Why should **WE** be concerned about this?

Reminder: The Field Training Officer must be a *diagnostician* when *Corrective Action Necessary* is observed. There are two (2) essential questions to resolve:

1. What is **influencing** the Probationer's behavior?
2. What do we have to do **differently**?

Remember, the Field Training Officer already knows how the Probationer was trained before they were permitted to handle the activity. Think *Uniform Method of Task Execution* from the *Training Tasks*.

Have the Probationer review the area(s) from the *Training Task* that were not properly executed. Ensure that the conversation is focused on the ***consequences (why we execute following the Uniform Method of Task Execution)***.

Above all - avoid falling into the ***Advice Trap*** and becoming an enabler. Ensure that the Probationer is fully involved in taking the necessary corrective action(s).

Remember, we are **Coaching a Self-Reliant Probationer**.

Execute the *Five R's* for Coaching for Enhanced Performance

The Probationer can review any video sources, e.g., Body Worn Camera or Dash Camera.

Probationers don't need grades, marks, or scores; they need the Field Training Officer's guidance. **Never lose sight of the real reasons why we document – feedback on performance to utilize:**

The Five R's – Coaching for Enhanced Performance

1. **REWARD** the Probationer with nearly instant feedback when they've done things correctly or approximately correctly. Remember, *small successes equal confidence*
2. **REINFORCE** so the Probationer knows precisely what they've done; this increases the odds that they will...
3. **REPEAT** what they're executing correctly.
4. **REDIRECT** when the Probationer hasn't performed even approximately correctly. The bottom-line objective is to ensure the Probationer,
5. **RETENTION** This means the Probationer learns, retains, and can consistently apply/execute it.

Special focus issue: Dealing with disagreement on the performance assessment.

Open Communication

The Field Training and Evaluation Process is built upon a foundation of open and frank discussions between you, the Field Training Officers along with the Department's Command and Supervisory personnel.

It is your responsibility to take full ownership and understanding of the consequences of your behavior and to seek clarification, so ask questions when in doubt! You have an obligation to discuss any aspects of your performance assessment with your FTOs before requesting a meeting with the Field Training Shift Supervisor. There are no hidden agendas in the Field Training and Evaluation Process; accordingly, your Field Training Officer will be present for any discussions regarding your performance.

You may request a meeting with the Field Training Coordinator and/or Commander if the meeting with the Field Training Officer and Field Training Shift Supervisor does not resolve the issue(s).

Remember, the Probationer cannot refuse to sign the Daily Observation Report. The signature simply indicates that the performance was debriefed, not that they agree with it.

It is strongly suggested that:

- 1) The Field Training Officer directs the Probationer to compare their performance assessment with how they were trained (*Uniform Method of Task Execution*).

[The Probationer is never permitted to execute (e.g., take Primary Contact Officer on) a Task unless they have been thoroughly trained.]

- 2) The Field Training Officer holds the Daily Observation Report *out* until the next shift to permit the Probationer a between shift *cool down*.
- 3) The Probationer and Field Training Officer meet with the Patrol Team Supervisor if the discussion does not lead to a resolution.

Hopefully, the Field Training Officer will never have to deal with the worst-case scenario on when disagreement occurs:

From Category #1: Interpersonal Relationships (Meets Standards: No)

Probationer fails to take ownership, accountability, and responsibility, and does not understand the consequences of their actions. ***The Probationer rationalizes errors and mistakes by becoming verbally and non-verbally defensive*** and is reluctant to ask questions and seek assistance for corrective action.

Remember, the Field Training Officer and Probationer discuss and enter the overall performance assessment at the end of the shift:

Daily Observation Report

26

DOR
Number

28

Patrol Operations
Working Day #

Step: I II III IV

Week # 7

Extension of Training

Lane Klosure

Probationer

Carmine Notyurs

Field Training Officer

11/12/24

Date

Patrol Area/Beat: 7D3 Shift: II

Non-Evaluation Day:
Snow Day _____

Performance Assessment Categories

	Consistently Meets Standards ----- Exceeds Standards	Meets Standards YES	Meets Standards NO Corrective Action Necessary	N R T	Total Training Time
1. Interpersonal Relationships		X			10
2. Jurisdictional Geography /Orientation		X			20
3. Motor Vehicle Operation / Use of Emergency Equipment		X			15
4. Electronic Communications		X			10
5. Directed Patrol Strategies / S I F A		X			40
6. Patrol Tactics / Officer Safety			X		75
7. Criminal Statutes / Ordinances / Procedural Criminal Law / Case Preparation		X			20
8. Information Processing / Case Building Report Writing			X		65
9. Problem Solving and Decision Making			X		25
10. Traffic Enforcement / Crash Scene Management and Investigation		X			15

Adult Learning Principles

- 1. Adults Are Self-Directing:** For many adults, self-directed learning happens naturally without anyone explaining it or suggesting it. Adult learners are more prone to plan, carry out, and evaluate their learning experiences without the help of others. Learners must set job–skill performance goals when determining their educational or training needs and communicate with the Field Training Officer to enhance their learning.
- 2. Adults Learn by Doing:** Many adults prefer not only to read or hear about subjects but also to actively participate in projects and take actions related to their learning. Training Task-based curriculum utilizes real-world scenarios and creates projects for students that they could encounter in a job in the future. Many adult learners find that this kind of learning is hugely beneficial for them as they apply what they have been taught to their careers, giving them direct access to seeing what they can do with their knowledge.
- 3. Adults Desire Relevance:** While some enjoy learning as an end, adult learners are more likely to engage in learning directly relevant to essential job skills.
- 4. Adults Utilize Experience:** Adults are shaped by their experiences, and the best learning comes from making sense of those experiences. Adult learners benefit from finding ways to get hands-on learning opportunities.
- 5. Adults Process with Their Senses:** Most adult learners don't thrive in a spoken-to-style environment. Due to the lack of brain plasticity, it's essential to fully engage the senses when learning to retain new knowledge successfully. Learning practices must incorporate audio, visual, reading/writing, kinesthetic, independent, and group techniques.
- 6. Adults Appreciate Repetition:** Repetition is essential for adult learning. If learners can practice new skills in a supportive environment, self-efficacy will develop to take those skills outside the classroom (Police Academy). And the more they can practice a particular subject or skill, the better their chances for mastery.
- 7. Adults Guide Their Development:** Adults can use critical thinking and questioning to evaluate their underlying beliefs and assumptions and learn from what they realize about themselves.
- 8. Adults Thrive with Goal Setting:** Adult learners need performance goals because their learning is more in their own hands. Ownership, accountability, and responsibility are essential for Field Training and Evaluation Process solo patrol certification.
- 9. Adults Learn Differently Young Learners:** Besides reading and memorizing, adult learners utilize their past life experiences and current understanding of a subject as they learn. Also, adult learning needs to be problem-centered, making the impact more focused on the immediate job-task responsibilities.
- 10. Adults Require Ownership:** With a more nuanced and advanced hierarchy of needs, adult learners value intrinsic motivation and personal ownership of their learning. It is essential to give adults feedback by recognizing their success and promoting increased self-esteem and confidence.

$$K + S = DAP$$

Knowledge + Skill = Demonstrated Ability to Perform

Training

To make proficient with specific instruction (Field Training Officer clarification - demonstration, *Training Task execution, Role Reversal accomplished and perfected practice (repetition).*

1.

Clarification for the Probationer's total commitment and focus.

1. ***Disciplined focus*** to ensure that the Probationer acquires *the capacity to concentrate on the most critical aspects of a situation without distraction while simultaneously guarding against becoming the victim of tunnel vision.*
2. ***Instinctive Response***, cognitively and biomechanically programming the Probationer's *near automatic capacity to effectively execute a task without hesitation.*
3. ***Repetition.*** Practice, practice, and more practice to insure knowledge and skill mastery. Once is never enough! The emphasis is always upon insuring that the material is:
 - a. **Learned**
 - b. **Retained**
 - c. And consistently **executed** at an *Exceeds Standards* performance level.

Directed Coaching Protocols

You will likely have to handle high-risk, in-progress events without signing off on the Training Task. In this event, your Field Training Officer will immediately articulate:

Listen to me very carefully.

NO questions at this time!

Actively listen to what your Field Training Officer is directing you to do.

Your Field Training Officer will specifically tell you what to do and when.

You must remain within your Field Training Officer's line of sight and hearing.

If time permits while responding, your Field Training Officer will ask you: *Is this clear?* to ensure you fully understand what must be done and provide further clarification.

Remember, the last directive given is the first order followed.

Directed Coaching Protocols

- The Field Training Officer clearly says: ...*listen to me very carefully.*
 - Absolutely NO questions asked at this time.
I say. You do. No questions.
 - The FTO will address all questions once there is incident disposition.
- The Field Training Officer clearly directs (articulates) the Probationer through all responsibilities.
 - The Probationer and Field Training Officer always maintain visual and auditory contact.
 - **The Probationer is never out of the Field Training Officer's sight or hearing.**
- The Field Training Officer and Probationer proceed with the call/incident handling and thoroughly debrief at its conclusion.
- Obedience to Field Training Officer direction is not an option; the last directive given is the only action taken.
- Worst case scenario: See Category # 6: *Patrol Tactics/Officer Safety*
Probationer fails to immediately comply with the Field Training Officer's direction, instruction and when necessary, Directed Coaching.

6 T 5 P/ failed to immediately comply with FTO D/C during in-progress shots fired at 123 Main Street.

On the Training/Coaching entry: 10-7 @ station with Shift Supervisor.

- Non-compliance with the Field Training Officer's *Directed Coaching* is the closest thing to *original sin* in the Field Training and Evaluation Process.

☞ **What is your agency's protocol and consequences for a Probationer who does not immediately and fully comply with the Field Training Officer's Directed Coaching?**

Talking is not Training.

Training is executed to ensure the Probationer knows what to do and how to do = competence

Field Training Officer's translate the Training Task's *Uniform Method of Task Execution* by utilizing the:

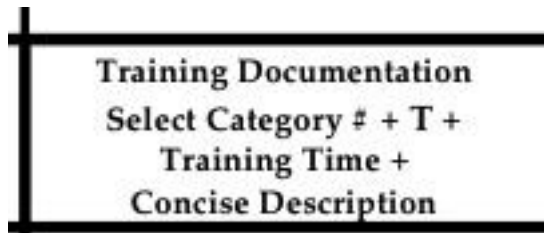
Seven Steps of the Instructional Process

1. The Field Training Officer explicitly tells the Probationer what's going to be trained and,
2. The Field Training Officer demonstrates (half-speed) and simultaneously describes the *Uniform Method of Task Execution* and,
3. The Field Training Officer asks the Probationer: *Is this clear?* A *NO* response requires the Field Training Officer to repeat #1 and #2. The Probationer can wholly and logically articulate the *Training Task Uniform Method of Task Execution* and,
4. The Probationer demonstrates (half-speed) and simultaneously verbalizes the *Uniform Method of Task* execution while the Field Training Officer,
5. The Field Training Officer observes the Probationer execute the *Training Task* (without interruption) and then,
6. The Field Training Officer debriefs with the Probationer.
7. The Field Training Officer provides ***Support Coaching when necessary.***

Note: You will utilize the ***Six Steps*** of the *Instructional Process* whenever you train your Field Training Officer by using the *Role Reversal* (R/R) instructional tool.

Don't forget that the Probationer always utilizes the *Six Steps of the Instructional Process* when they execute *Role Reversal* **R/R** instructional protocols with the Field Training Officer. This insures Training Task mastery.

Protocols for Training entries on the *Daily Observation Report*



- The Field Training Officer selects the one (1) *best* category that identifies the Category number; there is no *bundling* of training entries. See the second Daily Observation Report entry on Page 35 to see how the Field Training Officer isolated two separate Categories for training follow-up and entry (Categories 4 and 6).
- Keep the Training Documentation precise but concise!
- Include an applicable Big-12 Instructional Tool whenever appropriate:

2 T 10 M/O reviewed gang tagged territories in Charlie-03 patrol sector.

- Remember that Training can occur after a topic has been discussed/demonstrated.

Spontaneous training opportunities

- Utilize a creative mix of the Big-12 Instructional Tools throughout the shift. Each is designed to accomplish a specific learning objective and task proficiency. For example, Field Training Officer Verbalization F/V is not talking with the Probationer! It's the most specific of the Big-12 and is utilized to insure that the Probationer is proficient when executing 1:1 Field Interviews with suspicious persons, know offenders, walk-aways from the lunatic fringe, etc.
- Make certain that the greatest amount of Total Training Time is popping up in the categories where the Probationer needs the *Corrective Action*.
- Beware falling into the trap of becoming a *hobby cop Field Training Officer* who places the most emphasis of training in the areas of personal interest and expertise; the Probationer must certify for solo patrol as a *generalist*. The Probationer has an entire career to become a *specialist*.
- Make certain that the Probationer totals the Training Time category-by-category as shift's end. The Probationer learned how to do this on Day #1 of Week # 1 – Step I (the Non-Evaluation Day) and continues every shift thereafter.
- Commit to *perfected practice*.

