

FIELD TRAINING & EVALUATION PROCESS

I. Purpose

- A. The Department's Field Training and Evaluation Process is an extension of the law enforcement selection process combining on-the-job training with objective performance assessment to insure that the standards of a competent law enforcement officer are met. The Field Training and Evaluation Process mission is to improve the overall effectiveness and efficiency of law enforcement service delivery by:

1. Improving the overall applicant screening process.

Field Training and Evaluation is a logical extension of the Department's overall applicant screening process. It is designed to facilitate on-the-job observations and performance assessment as well as assess the relative effectiveness of the candidate recruitment, testing, selection and basic training/certification processes.

2. Establishing a probationer appraisal process.

The Process is designed to provide a valid, job related, post- Basic Training Academy evaluation of the probationer's performance utilizing standardized and systematic approaches to job/task performance documentation. Specific documentation of performance serves as the criteria for the retention or termination of the probationary officer candidate.

3. Improving the probationer training process.

The Process provides on-the-job, post-Basic Academy instruction via Field Training Officers serving as mentors/role models for probationers to expedite the application of knowledge, skills and abilities in concert with Department and Community expectations for quality law enforcement service delivery. The uniformity of the Field Training process/ assists in bringing the probationer *up-to-speed* to certify for solo patrol operations.

4. Establishing career opportunities within the Department.

Field Training Officers gain valuable one-to-one supervisory experiences as well as knowledge that increases basic leadership, training skills and personnel performance assessment as well as enhanced personnel coaching techniques. The Field Training and Evaluation Process provides an alternative career path for job enrichment responsibilities.

5. Establishing an improved in-service retraining process.

Field Training and Evaluation provides a process to provide retraining and orientation to sworn personnel returning to Patrol Operations after extended absences or non-uniform patrol service assignments:

- a. Sworn personnel who have been absent from Patrol for a period of — calendar days or more will be assigned with an FTO in order to execute/complete a comprehensive *patrol reorientation process*.
- b. During the time such sworn officers are assigned with an FTO they will **not be subject to the evaluation process required of probationers in training**. The FTO's function is to familiarize the officer with updated policy/ procedure/orders, reporting forms/protocols, and in conjunction with the FTO Commander and/or

Training Section, insure that returning personnel meet all Department qualification standards in skill areas (e.g., use of force, patrol vehicle operations, first responder, etc.).

- c. Sworn officers returning to Patrol from extended absences or assignments will receive such retraining and orientation as part of their regularly scheduled patrol duties and as such will be assigned as part of a 2-officer unit and can be utilized to handle any double car assignments at the discretion of the FTO.

II. Organization

A. Field Training Unit Commander

1. The Field Training Unit Commander shall be responsible for the overall administration of the Field Training and Evaluation Process.
2. The Field Training Unit Commander shall be the highest ranking officer responsible for the daily operation of the uniformed Patrol Division unless otherwise designated by the Chief Law Enforcement Executive.
3. The Field Training Unit Commander shall coordinate the development of an *Employment Status* recommendation to retain, extend training, or terminate the probationer. Field Training Unit personnel and Patrol supervisors shall provide input as required.
4. The Field Training Unit Commander shall present on-going reports of probationer development/status and present same at Executive Command Staff Meetings on a regularly scheduled basis.
5. Whenever possible, the Field Training Unit Commander should attend the various training sessions and Field Training Unit meetings to assess first-hand information concerning probationer performance and the uniformity of Field Training Officer instructional techniques. The Field Training Unit Commander shall insure the dissemination of pertinent information from the Training Academy regarding the probationary officer candidate's performance and disseminate it to the Field Training Cadre.

B. Field Training Unit Coordinator

1. The Field Training Unit Coordinator shall be designated by the Chief Law Enforcement Executive.
2. The Field Training Unit Coordinator shall be responsible for assisting the Field Training Unit Commander with the general administration and evaluation of the Field Training and Evaluation Process as well as provide staff monitoring of all probationers during the probationary employment period.
 - a. The Coordinator shall monitor and evaluate the overall development of probationers in order to identify and correct deficient performance and assist the FTOs rectify them through training and coaching.
 - b. The Coordinator shall, in concert with the Unit Commander, be responsible for planning, directing and evaluating field training assignments and any changes in such assignments or variations in the length of the assignments.