Everybody has the will to win; few people have the will to prepare to win.

P/ Probationer
 R/ Reportee
 S/ Suspect
 V/ Violator
 P/V Patrol Vehicle
 S/V Stopped Vehicle
 1:1 w/i One-to-one within x'
 Vis+ Eye contact + sweeping
 Vis- Lack/loss eye contact
 ✓ Check wants/warrants/
 Driver license/registration
 F/ Probationer failed to do;
 Discretionary Override
 ... Indicates verbals
 (what + how said)

Field Training Officer observes behaviors and *Specifically, Objectively, Descriptively* documents + hands over to Probationer to collaboratively:
 1. Discuss/agree on Category numbers (entered by Probationer to left of narrative), and
 2. Performance that *Meets Standards: Yes* is **not highlighted (clean entry)**, and
 3. Probationer places () at start and end of narrative portion which *Exceeds Standards*, and
 4. Probationer places [] at start and end of narrative portion which *Meets Standards: No* and places an X in the Corrective Action Necessary column to highlight area(s) requiring additional training.

C/D Commentary Driving
 T/CD Tag-Team C/D
 D/B Drive-By
 F/V FTO Verbalization
 M/C Mirror Citation
 M/O Map Overlay
 M/R Mirror Report
 O/N On-Board Navigaotr
 R/RP Report-based Role Play
 T/RP Tactical-response Role Play
 R/R Role Reversal
 V/T Verbal Testing

Document Time + clear, complete, concise narrative of observed performance (including verbal/non-verbal behaviors)	Corrective Action Necessary	Training Documentation Select Category # + T + Training Time + Concise Description
<p>The Field Training Officer documents the on-shift Training completed during the shift in this portion of the <i>Daily Observation Report</i>:</p>		<p>6 T 20 Conducted two mock vehicle stops in parking lot and reviewed on-board camera recording; emphasis on p/v positioning, exit and approach + contact with violator.</p>
<p>The Field Training Officer includes the appropriate <i>Big Twelve Training Tool</i> when applicable:</p>		<p>5 T 10 M/O reviewed Level III Sex Offender residence locations in Charlie-03 patrol area.</p>
<p>2230 10/5/4/3/6/9/1 P/ observed improper lane change violation + ran wants/warrants/DMV + [activated top lights prior to data check.] P/ off-set p/v rear left + 10' off-set + [exit p/v vis- + wide-left outside light cone → s/v + stood 1:1 V/ + extended hand/arm into s/v interior for DL/Veh. registration + failed ask/obtain veh proof of insurance.] Returned to p/v + maintained vis+ and ran V/. Issued and explained violation # 213456 for improper lane change to V/; remained verbally passive when V/ raised voice about traffic quotas – V/ → P/...yeah, you just made your magic number today.</p>	<p>X X</p>	<p>4 T 5 Reviewed protocols to run plate <u>prior</u> to lighting stop. 6 T 15 Reviewed protocols for exit + approach + contact with V/.</p>
		<p>Notice that there is no bundling of the Training documentation! They are entered separately for each category.</p>

P/ Probationer
 R/ Reportee
 S/ Suspect
 V/ Violator
 P/V Patrol Vehicle
 S/V Stopped Vehicle
 1:1 w/i One-to-one within x'
 Vis+ Eye contact + sweeping
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 Indicates verbals
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Field Training Officer observes behaviors and *Specifically, Objectively, Descriptively* documents + hands over to Probationer to collaboratively:
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C/D Commentary Driving
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 O/N On-Board Navigaotr
 R/RP Report-based Role Play
 T/RP Tactical-response Role Play
 R/R Role Reversal
 V/T Verbal Testing

Document Time + clear, complete, concise narrative of observed performance (including verbal/non-verbal behaviors)	Corrective Action Necessary	Training Documentation Select Category # + T + Training Time + Concise Description
<p>1725 3/6 [P/ placed front bumper of p/v within 6" of vehicle #3 in left turn lane west bound Nipchuck at south bound Bufungas.]</p> <p style="text-align: center;">↑</p> <p style="text-align: center;">The double tap documentation entry versus</p> <p style="text-align: center;">↓</p> <p style="text-align: center;">Orphan Entry (Training Documentation only)</p> <p style="text-align: center;"><u>Bottom line:</u></p> <p style="text-align: center;">It's the Field Training Officer's discretionary call <u>where</u> and <u>when</u> to document additional training or corrective action coaching.</p>	<p>X</p>	<p>3^T 5 Reviewed need for p/v bailout space/distance in traffic.</p> <p style="text-align: center;">↘</p> <p>3^T 5 Reviewed need for p/v space – distance in traffic.</p>

Executing the *Daily Training Plan*

The final component in the so-called *Triple Crown* of Training/Coaching documentation is the *Daily Training Plan*.

Daily Training Plan

You and your Field Training Officer will debrief at the close of each shift and collaboratively agree upon any additional training and coaching planned for the next scheduled Step I – III Training Day.

Daily Training Plan focuses upon:

- 1) Any area(s) of *Daily Observation Report* performance which ***Meets Standards: No***, and
- 2) Identify upcoming *Training Task(s)* from the *Probationary Officer Manual* that have not been completed (e.g., trained/certified) and
- 3) Address any area(s) of previous training and coaching that require review.

The *Daily Training Plan* is a *Contract for Learning* agreement identifying areas to be addressed during the next assigned duty day as time permits. It is **your responsibility** to complete the necessary between-shift study – review. The Field Training Officers will assist you in certifying the *Training Tasks* during regularly assigned duty days.

Protocols

- At shift's end when the Field Training Officer and Probationer have completed the front side of the *Daily Observation Report*, the Probationer places a clean 3 x 5 index card to the Probationer and the Field Training Officer asks:

...What do we need to work on as time permits during the next shift?

- This collaborative discussion results in agreement and the Probationer writes the areas to be addressed during the next shift on the 3 x 5 card.
- The *Daily Training Plan* areas are derived from the following sources:
 - ➡ Any area(s) on the *Daily Observation Report* where the Probationer is *Meets Standards: NO*
 - ➡ *Training Tasks* that have not yet been instructed.
 - ➡ Any area(s) that require review and additional practice to address *Law of Recency* issues.

Daily Training Plan example

11/17/24

M/O review of Charlie 03 Patrol Area to include hot spot LOP targets and gang tagged areas.

R/R Kneeling Search Training Task with handcuffing protocols.

V/T In-progress, shots-fired Armed Robbery at Shell Gas/Snacks, 131 West Elm Street.

T/RP In-progress, shots-fired Armed Robbery at Shell Gas/Snacks, 131 West Elm Street.

P/ Rex Galore 11/17/24

F T O Carmine Natyours 11/17/24

Reminder:

The Field Training Officer and Probationer sign and date the Daily Training Plan and, Attach it to the *Daily Observation Report* at the end of shift.

***Daily Training Plan* prepared for the next shift (if with the same Field Training Officer)**

Protocols: *Daily Training Plan*

- Remember, **NO *Daily Training Plan*** is executed on the last day of Step I or II since the next day would be a Non-Evaluation Day (NED).
- When the Probationer returns the next duty day, the Field Training Officer asks the ***Daily Training Plan accountability and clarification questions***:
 1. **Did you have an opportunity to review the *Daily Training Plan*?**
 2. **What can we clarify?**



Procedural mechanism for dealing with the non-prepared Probationer

1. The Field Training Officer directs the Probationer to read the final sentence in Standard Evaluation Guidelines Category #1 – Meets Standards: NO

...Probationer fails to prepare the Daily Training Plan and Probationary Officer Manual Training Tasks.

2. Field Training Officer remains totally passive for a full minute (verbally and non-verbally) and asks:

...How are we doing with this partner?

3. Field Training reminds the Probationer about the *contract for learning*.



The absolute worst-case scenario: The Two Strike Rule (there is no 3rd strike)?

1 **T** 5 P/ failed to prepare the D T P for this shift.

The bottom-line: *...if you don't want to play to win, nobody will stop you.*

What are the agency protocols and consequences if Probationer is not prepared?

Special Note:

Refer to the *Field Training Shift Debriefing Sheet*



Daily Training Plan discussed and prepared for next shift



Daily Training Plan (for this shift) is Signed by the Probationer and Field Training Officer and attached.

Off-Duty Preparation

Protocols:

- It is the Probationer's responsibility to review/prepare the *Daily Training Plan* for the next Step I – III duty day on their off-duty time, and
- It is the Field Training Officer's responsibility to instruct the application of the material on-the-job.
- Keep the off-duty study and preparation time reasonable:
 - Keep the off duty/between shift study and preparation time within the parameters of reasonability. 45 – 60 minutes, tops.
 - Never direct the Probation to complete or re-do any assignment (e.g., reports) on their own time if it is the official – submittal copy of the report or complaint. (This is a big time FLSA violation)
 - It is permissible to direct the Probationer to complete any on-shift training-based report (e.g., R/RP role play, or complete-redo a M/R).

Garcia v. San Antonio Transit Authority, 469 U.S. 528 (1985)

- Applies the Fair Labor Standards Act (FLSA) to public sector employees and held that:
- *...employer has a right of reasonable expectancy that an employee shall present himself or herself in a duty-ready state.*
- No double standard: The Field Training Officer must emphasize the need for balance between the occupational and personal spheres of life.

*I'm a cop by profession but it is not who or what I am.
Simply stated, it's what I do as a career choice.*

Role Reversal (R/R)

Rationale:

- The Probationer *walks a mile in the Field Training Officer's shoes* by:
 - Preparing a *Training Task* for instruction the next duty day, and
 - Utilizing the *Six Steps of the Instructional Process*
 - *Qui Docet Dicet – They who teach – learn.*
-
- The Probationer always has between shift notice to prepare the *Daily Training Plan*.
 - The Probationer always utilizes the *Six Steps of the Instructional Process* that are located in his/her *Probationary Officer Manual*.
-
- The Field Training Officer enables the Probationer to *swap shoes* for a portion of the shift and instruct the Field Training Officer on a previously instructed *Training Task*.
-
- The Probationer always utilizes the:

Six Steps of the Instructional Process ***Shoe on the other foot!***

The Probationer will utilize the *Six Steps of the Instructional Process* whenever directed to train your Field Training Officer by using the *Role Reversal (R/R)* instructional tool.

1. The Probationer explicitly tells the Field Training Officer what's going to be done and
2. The F T O demonstrates (half-speed) and simultaneously describes what's trained and,
3. The Probationer asks the F T O: *Is this clear?* If the F T O responds with *NO*, the Probationer repeats #1 and #2, the F T O can wholly and logically articulate the *Training Task Uniform Method of Task Execution* and
4. The Field Training Officer demonstrates (half-speed) and simultaneously verbalizes the training.
5. The Probationer observes the Field Training Officer execute the *Training Task* (without interruption) and then,
6. The Field Training Officer and Probationer debrief.

R/R ensures that the Probationer swaps shoes with the Field Training Officer at least once during the Step I – III patrol shift as time permits.

Adults learn by doing and demonstrating know and skill mastery.

Drive By (D/B)

Protocols:

- The Field Training Officer utilizes other calls/activities being handled by other units as a live-action learning opportunity for the Probationer.
 - This is not jumping another unit's call.
 - The Field Training Officer has the “luxury” to serve as an on-scene translator because the call is adequately staffed by other units — so there are no distractions.
 - This affords the Probationer with a live-action view of call/activity handling before s/he has to handle similar events.
 - The Field Training Officer answers the Probationer's questions and clarifies events.

Issues to clarify with Department Command

- The Field Training Unit must clarify how much latitude the Field Training Officers will have to leave the patrol sector/beat (and even the jurisdiction for reasonable *road trips*).

Field Training Officer responsibilities

- The Field Training Officer documents any instances of Probationer hands-on involvement with the Drive By call/assignment on the *play action* side of the *Daily Observation Report*.
- And don't miss the opportunity to use the Drive-By incident as an opportunity to facilitate the introduction of the Probationer to the other personnel on-scene.
- Reinforce the imperative about back-up protocols.

Verbal Testing (V/T)

Protocols:

- The Field Training Officer and Probationer execute *Verbal Testing* protocols by embracing the components of Category # 9 – *Problem Solving and Decision Making*
- The Probationer and Field Training Officer agree upon the topic and place it on the *Daily Training Plan* to ensure that the Probationer has an opportunity to prepare (between shift home study).
 - Policy and Procedure problem solves
 - Procedural criminal law problem solves
 - Substantive criminal law problem solves
 - Patrol operations problem solves (e.g., in-progress response to robbery).
- The focus is always upon the Probationer's *application* of the relevant information to arrive at a reasonable course of action/disposition.

9. Problem Solving and Decision Making

Evaluates Probationer's competence to define and resolves problems in accordance with Agency guidelines (policy and procedure, general and special orders).

Exceeds Standards (Consistently Meets Standards: Yes)

The Probationer consistently demonstrates knowledge, skill and application competency without FTO prompting/assistance.

Meets Standards: Yes

The Probationer thinks through and develops realistic options for problem resolution by:

- 1) Accurately identifying the exact nature of the problem/issue,
- 2) Identifying multiple options for resolving the situation,
- 3) Determine and selecting the most viable of the available options and justifying why, and
- 4) Following through on a *plan of action* to resolve the situation.

Probationer utilizes recall of information from prior situations/contacts to expedite problem resolution. The Probationer's problem solving and decision-making skills are clearly evident during actual calls for service, and street contacts as well as during *Verbal Testing* (V/T) scenario execution.

Meets Standards: No

The Probationer fails to think through and develop realistic options for problem resolution. Is unable to:

- 1) Accurately identify the exact nature of the problem(s) or issue(s),
- 2) Identify multiple options for resolving the situation,
- 3) Determine and select the most viable options and justify the selection of the course of action, and
- 4) Follow through by articulating a plan of action to resolve the situation.

Probationer fails to recall information from prior/similar situations in order to expedite current problem resolution. Probationer's problem solving and decision-making skills are compromised and/or absent during actual calls for service and street contacts as well as during *Verbal Testing* (V/T) scenario execution.

On-Board Navigator

Protocols:

- Field Training Officer discusses and demonstrates on Day # 1 of Step I and places Probationer on notice that they will commence *On-Board Navigator* responsibilities on Day # 2 of Step I.
- Probationer commences *On-Board Navigator* responsibilities and is permitted to utilize:

Open book: Street Directories and Map Overlays in *Probationary Officer Manual*
- **No use of GPS navigation systems unless response time would compromise public or officer safety**
- Rationale:
 - Enhances the Probationer’s knowledge of the jurisdiction.
 - Enhances the Probationer’s 180° eye-sweeping skills (e.g., eyes-on-a-swivel).
 - Facilitates multi-tasking skills (e.g., think, see, say, hear and do).

Execution:

- From the *navigator’s seat*, the Probationer:
 - 1) Identify and articulate current location (street/highway),
 - 2) Identify and articulate precise block number/closest mile marker,
 - 3) Determine and articulate geographic direction of travel, and
 - 4) Anticipates and articulates upcoming cross streets, intersections, etc.
 - 5) Articulate any turns and repeat 1 – 4 above until arrival at target destination.

Special Attention:

The Probationer is formally assessed on *Daily Observation Report Category #2: Jurisdictional Geography/Orientation* commencing on Day # 2 – Step I.

2. Jurisdictional Geography and Orientation

Evaluates Probationer's understanding of the jurisdiction's geographic boundaries, including knowledge of major streets, landmarks and key locations within the area and competence to expeditiously respond to locations while operating police motor vehicle during general patrol and emergency response situations in accordance with Agency guidelines (policy and procedure, general and special orders).

Exceeds Standards (Consistently Meets Standards: Yes)

The Probationer consistently demonstrates knowledge, skill and application competency without Field Training Officer prompting/assistance.

Meets Standards: Yes

The Probationer is constantly aware of location (e.g., street/highway, block, mile marker, etc.) and responds to locations and destinations by most direct route. Knows block numbering sequence and major cross streets. Demonstrates knowledge of key landmarks, institutions including government buildings, schools, hospitals, major commercial/businesses, and public facilities including parks/recreation areas within the jurisdiction. Effectively utilizes street directories and map overlays, and when necessary, Global Positioning Satellite (GPS) to determine locations and destinations with minimal need for Field Training Officer or Telecommunication's assistance. Does not require assistance to locate major streets, intersections and locations. The Probationer effectively executes *On-Board Navigator* protocols by:

- 1) Identifying and articulating the current location (street/highway).
- 2) Identifying and articulating the precise block number, or closest mile marker.
- 3) Determining and articulating the geographic direction of travel, and
- 4) Identifying and articulating upcoming major cross streets and intersections, entrance/exit ramps.

The Probationer demonstrates knowledge of routing shortcuts as well as tactical response considerations including concealment, cover, low visibility approaches, etc. Effectively maneuvers traffic flow while responding to emergency calls or incidents and accurately locate the scene. Does not compromise public or officer safety due to lack of familiarity with frequently visited or hot spot locations.

Meets Standards: No

The Probationer is unaware of the current and target location (e.g., street/highway, block, mile marker, etc.). Probationer is unfamiliar with major streets, intersections, and locations, block numbering sequence, landmarks, and geographic direction and becomes disoriented and lost. Probationer fails to effectively utilize streets directories and map overlays to precisely arrive at call locations utilizing most direct route. Requires use of Global Positioning Satellite (GPS) to respond to major streets and frequently visited locations. Lengthy response time compromises public and/or officer safety. Probationer is unable to execute the visual, auditory, and biomechanical multi-tasking capabilities during *On-Board Navigator* exercises. The Probationer compromises public and officer safety due to lack of familiarity with frequently visited locations or hot spot locations.

On Board Navigator

Mastering the jurisdiction is not an option. Your Field Training Officer will discuss and demonstrate the *On-Board Navigator* protocols, and you shall serve as the passenger seat navigator commencing on the second duty day of Step I at the Field Training Officer's direction.

You can utilize your *street directories* and Map Overlays to assist you in directing the Field Training Officer to the target location. You may request Telecommunicator Assistance or utilize the on-board Global Position Satellite (GPS) whenever a response delay could compromise public or officer safety. *On-board Navigator* protocols are as follows and continue until target location arrival:

- 1. Articulate the patrol vehicle's current location by identifying and articulating the current location (street/highway) and**
- 2. Identify and articulate precise block numbers or closest mile markers and**
- 3. Determine and articulate the geographic direction of travel and,**
- 4. Anticipate and articulate upcoming major cross streets and intersections, entrance/exit ramps, and**
- 5. Direct the Field Training Officer on any upcoming turns (e.g., right/left) and**
- 6. Resume *On-Board Navigator* protocols 1 – 5 (above) until arrival at the target location.**

Special attention: The Probationer shall articulate the location/timing for deactivation of emergency equipment (e.g., siren tones) to neutralize *siren wash* when approaching in-progress crimes or any situation where emergency equipment could compromise officer safety and to ensure maximum stealth approach (e.g., cover/concealment).

Special Attention:

No Negligent Entrustment liability issues!

- **The Probationer must be capable of *navigating* before *driving*!**
- **This sets the stage for the Probationer to earn Category # 3 responsibilities **but remember, the Probationer commences operation of on-board emergency equipment (e.g., lights, siren tones, etc.) from the passenger seat on Day # 2 of Step I under the Field Training Officer's direction.****

Preparing the Probationer to Operate the Police Motor Vehicle Commences on Day #1 — Week 1 — Step I as time permits

Transition to *Double Clutch Drills*

Stationery Drill (out-of-view)

- Double Clutch on F T O command placing left hand from 10 o'clock position to High Noon (12 o'clock) position. Neuromuscular development with eyes straight ahead. **Beware:** Probationer glancing down to right hand (loss of visual focus on the roadway).
- **Shoot for three (3) ten-minute drills per shift with use of equipment in the following order:**
- **Police Radio**
- **Activation of in-car digital camera**
- **Police Emergency Lights**
- **Siren sounds with swap (e.g. siren, yelp, high-low, power-horn, etc.)**
- **Data entry on laptop/MDT**
-

Slow-Roll Drill holding vehicle speed to 10 mph. (out-of-view)

- Double Clutch on F T O command placing left hand from 10 o'clock position to High Noon (12 o'clock) position. Neuromuscular development with eyes straight ahead. **Beware:** Probationer glancing down to right hand.
-
- **Shoot for two (2) ten-minute drills per shift with use of equipment in the order as above.**

3. Motor Vehicle Operation/Use of Emergency Equipment

Evaluates Probationer's competence to operate police motor vehicle and equipment during general patrol and emergency response situations regardless of environmental conditions, and vehicular and pedestrian traffic volumes in accordance with Agency guidelines (policy and procedure, general and special orders).

Exceeds Standards (Consistently Meets Standards: Yes)

The Probationer consistently demonstrates knowledge, skill and application competency without FTO prompting/assistance.

Meets Standards: Yes

The Probationer is compliant with traffic laws and procedural guidelines including operation and use of emergency equipment lights/sirens, speed –over posted protocols, fleeing-eluding and pursuit procedures, etc.) while operating police motor vehicle. The Probationer effectively demonstrates multi-tasking and psychomotor skills by maintaining total control of the police motor vehicle emergency equipment (lights/sirens) while responding to calls for service and general patrol operations. The Probationer responds to *hot calls* by driving at safe and defensible speeds, maintaining visual contact with road surfaces (e.g., streets, side-streets/intersections) while simultaneously utilizing on-board equipment. The Probationer anticipates driver and pedestrian actions by taking appropriate and timely evasive actions and does not place self or public at risk.

Meets Standards: No

The Probationer's inattentiveness results in traffic control/speed violations (e.g., improper lane usage, failure to completely stop at traffic control signs/devices, approaches to intersections, preparing for turns, etc.), placing other motorists and pedestrians at risk. Probationer drives too fast or too slowly while responding to calls for service during general patrol operations or while responding to hot, in-progress calls. Probationer is unable to execute multi-tasking responsibilities and safely operate the police motor vehicle while observing people, places, situations, and events. The Probationer is unable to simultaneously operate on-board equipment and handle tasks requiring momentary diversion of the eyes from the roadway surface.

Using the job to earn the job continues with the Probationer serving as the:
On-Board Telecommunicator

Protocols:

The Field Training Officer discusses and demonstrates on Day # 1 of Step I and places the Probationer on notice that they will commence *On-Board Telecommunicator* responsibilities on Day # 2 of Step I under the direction of the Field Training Officer.

4. Electronic Communications/Use of Equipment

Evaluates Probationer's competence to operate patrol vehicle electronics including the computer (MDT), telecommunications, and digital and video recording equipment, global positioning systems (GPS), cellular phone equipment, Automated License Plate Readers, etc. in accordance with Agency guidelines (policy and procedure, general and special orders).

Exceeds Standards (Consistently Meets Standards: Yes)

The Probationer consistently demonstrates knowledge, skill and application competency without FTO prompting/assistance.

Meets Standards: Yes

The Probationer effectively serves as *On-Board Telecommunicator* by remaining attentive. Immediately responds to radio and computer transmissions by providing current location and status accurately, briefly and clearly. Probationer demonstrates awareness of potential telecommunication *dead spots* and *compromised transmission locations* e.g., radio and cellular phone) within the jurisdiction. Probationer demonstrates full understanding and execution of the use of all law enforcement computers, MDT, telecommunications, digital/video recording equipment, Global Positioning Systems, cell phone equipment and can operate same without placing self or others at risk (e.g., loss of visual contact with road surfaces, etc.). Probationer demonstrates the multi-tasking ability to actively listen and proactively respond to transmissions for other law enforcement units when appropriate. Probationer's transmissions are complete and clearly articulated regardless of circumstances (e.g., stressful and in-progress events). Probationer effectively operates law enforcement computers, MDT, telecommunications systems by formatting and sending computer-based information systems including NCIC inquiries, state and local databases to execute file checks on individuals, vehicles, locations, etc.

Meets Standards: No

The Probationer's inattentiveness results in missed telecommunication by failing to actively listen and hear transmissions/acknowledge/read terminal message - computer transmissions, requires dispatches to be repeated. Probationer fails to provide Telecommunications/other units with accurate patrol unit location. Probationer fails to demonstrate multi-tasking ability and is inattentive to other unit's transmissions and telecommunication traffic thereby placing others at risk by not initiating spontaneous back-up response. Probationer fails to pre-plan – think through telecommunication responses and transmissions are not clear due to over-under modulations, speaking too fast and/or taking excessive pauses. Probationer requires FTO assistance to operate law enforcement computers, MDT, telecommunications, formatting and sending computer-based information systems including NCIC inquiries, state and local databases to execute file checks on individuals, vehicles, locations, etc. Probationer is unable to effectively operate digital/video recording equipment. Global Positioning Systems. cell phone equipment.

Using the job to earn the job:

Mirror Report (M/R)

Rationale:

- To insure that the Probationer masters the capacity to *investigate*, not merely record and *report*.
- Also assists the Probationer develop enhanced *active listening skills* in order to:
 - Capture essential information for report intake, and.
 - Process the information in the appropriate reporting format (e.g., preliminary investigation, general information, etc.).
- The Field Training Officer and Probationer execute *Mirror Report* protocols by embracing the components of Category 8:

8. Information Processing/Case Building and Report Writing

Evaluates Probationer's competence to fully and accurately investigate and record general incidents and criminal offenses and prepare/submit appropriate reports in accordance with Agency guidelines (policy and procedure, general and special orders).

Exceeds Standards (Consistently Meets Standards: Yes)

The Probationer consistently demonstrates knowledge, skill and application competency without FTO prompting/assistance.