- c. The Coordinator shall work closely with the Probationer, FTO and patrol Shift Supervisor during the Field Training and Evaluation Process assignments to assist in correcting any training deficiencies. The Coordinator may recommend Step extension for additional training and coaching.
- d. The Coordinator shall facilitate the assembly and dissemination of information regarding the probationer's progress to the appropriate designated supervisory and command staff.
- e. The Coordinator shall assist the **Employment Confirmation Board** conduct a comprehensive final assessment of each Probationer during the final month of the probationary employment period. An *Employment Status Report* will be submitted to the Field Training Commander with a recommendation to retain, extend training or dismiss the probationer. All other department members having direct supervision and field training personnel will be offered the opportunity to provide input in this final *Employment Status Report*.
- f. Whenever possible, the Field Training Coordinator should attend Field Training Unit meetings to provide/receive firsthand information concerning probationer performance and to observe Field Training Officer group discussions and problem-solving techniques.

C. Field Training/Patrol Shift Sergeants

- 1. The Field Training/Patrol Shift Sergeant has the dual responsibility of shift supervisor and providing static review of the probationer's on-shift training and evaluation. The Field Training Sergeant(s) shall inform other shift supervisors and command personnel with information regarding the probationer's progress. All Patrol Sergeants shall receive training in the supervision of the field training process and will sign the *reviewed by* portion of the *Daily Observation Report*.
- 2. The Field Training/Patrol Shift Sergeant must insure that the training and evaluation process is properly administered. Various information sources should be utilized to achieve these goals, including (but not limited to) *Daily Observation Reports*, discussions with Field Training Officers, and on-the-job observations of Probationer performance to assist in summarizing the weekly progress (*Weekly Performance Summary*).
- 3. The Field Training/Patrol Shift Sergeant is also responsible for the weekly review of the *Probationary Officer Manual* to determine if it's current and properly completed and to assist in corrective actions as needed.
- 4. The Field Training/Patrol Shift Sergeant shall meet with the probationer and assigned FTO to execute the *Weekly Performance Summary*. The completed and signed *Weekly Performance Summary* shall be placed in the probationer's DOR notebook.

D. Field Training Officer

- 1. The Field Training Officer has two primary roles to fulfill: that of patrol officer assuming full patrol responsibilities and that of a trainer/assessor of probationers.
- 2. The Field Training Officer shall be directly responsible for the training and evaluation of the probationers assigned, as directed by the Field Training Unit command staff.

3. The Field Training Officer shall be a sworn officer who has met all posted qualifications and has successfully completed the Field Training Officer selection process.
4. All Field Training Officers shall receive formal FTO instruction prior to assuming probationer training and coaching responsibilities.
5. Field Training Officers may assist during the background investigation and interview selection panel for law enforcement officer candidates.
6. A Field Training Officer may be released from field training and evaluation duties as follows:
 - a. At the request of the individual.
 - b. By removal of assignment from Patrol duties.
 - c. Upon recommendation of the Field Training (Patrol) Commander and Field Training Coordinator due to unacceptable agency/FTU performance.
 - d. At the direction of the Chief Law Enforcement Executive.
7. Field Training Officer Selection Process
 - a. The Police Department shall post notice of Field Training Officer openings.
 - b. Written application shall be forwarded to the Field Training Unit Selection Team.
 - c. Minimum qualifications for Field Training Officer
 1. — (-) years employment as sworn member of the Police Department of which not less than the six (6) months prior to the FTO application date were served in uniform patrol operations.
 2. Willingness to make a two (2) year assignment commitment to the FTU.
 3. Acceptable performance assessments and input from current and immediate Supervisors (those having direct observation/knowledge of the FTO Candidate's work habits, standards, etc.).
 4. Review of personnel action file entries (e.g., complaints, civil litigation filings, etc.).
 - d. All qualified applicants shall be assessed by a selection board composed of — members; one of which shall be an active Field Training Officer. Final selection of Field Training Officer Candidates shall be made by the Chief Law Enforcement Executive and/or designee.

III. Assignment of Probationers

- A. Probationers shall be assigned to the uniformed Patrol Division.
- B. Probationers shall not be permitted to carry a concealed firearm during off-duty hours until such time as s/he has certified for Solo Patrol (advancement to Step V). Probationers shall wear *civilian attire* to -and from the workplace until certified for solo patrol.