Meets Standards: Yes

The Probationer in-the-field/preliminary investigative notes contain the essential information (e.g., who, what, when, where, why, witnesses, welfare, weapons, how) by documenting events in the logical order they occurred. Reports are complete for the information and facts. Grammar, spelling, word usage and sentence structure do not compromise clarity of meaning. Probationer double-checks pertinent information prior to clearing contact with reportees, victim(s) and witnesses. Probationer proofreads reports for errors and omissions and makes corrections prior to the Field Training Officer's review. Probationer effectively utilizes body camera video to double-check for content/accuracy of statements/responses from victims, witnesses, etc. Probationer's reports are infrequently returned after Field Training Officer review for correction and revision.

Meets Standards: No

The Probationer in-the-field/preliminary investigative notes do not contain essential information (e.g., who, what, when, where, why, witnesses, welfare, weapons, how) by documenting events in the logical order they occurred. Reports are incomplete for the information and facts. Grammar, spelling, word usage and sentence structure errors compromise clarity of meaning. Probationer fails to double-check for pertinent information prior to clearing contact with reportees, victim(s) and witnesses. Probationer does not utilize body camera video to double-check for content/accuracy of statements/responses from victims, witnesses, etc. Probationer fails to thoroughly proofread reports for errors and omissions and make corrections prior to the Field Training Officer's review. **The Probationer's reports are frequently returned after Field Training Officer review for correction and revision.** Probationer's reports require extensive revision to meet submittal quality standards. Reports are not completed in an acceptable timeframe. Excessive report processing compromises the completion of other Field Training and Evaluation Process requirements (e.g. *Training Tasks*).

Protocols:

- The Field Training Officer functions as the *Primary Contact Officer* on all calls requiring report processing until the Probationer demonstrates mastery.
 - The Field Training Officer elicits and captures the pertinent information for general and investigative reporting.
 - No report forms on scene — field notebooks only.
 - Probationer asks the logically ordered, incident-specific questions, clarifies responses, etc.
- The Probationer is prompted to ask any questions for clarification prior to clearing the contact.
- The Field Training Officer and Probationer independently process their reports.
 - The Field Training Officers report is the *submittal copy*.
 - The Probationer's report is for training purposes only.
- The Field Training Officer and Probationer *swap* reports and field notes and independently review each reports (without comment).
- The Field Training Officer does not *correct* the Probationer's report!
- The Field Training Officer and Probationer utilize a *Report Evaluation Cover Sheet* to facilitate the debriefing.
 - ◉ The Probationer is responsible for bringing the *Report Evaluation Cover Sheets* to the patrol car each training day.
- The Field Training Officer directs the Probationer to review their report and compare it with the Field Training Officer's submittal copy, and
- The Field Training Officer and Probationer collaboratively complete the *Report Evaluation Cover Sheet*.
- The Probationer's report, field notes and *Report Evaluation Cover Sheet* are attached to the *Daily Observation Report* at the close of the shift.

Special Attention:

Field Training Shift Debriefing Sheet

Caution:

- **Do not have the Probationer complete a *Mirror Report* for all complaints handled by the Field Training Officer.**
 - **Be selective.**
 - Start with the easier/basic (e.g., fail to pay – drive away) and progress to the more complex (e.g., credit card fraud – identity theft).
- The Probationer always completes field notes to facilitate active listening and case development/processing. Probationer is permitted to review Body Camera to check accuracy/completeness.
- The Probationer assumes *primary contact officer* responsibilities when their Mirror Reports are *submittal quality*.

Protocols when the Probationer is the *primary contact officer*:

- Probationer elicits the information pertinent for reporting, and
- Asks the Field Training Officer: ...anything for clarification of your notes, partner? This insures that nothing pertinent is *missed* on-scene.
- There is no need to complete a *Report Evaluation Cover Sheet* under these circumstances.
- The Field Training Officer documents pertinent information regarding the Probationer's contact with the complaint/report (e.g., Interpersonal Relationships, Criminal Statutes, etc.).
- The Probationer handles 100% of all report intakes per classification once his/her reports are ***submittal quality***.
- The Field Training Officer does not submit a separate report when the Probationer's report is the official complaint/house copy.

Special Attention:

- **The Field Training Officer's review of all Probationer reports should not require any *kick back for re-do* from the Patrol Shift Supervisors, etc.**
 - **The Field Training Officer has sufficiently reviewed the report to insure that it is *submittal quality*.**

Report Evaluation Cover Sheet

Probationer: _____ Date: ____/____/____ DOR#

Type of Report:

- Mirror Report of Complaint/Report # _____
- Criminal Offense - Type: _____
- General Information - Type: _____
- Role Play Scenario - Type: _____
- State Crash - Personal Injury: _____
- State Crash - Property Damage: _____

	Yes	No	Not Applicable
1) Report is clear and concisely written	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2) Report is complete/organized for the facts/information and criminal elements are complete	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3) Sentence structure/syntax spelling acceptable	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4) Report completed in an acceptable time frame.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Time to complete:

Number of drafts:
(Attach all drafts to DOR)

Special Attention:

It is not recommended that the Field Training Officer direct the Probationer to re-do a *Mirror Report* unless the performance breakdown is a result of #2 (above): *The report is not complete /organized for the facts/information and criminal elements are complete.*

What happens when the Probationer is not performing as trained?
It's time for the Field Training Officer to execute *Discretionary Override*.

Discretionary Override

Your Field Training Officer must immediately assume call/incident handling whenever any of the following conditions occur:

1. You are about to or have committed an unlawful act such as violation of the *Exclusionary Rule*, including false arrest/detainment or
2. You are about to or have compromised public or Officer Safety or
3. You are about to or have compromised service delivery/call handling or
4. You are uncertain what to do or how to do it.

Your Field Training Officer will execute a *Take Over Technique* where the physical and verbal contact focuses on persons other than yourself. Simply allow your Field Training Officer to handle the call/incident by taking the *cover position*. Your Field Training Officer may *hand back* the call/incident handling if you non-verbally indicate that you can resume the contact to disposition.

You may non-verbally request a *Flip Over* for a Field Training Officer *Take Over* whenever you are uncertain what to do once contact has been made with the call/individual(s). The Field Training Officer may *hand back* the call/incident if you non-verbally indicate that you can resume the contact to disposition.

You will never be humiliated or belittled by your Field Training Officer.

Protocols:

- The Field Training Officers execute a ***takeover*** by focusing on the target(s) whenever conditions 1 – 4 (above) become an issue.
- The Field Training Officer will *read* the situation and determine if a ***hand back*** to the Probationer is appropriate.
 - ⇒ Remember, you would not have allowed them to handle the activity in the first place unless they were properly trained to do so.
- The Probationer's self-esteem will never be compromised by the Field Training Officer.
 - ⇒ Humans err. We've all been Probationers, so we know this is going to happen. Stay classy.

Special reminders for Field Training Officers:

- Only fools rush in, so before executing a *takeover*, ask yourself:
 - *Is the Probationer performing **incorrectly**, or, merely handling it **differently**?*
- The Probationer is always placed on notice of the target location and the nature of the assignment to afford between shift preparation and training day clarification.
- Remember, Field Training Officers has total discretion on whether (and where) to document the *Discretionary Override*, or to simply make a *Training Orphan Entry* on the *Daily Observation Report*.

1415 [6/10 P/ established and maintained contact with Drivers #1 and # 2 in heavy volume intersection of Maple and Main during Property Damage Crash investigation. Field Training Officer take over.]

X

10^T 10 Reviewed need to redirect Property Damage Crash reporting party out of heavy volume roadways.



Or simply document it as an *Orphan Entry* (Training only entry)

10^T 10 Reviewed need to redirect Property Damage Crash reporting parties out of heavy volume roadways.

Keep in mind that when the Field Training Officer takes the corrective action but if the Probationer's performance does not improve (despite the additional Training) a documented performance entry and Training documentation will be made on the *Daily Observation Report*.

Not Responding to Training

When additional training and coaching has been provided but you are still unable to perform at a *Meets Standards: Yes* assessment, a notation of *Not Responding to Training (NRT)* will be made in the corresponding performance assessment category on the front side of the *Daily Observation Report*.

An *NRT* is an indication that performance problem exists which requires *Correction Action Necessary*. Your FTO will work with you to diagnose the exact extent of the performance problem and assist you take the necessary corrective action.

On-going *Not Responding to Training (NRT)*, in spite of additional training and coaching is an indication that a performance problem exists that has the potential to place your continued employment in jeopardy. Failure to eliminate the area(s) of *Not Responding to Training (NRT)* may result in a Field Training Unit recommendation for an *Employment Status Review* to reassess your continued employment.

Corrective Action Necessary

Meets Standards: No – Corrective Action Necessary notations will be entered on the *Daily Observation Report* if your performance execution is inconsistent with the *Uniform Method of Task Execution*. Your Field Training Officer will work with you to assist you in taking the corrective action with additional training and performance coaching assistance.

Managing Not Responding to Training

Extension of Training

You and your Field Training Officers will meet regularly with the Field Training Shift Supervisor to review your progress during the Field Training and Evaluation Process. Additional days/weeks of training and evaluation can be scheduled when:

- 1) You and your Field Training Officer have not completed and signed off on all *Training Tasks* within the current Field Training and Evaluation Process Step due to heavy call-for-service volume, etc., or
- 2) You are having trouble (*Not Responding to Training*), requiring additional resources to take corrective action.

No stigma is attached to a Probationer granted an *Extension of Training*. You should view the extension if it occurs as if you have been placed in a Field Training and Evaluation Process holding pattern for a short time. The *Extension of Training* is an opportunity for you and the Department's Field Training Unit to assist you further in getting your performance back on track and within *Meets Standards: Yes*, performance criteria.

Meet Standards: No has occurred three to five (3 - 5) consecutive Daily Observation Reports in the same category

Strongly recommended:

Make the next (4th) duty day a *Non-Evaluation Day: Snow Day*

Additional Snow Days?

- **Did the shift activity permit sufficient additional Training Time to address the *Training Tasks* that are NRT?**
- **Is there any discernable performance improvement?**

Using the job to earn the job:

Mirror Citations (M/C)

Rationale:

- The Field Training Officer and Probationer execute *Mirror Citation* protocols by embracing the components of Category # 10:

10. Traffic Enforcement/Crash Scene Management and Investigation

Evaluates Probationer's competence to performance motor vehicle code/traffic enforcement, manage and investigate crash scenes and direct/control vehicular and pedestrian traffic in accordance with Agency guidelines (policy and procedure, general and special orders).

Exceeds Standards (Consistently Meets Standards: Yes)

The Probationer consistently demonstrates knowledge, skill, and application competency without Field Training Officer prompting/assistance.

Meets Standards: Yes

The Probationer immediately observes/detects traffic violations demonstrate knowledge of applicable motor vehicle statute (state law and local ordinance) by determining the most appropriate enforcement action (e.g., citation issuance, verbal warning, etc.). The Probationer requests the appropriate personal (operator's license) and vehicle documents (e.g., registration, proof of insurance, rental contracts, etc.). Probationer properly cites hazardous action violation(s) when applicable. Probationer articulates their enforcement decisions with due regard to the type of violation, and the extent of driver behavior placing others at public safety hazard/risk, etc. Probationer's electronic citations are properly formatted. Probationer effectively utilizes *Map Overlays* and Traffic Crash mapping to proactively target enforcement and spontaneously effect proactive traffic enforcement (Self-Initiated Field Activity) at high frequency crash locations, school/recreation areas, prohibited right/left turn/light/stop sign violations, prohibited/posted turn violations and citizen/neighborhood complaints, etc.

Probationer responds promptly to crash scene, manages crash investigation by immediately assessing the level of injuries (if applicable) and summoning back-up/support services including additional law enforcement resources, emergency medical and fire personnel, life flight helicopter(s), towing services and Department of Transportation /public works personnel as necessary. Probationer demonstrates effective use of patrol vehicle placement and artificial lighting (patrol vehicle lights, emergency equipment, flares/cones, etc.) to protect persons from further injury and secure the crash scene. Probationer completely identifies involved parties, witnesses and accurately secures all pertinent information for crash reporting, properly sketches scene and takes photographs when required. Probationer effectively generates computerized crash reporting in a timely manner.

Meets Standards: No

The Probationer fails to detect or *see* vehicular and pedestrian violations. Probationer fails to cite a variety of traffic enforcement activity (e.g., cites only speed over violations, etc.). Probationer electronic citations are not properly formatted. Probationer fails to utilize/update *Map Overlays* with pertinent Traffic Crash mapping information. Probationer's electronic or paper citations are not properly formatted/completed. Probationer fails to effectively manages crash investigation by immediately assessing the level of injuries (if applicable) and summoning back-up/support services including additional law enforcement resources, emergency medical and fire personnel, life flight helicopter(s), towing services and Department of Transportation/public works personnel as necessary. Probationer fails to effectively utilize patrol vehicle placement and artificial lighting such as patrol vehicle lights, emergency equipment, flares/cones, etc. thereby compromising safety and crash scene investigation. Probationer requires the Field Training Officer's assistance to secure applicable information at property damage/personal injury crash scenes and complete state crash reports. Probationer's reporting require extensive Field Training Officer correction and revision in order to meet agency submittal quality standards (paper and computer); excessive report processing compromises the completion of other Field Training Process requirements (e.g., *Training Tasks*).

Objective:

- To ensure that the Probationer can execute motor enforcement and citation issuance (both *hard copy* citations, and if applicable, *e-citations*).

Protocols:

- The Field Training Officer handles all violator contacts as the *primary contact officer* until the Probationer has been thoroughly trained and signed off on all relevant *Training Task* and has satisfactorily completed:
 - ▶ *Mock stops (Don Quixote)* stops on unoccupied vehicle out-of-view.
- The Probationer calls in all anticipated stops as the *on-board Telecommunicator*.
- The Probationer exits on all stops and assumes the cover position.
- The Probationer runs all wants/warrants and operator license status checks.
- The Probationer complete a *Mirror Citation* independent of the Field Training Officer's issued citation.
- The Field Training Officer and Probationer *clear* the stop and exchange violations for review using the Field Training Officer's citation as the exemplar.
- The Probationer's *Mirror Citation* is attached to the *Daily Observation Report*.

Special Attention:

Field Training Shift Debriefing Sheet

- The Field Training Officer co-signs all Probationer-issued citations (when the Probationer earns *primary* contact) and both appear in court if the violation is contested.

Tip: This is an excellent opportunity to debrief using on-board dash cam video and body-worn-cam by utilizing the *Big Three Coaching (Debriefing)* discussion tools.

Utilizing the Map Overlays as something other than a navigational aid

Protocols:

- Field Training Officer discusses and demonstrates on Day # 1 of Step I how to transfer essential roll call, CAD data, crime analysis information, etc. to the Map Overlays located within the *Probationary Officer Manual*.
- This training tool facilitates the Probationer's ability to execute the requirements for Category # 5:

5. Directed Patrol Strategies and Self-Initiated Field Activity

Evaluates Probationer's competence to utilize multiple sources of information to initiate proactive patrol activities in accordance with Agency guidelines (policy and procedure, general and special orders).

Exceeds Standards (Consistently Meets Standards: Yes)

The Probationer consistently demonstrates knowledge, skill and application competency without FTO prompting/assistance.

Meets Standards: Yes

The Probationer recalls information from roll call, shift activity summaries (e.g., CAD patrol printouts, want/warrants, hot sheets, BOLOs, etc.) and updates/maintains *Map Overlays* and utilizes this information to initiate proactive *Location and Perpetrator Oriented Patrols* (LOP/POP). Probationer anticipates trends and patterns of recurring incidents and potential problem areas by preparing a *Daily Patrol Plan* to target hot-spot areas during uncommitted patrol time (self-initiates field activity). Probationer constantly checks areas for out-of-the-ordinary activity. Probationer communicates pertinent *Location-Perpetrator Oriented Patrol* information while executing *Commentary Driving* exercises. Probationer does not hesitate to make street contact with suspicious persons and develop street sources (e.g., informants).

Meets Standards: No

The Probationer fails to update *Map Overlays* and does not utilize the information to generate self-initiated field activity during non-committed patrol time with a *Daily Patrol Plans* targeting problem areas. Probationer fails to observe and detect out-of-the-ordinary events by articulating suspicious activity and behaviors (e.g., suspicious persons, high crime areas, etc.). The Probationer is unaware of career criminals' on-view (e.g., parolees, convicted sex offenders, etc.) and fails to initiate field interview contacts and develop street sources for information (e.g., informants).

Self-Initiated Field Activity

Self-initiated field activity is the *learned ability* to anticipate and act on a wide variety of issues that require ongoing daily law enforcement attention to ensure the public's safety.

The sources of Self-Initiated Field Activity are as diverse as actively following up on information provided at roll call/briefing such as wanted persons, parole notifications, be-on-the-lookouts to the utilization of the *Map Overlays* to target high crime areas (*Location Oriented Patrol*), and target high-frequency crash areas for selective enforcement as well as management of Level III Sex Offenders released back to the community (*Perpetrator Oriented Patrol*). Your Field Training Officer will assist you in developing a proactive *Patrol Plan* for the next scheduled day; this will address the following questions:

- 1) Where should we be physically patrolling in the assigned area when not handling calls-for-service and
- 2) What are the Location- or Perpetrator-oriented Patrol targets?
- 3) Should we execute *visible patrol presence* or *grab cover for eyes-on-view*?

Self-Initiated Field Activity is not a statistically based equation. It is an objective discussion between you, your Field Training Officer, and your Patrol Team Supervisor on the variety and diversity of your self-initiated activities. Your Field Training Officer will assist in ensuring the focus is on the quality (variety and diversity) of your Self-Initiated Field Activity to include (for example only) the number of suspicious persons – known offender contacts you initiate, how many double-back property checks and merchant contacts in commercial high crime areas you are effecting, follow-ups with crime victims, etc.

The Patrol Plan

Whenever possible, you and your Field Training Officer will develop a comprehensive Patrol Plan to identify and target hot-spot areas requiring extra patrol (e.g., burglary/robbery locations), follow-up contact (e.g., crime victims), and enhanced traffic enforcement (e.g., high crash areas).

The Patrol Plan will be time-framed from the beginning to the close of the shift to correspond with optimal time frames to address problem-oriented patrol areas proactively.

The Patrol Plan assists the Probationer to become proactive by addressing three areas of focus:

- 1) Where should I be to focus on Location-Perpetrator Oriented targets?
- 2) What are the specific targets?
- 3) Should I execute visible patrol presence or grab cover (for invisibility)?

The utilization of the Map Overlays, the Probationer's consistent updating of them, and the Field Training Officer's encouragement for the Probationer to constantly utilize them (open book) during the patrol shift is a straightforward tool to:

Condition the Probationer to see the patrol beat as a cop must, not as a civilian would be capably:

- 1) Identifying the ordinary,
- 2) Recognizing the beat as crimes past, present and future, and
- 3) To recognize the people who commit crimes on the beat.
- 4) To assist the Probationer, develop a proactive policing work ethic by utilizing discretionary, non-call assigned time to target:
 - a. *Location Oriented Patrol Areas*, and
 - b. *Perpetrator Oriented Targets*

Special Reminder Detail:

- On the **last duty day** of the:
- **First week** of Field Training and Evaluation Process uniform patrol deployment,
- During the **last hour of the shift**, the Field Training Officer reminds the Probationer about:
 - Updating their *Map Overlays* when returning to duty after leave days, etc.

Location Oriented Patrol (LOP)

- Assist the Probationer utilize the multi-colored (non-permanent) marking pens to:
 - Mark high crime area targets (suppressible offenses),
 - Suppressible Part I and Part II offense areas,
 - Vice activity locations (e.g., hand-to-hand dealing, prostitution, etc.)
 - Public order, *broken windows* issues, and
 - Traffic enforcement areas (e.g., high crash locations, drunk driving targets)

Perpetrator Oriented Patrol (POP)

- Assist the Probationer utilize supplemental Avery™ plastic sheet protector pages to become familiar with:
 - Career criminals,
 - Parolees,
 - Level III Sex Offenders
- **Perpetrator Oriented Patrol** places faces with places to connect target persons of interest.
 - Mug shots (the so-called *mope of the day*) are essential.

Protocols:

- Field Training Officer insures that the Probationer utilizes the mug shots and Map Overlays to proactively locate and “target” repeat offenders in patrol beat hot spot areas, and
- Facilitate learning how to establish and conduct Field Interview Contacts via *Field Training Officer Verbalization (F/V)*
- Assists the Probationer learn the process of cultivating and certifying informants in accordance with Department guidelines.

Field Training Officer Verbalization (F/V)

Protocols:

- F/V is the most specialized of the Big Twelve tools; utilized to ensure that the Probationer *masters* **Field Interview Contacts**.
- The Field Training Officer is in 1:1 street contact with the subject and the Probationer is in direct view (cover) position.
- Field Training Officer *verbally* describes key *perceptual shorthand reads* (e.g., body language, voice tone/inflection, detection of deception foil questions and answers).
- PROBATIONER takes field notes + runs wants/warrants. Beware eye contact.
- Field Training Officer debriefs with the Probationer to fully:
 - Explain what was done (and why).
 - Clarify any areas for the Probationer.
 - Demonstrate how to complete the FI card.
 - Clarify FI Card/Information distribution according to Agency policy.

This is an excellent opportunity to debrief using on-board dash cam video and BWC.

Probationer completes a Mirror/Field Interview card independently and this is collaboratively reviewed and attached to the *Daily Observation Report* at the end of the shift.

Commentary Driving (C/D)

Protocols:

- *Commentary Driving* is O/N on steroids and simultaneously enhances:
 - Category # 2: Jurisdictional Geography/Orientation, and
 - Category # 3: Directed Patrol Strategies/SIFA
- *Commentary Driving* facilitates the Probationer's ability to:
 1. See
 2. Analyze
 3. Process
- *Commentary Driving* conditions the Probationer to use their eyes and brain stem to take action on the out-of-the-ordinary (*visually tattooing*).
- The Field Training Officer describes and demonstrates C/D protocols on Day #1 — Step I
- The Probationer commences C/D exercises at the Field Training Officer's discretion commencing on Day # 2 — Step I.
- The Probationer is not driving:
 - But the Probationer is allowed to use their Map Overlays in the *Probationary Officer Manual* (from the passenger seat). b
- Optimally, C/D is executed in five-minute segments four (4) times per shift and is always documented on the Training/Coaching portion of the *Daily Observation Report* under Category #5: Directed Patrol Strategies/SIFA as follows:

5 T 5 C/D exercise #1 on David 07 beat from 0300 – 0305

- The Field Training Officer is on the lookout for the signs of Probationer *progress* to:
 - **Process** — does the Probationer see all of the relevant street activity in real time without lag time (the time between when the Field Training Officer sees it and the Probationer verbalizes it).
 - **Analyze** — does the Probationer accurately articulate what is out-of-the-ordinary?
 - **Take Action** — does the Probationer completely verbalize what needs to be done?
- The Probationer can execute C/D while driving when it becomes evident, they can:
 - Simultaneously execute the five (5) minutes of C/D and hear/react to *background radio traffic*, and they
 - And no longer need to utilize the Map Overlays to verbalize the LOP/POP.

Tag-Team Commentary Driving (T/CD)

Protocols:

- The Field Training Officer immediately executes **Tag Team Commentary Driving** after the Probationer completes their five (5) minutes from the passenger seat utilizing their Map Overlays.
 - The Field Training Officer is driving the same route just completed by doubling back to Point A and driving clear and direct to Point B, and
 - Directs the Probationer to make additions on the Map Overlays as the Field Training Officer verbalizes the LOP/POP target areas and any activity that is out-of-the-ordinary.
- The Field Training Officer clarifies the additions the Probationer makes on the Map Overlays.
- Tag-Team Commentary Driving is also documented under Category #5: Directed Patrol Strategies/SIFA as follows:

5 T 5 T/CD #1 on David 07 beat 0320 – 0325

Special Attention:

Optimally, the end-of-shift Total Training Time calculated on the front side of *Daily Observation Report* Category #5 will reflect:

20 total minutes of C/D (4 x 5 minutes), and

20 total minutes of T/CD (4 x 5 minutes)

For an end-of-shift total of 40 minutes of Total Training Time.

Role Play (R/P) Exercises

Overview

Rationale:

- To create a *flight simulator environment* for the Probationer by executing *controlled scrimmages*.
- Prepares the Probation to experience the call handling/task before they have to process and actual event.
- Fully optimizes *quiet times* on low activity shifts.

Protocols:

- Always reviewed and placed on the *Daily Training Plan* to afford adequate preparation and the opportunity for *immediate success*.
 - Start with the easy/basic and progress to the more complex.
- *Practice to perfect!*

Report Based Role Play (R/P)

Protocols:

- The complaint topic (e.g., offense, incident) is always discussed to clarify any call handling protocols.
- The applicable *Training Tasks* have been completed and the Probationer has seen the Field Training Officer execute it.
- The Field Training Officer becomes a *believable* role-playing victim, reporting party, etc.
 - The Field Training Officer never volunteers information.
- The Probationer serves as the *primary contact* Officer for information intake and call handling and completes the report.
- The Field Training Officer documents the Probationer's performance on the *play action* narrative portion of the *Daily Observation Report*.

- The Probationer hands over the report and the Field Training Officer provides the Probationer with an *exemplar report*. *
- All Report Based Role Plays are executed with an ***exemplar report****.