- C. Probationers assigned to the Patrol Division shall be placed in a Field Training and Evaluation assignment under the supervision of a Field Training Sergeant and Field Training Officer as defined in this order.
1. The field training assignment shall be predetermined and will be varied only when a probationer requires and extension of training and/or the preassigned FTO unavailable.
 2. The Field Training Unit Commander may continue the field training assignment of a probationer beyond the predetermined Step should the need for further training and evaluation be required (with the approval of the Chief Law Enforcement Executive).
- D. The Field Training and Evaluation Process shall be divided into the following Phases and Steps:
1. **Phase One** - minimum of — days of in-house administrative processing and agency orientation, training and proficiency testing/evaluation.
 - a. *Skills Triathlon Certification* pre-field assignment in the following areas:
 1. Use of Force Policy/Procedures and demonstration of skills certification (nonlethal to fatal force continuum, including discretionary use of firearm [shoot—don't shoot simulator]) and,
 2. Operation of Police Motor Vehicles/Emergency equipment Policy/Procedures and driving skills certification and,
 3. Arrest Policy/Procedures and demonstration of mechanics of custodial arrest procedures (mock arrest scenario).
 - b. Orientation to Field Training including issuance of *Probationary Manual* and review of all responsibilities and requirements for continued employment status (*Receipt of Issuance* signed).
 2. **Phase Two** — Field Training and Evaluation Process Steps I - IV
 - a. **Step One** minimum of — working days duration
 1. During the first (1) working day probationers are not formally evaluated using the *Daily Observation Report*. FTOs shall document any training/coaching during non-evaluation days.
 2. Minimum of — (- -) working days for structured training and evaluation.
 3. *Working day* is defined as a shift during which the Probationer is (a) assigned with an FTO and (b) completes a minimum of 50% of the scheduled patrol shift (tour of duty).
 4. The FTO Coordinator will insure that the minimum number of certified days of training and evaluation have been completed (— days) and all *Step Training Tasks*.
 5. In the event that the probationer's performance is not acceptable (Not Responding to Training [NRT] — *Corrective Action Necessary*) at the close of any Step, the following protocols shall be effected:

- a. The Probationer's Field Training and Evaluation period may be extended upon the recommendation of the Field Training Unit through the chain of command to the Field Training Commander; approval by the Chief Law Enforcement Executive and/or designee.
 - b. All extensions of training for NRT shall be administered with a formal *Performance Improvement Plan* collaboratively executed by the probationer, Field Training Officer(s), Field Training (shift) Sergeant, and/or Field Training Coordinator during an *extension of training meeting*.
6. Early-release option (lateral entrants): In the event that the probationer is consistently performing at an *acceptable level* and has satisfactorily accomplished all formal *training tasks*, the Field Training Commander shall:
- a. Review all Field Training documentation to confirm that the standards have been met, and,
 - b. Insure that a minimum of —(-) week(s) of Step IV protocols are accomplished in order to certify for solo patrol status.
- b. Step Two minimum of — working days duration
1. Training and evaluation period for the entire Step.
 2. The FTO Coordinator will insure that the minimum number of certified days of training and evaluation days and *Training Tasks* have been completed.
- c. Step Three minimum of — working days duration
1. Training and evaluation period for the entire Step.
 2. The FTO Coordinator will insure that the minimum number of certified days of training and evaluation days and *Training Tasks* have been completed.
- d. Step Four - minimum of — working days duration
1. [Optional] During the first forty (40) hours (*Training Review Period*) the FTO shall remain in full uniform. The probationer shall, however, assume *primary contact officer* responsibilities (handling 100% of workload distribution).
 2. The FTO and probationer shall review previously trained topics (as time permits) during this period.
 3. Probationer shall complete the balance of Step IV as the sole uniformed officer. The non-uniformed FTO shall maintain the Step IV *turn-out uniform* in the patrol vehicle and wear same whenever the nature of the call/assignment requires FTO duty-activation.
 4. Probationers must successfully complete (certify) the Step IV *solo patrol* responsibilities in order to advance to the Step V assignment.

3. **Phase III - Step Five:** The balance of the probationary employment period
 - a. Probationers shall be assigned to solo field patrol a minimum of 80% of the duty days time assigned to patrol shift operations during Step V.
 - b. Probationary Officer remains on probationary status; Primary Sergeant and shift supervisors complete the *Supervisory Summary Report* on a weekly basis and debriefs with the Probationer.
 - c. Probationary officer shall be periodically reassigned by the Primary Sergeant with a *scaffold FTO* for *check-out rides*.
 - d. Probationers shall be permitted to carry a concealed weapon off-duty during the balance of the probationary employment period once s/he has successfully completed all agency requirements including:
 1. Inspection , approval and certification of the off-duty weapon and ammunition by the Department's Chief Firearms Officer. The off-duty weapon shall be carried in a holster that provides safety and security comparable to the issued/approved uniform duty holster; the holster and ammunition carrier shall be inspected/approved by the Department's Chief Firearms Officer.
 2. Demonstration and certification of safe handling and maintenance of the approved weapon by the Department's Chief Firearms Officer.
 3. Proficiency qualification with the off-duty weapon on the department's combat course of fire. The probationer must demonstrate proficiency in responding to *realistic off-duty activation scenarios* (e.g., close combat, low light without flashlight and full light, etc.).
 4. In-service orientation regarding the decision to take action while off-duty (*decision-making*) in addition to tactical safety protocols such as identification and assessment of threatening target(s), determination of threat validity, verbal identification/challenge (issuance of clear/audible directions), cover/concealment and reaction to secondary targets/adversaries.
 - e. Probationers shall be permitted to wear the authorized Department uniform to— and from the workplace once certified for Solo Patrol entrustment.