* It is incumbent upon the Field Training Unit to:

1. Identify and collect approximately 3 – 5 *exemplars* for each crime/incident classification.
 2. Eliminate all sensitive information for the *exemplar* (e.g., names, DOB, address, etc.).
 3. The Field Training Officer utilizes the facts of the *exemplar* as the information intake for the report.
- The Probationer compares his/her report with the *exemplar* and collaborates with the Field Training Officer to complete the *Report Evaluation Cover Sheet*.
 - The Probationer's report, field notes and *Report Evaluation Cover Sheet* are attached to the *Daily Observation Report* at the end of the shift.
 - The Probationer retains the *exemplar report* in their *Probationary Officer Manual* for future reference.

Special Attention:

Field Training Shift Debriefing Sheet

The Probationer's Role-Play report and field notes are always attached to the *Daily Observation Report* along with the *Report Evaluation Cover Sheet*.

Tactical Response Role Play (T/RP)

Overview

- It is very likely that a number of tactical response activities will not occur during the Probationer's Step I – IV Field Training and Evaluation Process assignment.
- The *Tactical Response Role Plays* insure that the Probationer will be *game day ready*.
- Fully optimizes *quiet times* on low activity shifts.

Protocols:

- The Field Training Officers execute twenty to twenty-four *Tactical Response Role Plays* by the close of Step III.
- The Probationer is always placed on notice of the target location and the nature of the assignment to afford between shift preparation and training day clarification.
- The Field Training Officers have already covered (and demonstrated) the *Training Tasks* critical to *Tactical Response Role Play* execution.
- The emphasis is upon building the skills of:
 - Disciplined Focus
 - Instinctive Response
- All *Tactical Response Role Plays* are preceded with a comprehensive review and Probationer acknowledgement of the ***Liability Reduction Protocols***:

Tactical Response Role Play Protocols

All Tactical Response Role-Plays (T/RP) commence with a comprehensive review and your verbal acknowledgment of the *Liability Reduction Protocols*:

1. Absolutely no activation of any emergency equipment (e.g., lights/sirens), and
2. No patrol vehicle speeds over the posted limit and
3. Total compliance with all traffic signs and signals, and
4. There is no tactical display of any weapons.

6 T 5 P/ articulated T/RP Liability Reduction Protocols prior to executing in-progress carjacking at State/Liberty.

Protocols – continued:

- The Field Training Officers serves as the *invisible squad* (not physically present) in the patrol car:
 - Dispatches the Probationer and identifies back-up units for response
- The Probationer acknowledges the run as the *primary contact officer* and is responsible for communicating and managing the responding units.
- The Probationer activates the recorded nonstop (looped) siren sounds on the smart phone or tablet (iPad, etc.)
- The Field Training Officers utilizes the *clean* Map Overlay with the target location which was given to the Probationer when the *Tactical Response role Play* was placed on the *Daily Training Plan*.
 - The Field Training Officer records the Probationer’s response route.
- The Field Training Officers activates a smart watch stopwatch function when the Probationer acknowledges the run and is *rolling*.
- The Field Training Officers the siren/light App.
- The Probationer commences non-stop *Tactical Response Commentary* with on-going updates on:
 - Current location
 - Estimated time of arrival
 - Approach to the tactical zone
 - Cover and concealment considerations
 - Inner/Outer perimeter and placement of *ghost back-up units*
- ✓ Ponder: When does the Probationer turn-off the siren sound (without Field Training Officer prompting). Think, *Disciplined Focus!*
- The Field Training Officers documents the Probationers actions on the *Daily Observation Report* as if it were an actual event.
- The Field Training Officers and Probationer debrief with the *Map Overlay* just completed by the Field Training Officer recording the Probationer’s response from Point A to B.
 - Attach additional Map Overlays if the Tactical Response Role-Play had to be repeated.
- The Field Training Officer and Probationer attaches the *Map Overlay(s)* of the T/RP to the *Daily Observation Report* (refer to *End of Shift Debriefing Sheet – Daily Observation Report*).

The Execution and Logging of the Tactical Response Role-Plays in the Probationary Officer Manual

Tactical Response Role Play Log Step: _____

Date	DOR #	Type of event/call	# o f times executed
1.			
2.			
3.			
4.			
5.			
6.			
7.			
8.			
9.			
10.			
11.			
12.			
13.			
14.			
15.			
16.			
17.			
18.			
19.			
20.			

Wrapping up at the end of the Shift (in the patrol car)

End of Shift Debriefing Sheet

	Yes	No	Not Applicable
Performance Assesment Discussed and Entered	✓		
Total Training Time entered by Probationer	✓		
Training Tasks completed this shift signed	✓		
Not Responding to Training entered (if applicable)	✓		
Daily Training Plan discussed/prepared for next shift	✓		
Daily Observation Report Attachements			
Patrol Activity Log	✓		
Map Overlays for T/RP Exercises	✓		
Mirror Citations	✓		
Mirror Field Interview Cards	✓		
Report Evaluation Cover Sheer: M/R	✓		
Report Evaluation Cover Sheet: R/P Exercises	✓		
Daily Training Plan (for this shift)	✓		

I acknowledge that my Field Training Officer and I fully debriefed regarding my performance this shift:

Leo Mangelbat 11/12/24
Probationer Date

Isiah Prayer 11/12/24
Field Training Officer Date

Les Moore 11/12/24
Reviewed by Patrol Team Supervisor — Date

Weekly Performance Summary

Report # _____ Meeting Date: ____/____/____ Step: I II III IV
 Current Extension of Training: Yes No

Probationer: _____

Primary Patrol Supervisor: _____

Assigned Primary Field Training Officer: _____ # days: ____

Utility Field Training Officer: _____ # days: ____

Category	Exceeds Standards	Meets Standards:	Meets Standards:	Not Responding to Training	Training Time Proportionate:	
		YES	No - CAN		Yes	NO
1. Interpersonal Relationships						
2. Jurisdictional Geography/Orientation						
3. Motor Vehicle Operation/Use of Emergency Equipment						
4. Electronic Communications						
5. Directed Patrol Strategies/SIFA						
6. Patrol Tactics/Officer Safety						
7. Criminal Statutes – Ordinances/ Procedural Criminal Law/ Case Preparation						
8. Information Processing/Case Building/Report Writing						
9. Problem Solving and Decision Making						
10. Traffic Enforcement/ Crash Scene Management/Investigation						

Daily Training Plan Review

Address area(s) of Corrective Action Necessary: Yes No
 Address area(s) of Not Responding to Training: Yes No
 End of Step Extension of Training Recommended? Yes No

Instructional Tools Utilized This Week:

Instructional Tool	Yes	No	Not Applicable	Comments
Commentary Driving				
Tag-Team C/D				
Drive-By				
F T O Verbalization				
Map Overlay				
Mirror Citation				
Mirror Report				
On-Board Navigator				
Report-Based Role Play				
Tactical Response Role Play				
Role Reversal				
Verbal Testing				

Training Task completion on Step Schedule? Yes No

Recommendation for *Early Step Advancement/Acceleration*? Yes No

Comments:

Directed Patrol Activity for the Week

Daily Patrol Plans reviewed: Yes No

Location Oriented Patrol Hot Spots:

Traffic Enforcement Hot Spots:

Perpetrator Oriented Patrol – Target Photographs:

Field Interview Contacts:

Probationary Officer: _____ *Date:* _____

Field Training Officer: _____ *Date:* _____

Patrol Supervisor: _____ *Date:* _____

The Probationary Officer Manual: Some assembly required

No team ever won a championship without great talent, coaches, and a well-constructed playbook. The *Probationary Officer Manual* serves as the Agency's *playbook* to insure uniformity in the execution of the Field Training and Evaluation Process. Remember, if you expect somebody to play by the rules, they have to a copy of the rules! The issued Field Training and Evaluation Process *Probationary Officer Manual* accomplishes this.

Minimally, the *Probationary Officer Manual* must include:

The Field Training and Evaluation Process Step I – III *Training Tasks*

The *Standard Evaluation Guidelines*

Copies of all relevant Field Training and Evaluation Process forms including:

- The *Daily Observation Report*
- *Report Evaluation Cover Sheet*
- Tactical Response Role Play Log (*located in the Probationary Officer Manual*)
- *Mirror Citations* (motor vehicle and code violation)
- *Mirror Field Interview cards*
- *Weekly Performance Summary Report*

The *boilerplate language* (material in this workbook which is encased in a black-bordered box) that ensures that the Probationer fully understands the components and protocols of the Field Training and Evaluation Process and responsibilities/expectations. This includes:

- The *Daily Observation Report*
- The *Standard Evaluation Guidelines*
- *Open Communication protocols*
- The *Training Tasks*
- The *Daily Training Plan*
- *Step Advancement*
- *Not Responding to Training*
- *Corrective Action Necessary*
- *Extension of Training*
- *Discretionary Override*
- *Seven Steps of the Instructional Process (when FTO trains Probationer)*
- *Six Steps of the Instructional Process (when Probationer trains FTO)*
- *Self-Initiated Field Activity*
- *On-Board Navigator*

The Map Overlays (overview of entire jurisdiction) and Street Directories which correspond to:

The Alpha – Numeric grid maps of the patrol sectors/beat areas.

- Reference Section (e.g., referral services and agencies, etc.)

1. Interpersonal Relationships

Evaluates Probationer's interaction with the public while providing law enforcement services.

Evaluates Probationer's interaction with all agency members within the agency including Field Training Officers, Supervisory/Command Staff, Sworn/Nonsworn Support Personnel in accordance with Agency guidelines (policy and procedure, general and special orders).

Exceeds Standards (Consistently Meets Standards: Yes)

The Probationer consistently demonstrates knowledge, skill, application, and competency without Field Training Officer prompting or assistance.

Meets Standards: Yes

The Probationer establishes a mutual trust and rapport with all persons by maintaining a respectful and polite demeanor even in difficult situations. The Probationer cultural competence results in all individuals treated with respect, regardless of their race, ethnicity, gender, age, religion, sexual orientation, or socio-economic background. Probationer utilizes clear and concise communication in a respectful and calm manner to defuse tense and challenging situations. The Probationer's active listening and body language (physical posturing) enhances conflict-resolution by preventing situations from escalating by remaining neutrally objective and working toward acceptable resolutions. Interpersonal problem resolution is determined by immediate and accurate assessment and following through by executing realistically feasible service delivery options (e.g., social services referrals, victim assistance, etc.). The Probationer demonstrates personal stress management by not being goaded, manipulated, or baited into escalating confrontations including those videotaping police actions. Probationer actively engages with community members without prompting (e.g., park, walk and talk). Probationer's actions indicate that they are cognizant that gaining community support as well as acceptance requires mutual trust, respect, and collaboration.

The Probationer interacts and works effectively with all First Responders. Probationer is responsive to the self-evaluation/coaching process with all Field Training Unit members by demonstrating 1) ownership, 2) accountability, 3) responsibility, and full understanding of the *consequences* of their actions. The Probationer prepares the *Daily Training Plan* and *Probationer Manual Training Tasks* to prepare for and facilitate the on-shift training planned for the next duty day. The Probationer asks questions and does not hesitate to seek corrective action as well as performance coaching assistance; initiates the requests for additional training opportunities.

Meets Standards: No

The Probationer is formal, tense when dealing with the public. Probationer fails to demonstrate personal stress management by being goaded, manipulated, or baited into escalating confrontations. The Probationer fails to remain objective and neutral during call/incident handling, street contact with persons videotaping police actions, open carry persons, etc. The Probationer's biases and prejudice are apparent in their verbal and nonverbal actions/behaviors based upon the individual's race, ethnicity, national origin, gender, age, religion, sexual orientation, physical, mental disability, as well as their criminal history status (e.g., suspect, arrestee, parolee). Probationer does not utilize feasible service delivery options to resolve problems and assist individuals. The Probationer fails to recognize that gaining and maintaining community support and acceptance requires mutual trust and respect between the public and law enforcement. The Probationer fails to recognize that professional law enforcement practices require investigating patterns of criminal behavior and that the use of race as a reason to stop someone is illegal (profiling).

Probationer fails to take ownership, accountability, and responsibility, and does not understand the consequences of their actions. The Probationer rationalizes errors and mistakes by becoming verbally and non-verbally defensive and is reluctant to ask questions and seek assistance for corrective action. Probationer fails to prepare the *Daily Training Plan* and *Probationer Manual Training Tasks*.

2. Jurisdictional Geography and Orientation

Evaluates Probationer's understanding of the jurisdiction's geographic boundaries, including knowledge of major streets, landmarks and key locations within the area and competence to expeditiously respond to locations while operating police motor vehicle during general patrol and emergency response situations in accordance with Agency guidelines (policy and procedure, general and special orders).

Exceeds Standards (Consistently Meets Standards: Yes)

The Probationer consistently demonstrates knowledge, skill and application competency without Field Training Officer prompting/assistance.

Meets Standards: Yes

The Probationer is constantly aware of location (e.g., street/highway, block, mile marker, etc.) and responds to locations and destinations by most direct route. Knows block numbering sequence and major cross streets. Demonstrates knowledge of key landmarks, institutions including government buildings, schools, hospitals, major commercial/businesses, and public facilities including parks/recreation areas within the jurisdiction. Effectively utilizes street directories and map overlays, and when necessary, Global Positioning Satellite (GPS) to determine locations and destinations with minimal need for Field Training Officer or Telecommunication's assistance. Does not require assistance to locate major streets, intersections and locations. The Probationer effectively executes *On-Board Navigator* protocols by:

- 1) Identifying and articulating the current location (street/highway).
- 2) Identifying and articulating the precise block number, or closest mile marker.
- 3) Determining and articulating the geographic direction of travel, and
- 4) Identifying and articulating upcoming major cross streets and intersections, entrance/exit ramps.

The Probationer demonstrates knowledge of routing shortcuts as well as tactical response considerations including concealment, cover, low visibility approaches, etc. Effectively maneuvers traffic flow while responding to emergency calls or incidents and accurately locate the scene. Does not compromise public or officer safety due to lack of familiarity with frequently visited or hot spot locations.

Meets Standards: No

The Probationer is unaware of the current and target location (e.g., street/highway, block, mile marker, etc.). Probationer is unfamiliar with major streets, intersections, and locations, block numbering sequence, landmarks, and geographic direction and becomes disoriented and lost. Probationer fails to effectively utilize streets directories and map overlays to precisely arrive at call locations utilizing most direct route. Requires use of Global Positioning Satellite (GPS) to respond to major streets and frequently visited locations. Lengthy response time compromises public and/or officer safety. Probationer is unable to execute the visual, auditory and biomechanical multi-tasking capabilities during *On-Board Navigator* exercises. The Probationer compromises public and officer safety due to lack of familiarity with frequently visited locations or hot spot locations.

3. Motor Vehicle Operation/Use of Emergency Equipment

Evaluates Probationer's competence to operate police motor vehicle and equipment during general patrol and emergency response situations regardless of environmental conditions, and vehicular and pedestrian traffic volumes in accordance with Agency guidelines (policy and procedure, general and special orders).

Exceeds Standards (Consistently Meets Standards: Yes)

The Probationer consistently demonstrates knowledge, skill and application competency without FTO prompting/assistance.

Meets Standards: Yes

The Probationer is compliant with traffic laws and procedural guidelines including operation and use of emergency equipment lights/sirens, speed –over posted protocols, fleeing-eluding and pursuit procedures, etc.) while operating police motor vehicle. The Probationer effectively demonstrates multi-tasking and psychomotor skills by maintaining total control of the police motor vehicle emergency equipment (lights/sirens) while responding to calls for service and general patrol operations. The Probationer responds to *hot calls* by driving at safe and defensible speeds, maintaining visual contact with road surfaces (e.g., streets, side-streets/intersections) while simultaneously utilizing on-board equipment. The Probationer anticipates driver and pedestrian actions by taking appropriate and timely evasive actions and does not place self or public at risk.

Meets Standards: No

The Probationer's inattentiveness results in traffic control/speed violations (e.g., improper lane usage, failure to completely stop at traffic control signs/devices, approaches to intersections, preparing for turns, etc.), placing other motorists and pedestrians at risk. Probationer drives too fast or too slowly while responding to calls for service during general patrol operations or while responding to hot, in-progress calls. Probationer is unable to execute multi-tasking responsibilities and safely operate the police motor vehicle while observing people, places, situations and events. The Probationer is unable to simultaneously operate on-board equipment and handle tasks requiring momentary diversion of the eyes from the roadway surface.

4. Electronic Communications/Use of Equipment

Evaluates Probationer's competence to operate patrol vehicle electronics including the computer (MDT), telecommunications, and digital and video recording equipment, global positioning systems (GPS), cellular phone equipment, Automated License Plate Readers, etc. in accordance with Agency guidelines (policy and procedure, general and special orders).

Exceeds Standards (Consistently Meets Standards: Yes)

The Probationer consistently demonstrates knowledge, skill and application competency without FTO prompting/assistance.

Meets Standards: Yes

The Probationer effectively serves as *On-Board Telecommunicator* by remaining attentive. Immediately responds to radio and computer transmissions by providing current location and status accurately, briefly and clearly. Probationer demonstrates awareness of potential telecommunication *dead spots* and *compromised transmission locations* e.g., radio and cellular phone) within the jurisdiction. Probationer demonstrates full understanding and execution of the use of all law enforcement computers, MDT, telecommunications, digital/video recording equipment, Global Positioning Systems, cell phone equipment and can operate same without placing self or others at risk (e.g., loss of visual contact with road surfaces, etc.). Probationer demonstrates the multi-tasking ability to actively listen and proactively respond to transmissions for other law enforcement units when appropriate. Probationer's transmissions are complete and clearly articulated regardless of circumstances (e.g., stressful, and in-progress events). Probationer effectively operates law enforcement computers, MDT, telecommunications systems by formatting and sending computer-based information systems including NCIC inquiries, state and local databases to execute file checks on individuals, vehicles, locations, etc.

Meets Standards: No

The Probationer's inattentiveness results in missed telecommunication by failing to actively listen and hear transmissions/acknowledge/read terminal message - computer transmissions, requires dispatches to be repeated. Probationer fails to provide Telecommunications/other units with accurate patrol unit location. Probationer fails to demonstrate multi-tasking ability and is inattentive to other unit's transmissions and telecommunication traffic thereby placing others at risk by not initiating spontaneous back-up response. Probationer fails to pre-plan – think through telecommunication responses and transmissions are not clear due to over-under modulations, speaking too fast and/or taking excessive pauses. Probationer requires FTO assistance to operate law enforcement computers, MDT, telecommunications, formatting and sending computer-based information systems including NCIC inquiries, state and local databases to execute file checks on individuals, vehicles, locations, etc. Probationer is unable to effectively operate digital/video recording equipment, Global Positioning Systems, cell phone equipment.

5. Directed Patrol Strategies and Self-Initiated Field Activity

Evaluates Probationer's competence to utilize multiple sources of information to initiate proactive patrol activities in accordance with Agency guidelines (policy and procedure, general and special orders).

Exceeds Standards (Consistently Meets Standards: Yes)

The Probationer consistently demonstrates knowledge, skill and application competency without FTO prompting/assistance.

Meets Standards: Yes

The Probationer recalls information from roll call, shift activity summaries (e.g., CAD patrol printouts, want/warrants, hot sheets, BOLOs, etc.) and updates/maintains *Map Overlays* and utilizes this information to initiate proactive *Location and Perpetrator Oriented Patrols* (LOP/POP). Probationer anticipates trends and patterns of recurring incidents and potential problem areas by preparing a *Daily Patrol Plan* to target hot-spot areas during uncommitted patrol time (self-initiates field activity). Probationer constantly checks areas for out-of-the-ordinary activity. Probationer communicates pertinent *Location-Perpetrator Oriented Patrol* information while executing *Commentary Driving* exercises. Probationer does not hesitate to make street contact with suspicious persons and develop street sources (e.g., informants).

Meets Standards: No

The Probationer fails to update *Map Overlays* and does not utilize the information to generate self-initiated field activity during non-committed patrol time with a *Daily Patrol Plans* targeting problem areas. Probationer fails to observe and detect out-of-the-ordinary events by articulating suspicious activity and behaviors (e.g., suspicious persons, high crime areas, etc.). The Probationer is unaware of career criminals' on-view (e.g., parolees, convicted sex offenders, etc.) and fails to initiate field interview contacts and develop street sources for information (e.g., informants).

6. Patrol Tactics/Field Investigation/Officer Safety

Evaluates Probationer's competence to effectively execute uniform patrol operational tactics, conduct Field Investigation contacts and preliminary investigations in accordance with Agency guidelines (policy/procedure, general/special orders).

Exceeds Standards (Consistently Meets Standards: Yes)

The Probationer consistently demonstrates knowledge, skill and application competency without FTO prompting/assistance.

Meets Standards: Yes

The Probationer demonstrates multi-tasking capabilities of maintaining visual contact and scanning of individuals and demonstrating *disciplined focus* by recognizing, assessing and reacting to situations that contain rapidly changing, chaotic, suspicious (e.g., persons entering/exiting crime scenes) or unpredictable events. Probationer does not hesitate to immediately provide physical and verbal back-up assistance. Probationer appropriately sizes up situations and requests additional resources to manage situations/events. The Probationer effectively executes *contact and cover protocols*. Probationer's tactical response protocols do not compromise officer or civilian safety. Probationer offsets patrol vehicle and maintains appropriate spatial distance. The Probationer is tactically aware of approach to active/suspicious activity target areas (e.g., cover, concealment, inner-outer perimeters, etc.). Probationer is constantly aware of physical proxemics, maintains reactionary/bladed stance-gap, keeps weapon hand free, handcuffs prior to search and effectively communicates actions (e.g., clear and audible with appropriate dynamics of *officer presence*) to others to gain compliance and minimize confrontation and resistance. Probationer immediately complies with the Field Training Officer's direction, instruction and when necessary, *Directed Coaching*.

The Probationer demonstrates understanding of potential trace evidence by recognizing and protecting crime scenes and when appropriate, processing/collecting same (e.g., fingerprinting for AFIS submittal).

Meets Standards: No

The Probationer fails to demonstrate multi-tasking capabilities (e.g., visual, auditory, bio-mechanical) and stay task-focused under time urgency. Probationer does not immediately provide verbal/physical back-up assistance when required. The Probationer fails to preplan by preparing for encounters, assessing situations, entering locations and controlling scenes with tactical threat neutralization protocols. Probationer's tactical response protocols compromise officer and civilian safety. Probationer fails to offset patrol vehicle and maintain appropriate spatial distance. The Probationer is not tactically aware of his/her approach to active/suspicious activity target areas such as cover, concealment, inner-outer perimeters, etc. Probationer fails to utilize only that force necessary to overcome the resistance of others. Probationer's verbal and non-verbal actions fail to neutralize and/or deescalate situations. Probationer is not aware of physical proxemics with others, fails to maintain reactionary/bladed stance-gap, keep weapon hand free, handcuff prior to search or effectively communicates commands/directions (e.g., lack of clear and audible directions and appropriate dynamics of *officer presence*). Fails to gain compliance and minimize confrontation and resistance. Probationer does not demonstrate personal stress management and is goaded, manipulated, or baited into escalating confrontations. Probationer fails to immediately comply with the Field Training Officer's direction, instruction and when necessary, *Directed Coaching*.

The Probationer fails to recognize and preserve possible crime scenes; contaminates potential trace evidence. Is unable to process crime scene when appropriate (e.g., identifying possible fingerprint sources) process/collect for Automated Fingerprint Information System – AFIS submittal).

7. Criminal Statutes/Ordinances – Procedural Criminal Law – Courtroom Protocols

Evaluates Probationer's knowledge and competent application of substantive and procedural criminal laws and prepares for criminal cases in accordance with Agency guidelines (policy and procedure, general and special orders).

Exceeds Standards (Consistently Meets Standards: Yes)

The Probationer consistently demonstrates knowledge, skill and application competency without FTO prompting/assistance.

Meets Standards: Yes

The Probationer demonstrates knowledge of the elements of substantive criminal laws (e.g., state statute and local ordinance) and determines the most appropriate reason(s) for apprehension/detainment/arrest. Probationer can readily distinguish between criminal and non-criminal activity. Probationer demonstrates understanding and application of laws of arrest, search and seizure and does not compromise exclusionary rule protocols. Probationer fully comprehends and executes lawful stop, frisk and search principles and practices in field contact/suspicious persons/custody situations.

Probationer demonstrates competent warrant procurement (e.g., affiant for search and arrest warrants) and execution (e.g., return of service) protocols.

Probationer prepares for courtroom testimony by reviewing all notes and incident/arrest report(s) and chain-of-custody protocols. Probationer ensures that victim(s), witness(s) were properly notified. Probationer makes contact with prosecuting attorney to review direct-examination and potential cross-examination questions prior to court appearances.

Meets Standards: No

The Probationer fails to demonstrate knowledge of the elements of substantive criminal laws (e.g., state statute and local ordinance); cannot determine the most appropriate reason(s) for apprehension/detainment or arrest. Probationer fails to distinguish between criminal and non-criminal activity. Probationer fails to demonstrate understanding and application of laws of arrest, search and seizure and compromises exclusionary rule protocols. Probationer does not fully comprehend and execute lawful stops, frisk and search principles and practices while in field contact with suspicious persons and/or custody situations.

Probationer fails to demonstrate competent warrant procurement (e.g., affiant for search and arrest warrants) and execution (e.g., return of service) protocols.

Probationer fails to adequately prepare for courtroom testimony by reviewing all notes and incident/arrest report(s) and chain-of-custody protocols. Probationer fails to ensure that victim(s), witness(s) were properly notified. Probationer fails to make contact with prosecutor (e.g., face-to-face meeting or by telephone) to review direct-examination and potential cross-examination questions prior to court appearances.

8. Information Processing/Case Building and Report Writing

Evaluates Probationer's competence to fully and accurately investigate and record general incidents and criminal offenses and prepare/submit appropriate reports in accordance with Agency guidelines (policy and procedure, general and special orders).

Exceeds Standards (Consistently Meets Standards: Yes)

The Probationer consistently demonstrates knowledge, skill and application competency without FTO prompting/assistance.

Meets Standards: Yes

The Probationer in-the-field/preliminary investigative notes contain the essential information (e.g., who, what, when, where, why, witnesses, welfare, weapons, how) by documenting events in the logical order they occurred. Reports are complete for the information and facts. Grammar, spelling, word usage and sentence structure do not compromise clarity of meaning. Probationer double-checks pertinent information prior to clearing contact with reportees, victim(s) and witnesses. Probationer proofreads reports for errors and omissions and makes corrections prior to the Field Training Officer's review. Probationer effectively utilizes body camera video to double-check for content/accuracy of statements/responses from victims, witnesses, etc. Probationer's reports are infrequently returned after Field Training Officer review for correction and revision.

Meets Standards: No

The Probationer in-the-field/preliminary investigative notes do not contain essential information (e.g., who, what, when, where, why, witnesses, welfare, weapons, how) by documenting events in the logical order they occurred. Reports are incomplete for the information and facts. Grammar, spelling, word usage and sentence structure errors compromise clarity of meaning. Probationer fails to double-check for pertinent information prior to clearing contact with reportees, victim(s) and witnesses. Probationer does not utilize body camera video to double-check for content/accuracy of statements/responses from victims, witnesses, etc. Probationer fails to thoroughly proofread reports for errors and omissions and make corrections prior to the Field Training Officer's review. The Probationer's reports are frequently returned after Field Training Officer review for correction and revision. Probationer's reports require extensive revision in order to meet submittal quality standards. Reports are not completed in an acceptable timeframe. Excessive report processing compromises the completion of other Field Training and Evaluation Process requirements (e.g. *Training Tasks*).

9. Problem Solving and Decision Making

Evaluates Probationer's competence to gather and process information and then define and resolves problems in accordance with Agency guidelines (policy and procedure, general and special orders).

Exceeds Standards (Consistently Meets Standards: Yes)

The Probationer consistently demonstrates knowledge, skill, and application competency without Field Training Officer prompting/assistance.

Meets Standards: Yes

The Probationer thinks through and develops realistic options for problem resolution by:

- 1) Accurately identifying and defining the exact nature of the problem/issue,
- 2) Identifying multiple options for resolving the situation,
- 3) Determine and selecting the most appropriate course of action and justifying why, and
- 4) Following through on a *plan of action* to resolve the situation.

The Probationer accurately determines the urgency of the situation, available resources including community support services, etc. Probationer utilizes recall of information from prior situations/contacts to expedite problem resolution. Probationer can quickly articulate the pros and cons of resolution options. The Probationer's problem solving and decision-making skills are clear during actual calls for service, and street contacts as well as during *Verbal Testing* (V/T) scenario execution.

Meets Standards: No

The Probationer fails to first think through and clearly define the problem or situation they are facing. Probationer does not gather relevant information, observe the scene, and seek to understand the context (e.g., emotional intelligence). Probationer does not think through, consult colleagues/experts (if available) and generate possible solutions for problem resolution. Probationer does not:

- 1) Accurately identify the exact nature of the problem(s) or issue(s),
- 2) Identify multiple options for resolving the situation,
- 3) Determine and selecting the most appropriate course of action and justifying why, and
- 4) Follow through by articulating a plan of action to resolve the situation.

The Probationer fails to assess the pros and cons of potential solutions against established criteria, such as safety, legality, effectiveness, and ethical considerations. Probationer fails to recall information from prior/similar situations to expedite current problem resolution. Probationer's problem solving and decision-making skills are compromised and/or absent during actual calls for service and street contacts as well as during *Verbal Testing* (V/T) scenario execution. Probationer must rely on others to act (indecision).

10. Traffic Enforcement/Crash Scene Management and Investigation

Evaluates Probationer's knowledge of the motor vehicle code and take appropriate motor vehicle code/traffic enforcement action, manage, and investigate crash scenes and direct/control vehicular and pedestrian traffic and complete required accident reports in accordance with Agency guidelines (policy and procedure, general and special orders).

Exceeds Standards (Consistently Meets Standards: Yes)

The Probationer consistently demonstrates knowledge, skill, and application competency without Field Training Officer prompting/assistance.

Meets Standards: Yes

The Probationer immediately observes/detects traffic violations demonstrate knowledge of applicable motor vehicle statute (state law and local ordinance) by determining the most appropriate enforcement action (e.g., citation issuance, verbal warning, etc.). The Probationer requests the appropriate personal (operator's license) and vehicle documents (e.g., registration, proof of insurance, rental contracts, etc.). Probationer properly cites hazardous action violation(s) when applicable. Probationer articulates their enforcement decisions with due regard to the type of violation, and the extent of driver behavior placing others at public safety hazard/risk, etc. Probationer's electronic citations are properly formatted. Probationer effectively utilizes *Map Overlays* and Traffic Crash mapping to proactively target enforcement and spontaneously effect proactive traffic enforcement (Self-Initiated Field Activity) at high frequency crash locations, school/recreation areas, prohibited right/left turn/light/stop sign violations, prohibited/posted turn violations and citizen/neighborhood complaints, etc.

Probationer responds promptly to crash scene, manages crash investigation by immediately assessing the level of injuries (if applicable) and summoning back-up/support services including additional law enforcement resources, emergency medical and fire personnel, life flight helicopter(s), towing services and Department of Transportation /public works personnel as necessary. Probationer demonstrates effective use of patrol vehicle placement and artificial lighting (patrol vehicle lights, emergency equipment, flares/cones, etc.) to protect persons from further injury and secure the crash scene. Probationer completely identifies involved parties, witnesses and accurately secures all pertinent information for crash reporting, properly sketches scene and takes photographs when required. Probationer effectively generates computerized crash reporting in a timely manner.

Meets Standards: No

The Probationer fails to detect or *see* vehicular and pedestrian violations. Probationer fails to cite a variety of traffic enforcement activity (e.g., cites only speed over violations, etc.). Probationer electronic citations are not properly formatted. Probationer fails to utilize/update *Map Overlays* with pertinent Traffic Crash mapping information. Probationer's electronic or paper citations are not properly formatted/completed. Probationer fails to effectively manages crash investigation by immediately assessing the level of injuries (if applicable) and summoning back-up/support services including additional law enforcement resources, emergency medical and fire personnel, life flight helicopter(s), towing services and Department of Transportation/public works personnel as necessary. Probationer fails to effectively utilize patrol vehicle placement and artificial lighting such as patrol vehicle lights, emergency equipment, flares/cones, etc. thereby compromising safety and crash scene investigation. Probationer requires the Field Training Officer's assistance to secure applicable information at property damage/personal injury crash scenes and complete state crash reports. Probationer's reporting require extensive Field Training Officer correction and revision in order to meet agency submittal quality standards (paper and computer); excessive report processing compromises the completion of other Field Training Process requirements (e.g., *Training Tasks*).

Step I – Day # 1
**You don't get a second opportunity to establish
a positive first impression.**

***Discussion topics and issues for
Field Training Officer and Probationer clarification***

Internet Resources: Must Have's

Don't forget to check out the *Resources* tab at: www.policefieldtraining.com



Police Newsletters

Free subscriptions

- [Police One](#)
- [Police Magazine](#)
- [Officer.com](#)
- [Campus Safety](#)
- [FBI Law Enforcement Bulletin](#)
- [American Police Beat](#)
- [Law Officer](#)

Top Cop Blogs



- [David C. Couper](#)
- [Kristen Ziman](#)
- [Gary Cordner](#)
- [Blue Courage](#)
- [Blue Heart Consulting](#)

Street Policing

Patrol tactics and safety

- [Making it safer](#)
- [Pat McCarthys Street Crimes](#)
- [John Reid & Associates](#)
- [Force Science Institute](#)
- [Tell Your Story LEO Near Miss](#)
- [FBI assault study](#)

Innovative Policing Sources

Contemporary Police Research

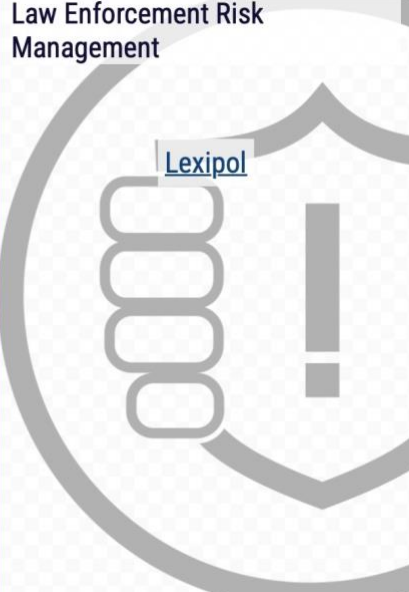
- [COPS OFFICE](#)
- [Police Executive Research Forum](#)
- [National Policing Institute](#)
- [Justice ClearingHouse](#)
- [NYU Policing Project](#)
- [ASU Problem-Oriented Policing](#)
- [Force Science Institute](#)
- [ABLE Project](#)

Legal Updates

Briefs from the law community

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Law Enforcement Risk Management



- [Lexipol](#)

Law Enforcement Collective Bargaining

[National Labor Relations Board](#)

[National Association of Police Organizations \(NAPO\)](#)

[LRIS: Labor Relations Information System \(First Thursday Podcasts - police union issues\)](#)

[Discrimination in the workplace](#)

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Career Development

Leadership

[Modern Leadership](#)

[Travis Yates Courageous Leadership](#)

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Returning from combat to policing

Reorientation and retraining

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A Transition Guide for Continuing Careers

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[Suicide prevention hotline](#)

[Dr. Kevin Gilmartin: Emotional Survival](#)

[Blue Wall Institute](#)

[Dr. John M. Violanti](#)

[Shift wellness](#)

[PTSD Coach](#)

[Ellen Kirschman, author of I Love a Cop: What Police Families Need to Know](#)

[American Foundation for Suicide Prevention \(AFSP\)](#)

[Code4Couples](#)

[National Alliance of Mental Illness](#)

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[National Depression Hotline](#)

Law Enforcement Family Relationships

[Dr. Ellen Kirchman](#)

[Cyndi Doyle LPC-S](#)

Police Peer Support Teams

Cops helping cops

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[Peer support general information](#)

[Peer support manual](#)

[Dr. Jack Digliani](#)

[Walk the talk](#)

[Policy and procedure](#)

[IACP Model Policy](#)

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Meditation/Mindfulness

Stress Inoculation for Law Enforcement Personnel

[Mindful Badge](#)

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[Yoga for First Responders](#)

Our International Mental Health Partners

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Police Physical Fitness

Cardio wellness

[Effective Fitness](#)

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[Reps For Responders](#)

Police Sleep Issues

Police shifts and fatigue

[Shift Work: 5 things to know](#)

[NIJ Study: Sleep Deprivation](#)

[IACP Effects of Sleep Deprivation](#)

[Shift length experiment](#)

[Risk Management - Fatigue Management](#)

[Dept. of VA: Insomnia Coach App](#)

Lower Back Trauma

Occupational Hazard - chronic lower back issues

[Sam Browne](#)

[Equipment Ergometrics](#)

[Low back pain in Police Officers](#)

[Pain study with cops](#)

[CDC Study of LE Lower Back Pain](#)

End of watch

Helpful resources

[Concerns of Police Survivors](#)

[National L.E. Officers Memorial Fund](#)

[Public Safety Officers Benefits Program BJA](#)

[FAQs Public Safety Officers Support Act 2022](#)

Life After Law Enforcement

For Retired LEOs

[Cop To Corporate](#)

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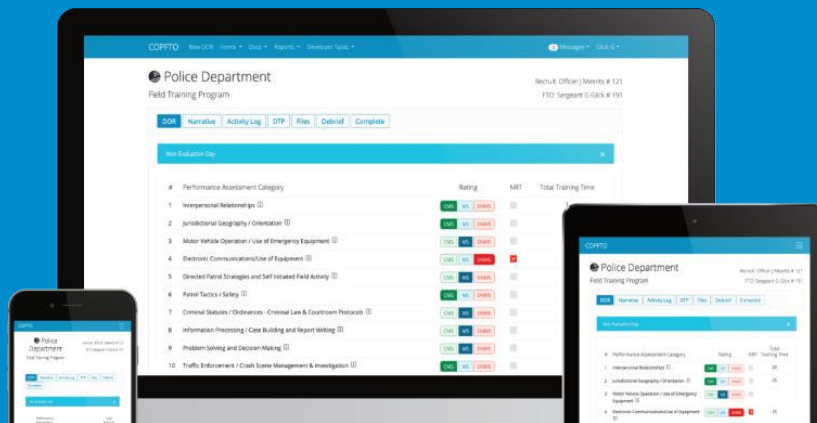
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