IV. Evaluation Process

A. *Daily Observation Report* (DOR)

1. Completed only by certified-Field Training Officers during each patrol shift (Note: The FTO shall only document training and coaching when Non Evaluation Day protocols are in effect).

B. *Weekly Performance Summary* (WPS)

1. Completed by the designated Field Training Sergeant for each weekly training and evaluation period (i.e., 40 - hour period).

2. The Field Training Officer shall insure that the probationer has completed the *Weekly Performance Summary* entries of the following information from the *Daily Observation Report*:
 - a. Performance requiring Corrective Action Necessary (CAN) shall be noted, and any NRT entries shall be *highlighted*.
 - b. Total Amount of Training Time per category for each duty day and for the entire week (entered category-by-category).
 - c. Self-Initiated Field Activity percentile for each duty day and the overall SIFA % for the week.

C. ***Supervisory Summary Report (SSR)***

1. Shall be completed by the Primary Shift Sergeant while meeting with the probationer at the close of each week during the Step V period. Other Shift Command/Supervisors may provide input; the Field Training Coordinator shall monitor the execution of the SSR.
 - a. The *Supervisory Summary Report* will be reviewed by the Field Training Coordinator and Commander and made available to the *scaffold* (check-out ride) Field Training Officer.
 - b. The *Supervisory Summary Report* shall be filed in the *DOR Notebook* after being reviewed and signed by the probationer.

V. **Employment Confirmation Process**

- A. The performance of Probationary Officers shall be closely monitored by the Field Training Unit/Patrol Operations Supervisors and Executive Command Staff. Formal action shall be taken with respect to the following activities:
 1. To recommend an extension of the probationary employment period.
 2. Advancement of probationers from Field Training (Steps I - IV) and to solo performance, Step V.
 3. Required to advance probationer's from probationary status to permanent employment status.

VI. **Employment Status Process**

- A. A recommendation for termination may be initiated at any time during the probationary period when performance is not acceptable.
- B. Memorandums and recommendations for termination are forwarded to the Field Training Commander.
 1. The Field Training Commander shall gather all memorandums and ensure that all supporting data is attached.
 2. The Field Training Commander will facilitate the preparation of a detailed *Employment Status Report/Recommendation for the Chief Executive*.

- C. The Chief Law Enforcement Executive will forward the overall employment status recommendation to the appropriate office (e.g., Human Resources, Personnel, Civil Service, Police Commission, etc.) regarding the probationer's status (retain/confirm non-probationary employment status or terminate). The following protocols shall be effected in the event that the Field Training Unit recommends termination:
1. If the Chief Law Enforcement Executive concurs with the recommendation the probationer shall be administratively relieved of duty (deactivation status) by the Field Training Commander (or designee) and scheduled for an *Employment Status Hearing*.
 2. The Chief Law Enforcement Executive or designee shall preside over the Employment Status hearing at which time the Field Training Commander and Coordinator shall present the reasons for the termination recommendation. The probationer shall be present during hearing and will be afforded an opportunity to respond to the Field Training Unit's recommendation.
 3. The Chief Law Enforcement Executive (or designee) shall make the final decision reference dismissal within —(—) hours of the Employment Status hearing.
 4. The Probationer's law enforcement status shall be formally *deactivated* by the Field Training Commander or designee pending the Employment Status Hearing disposition. During this period the probationer shall remain on administrative leave with full salary. The *Deactivation Memorandum* shall be signed by the probationer.

VII. Field Training and Evaluation Documentation

- A. Upon recommendation of Employment Status Board action, the Probationer's Field Training and Evaluation reports will be filed as follows:
1. Placed in the employee's Law Enforcement personnel file:
 - a. *Employment Status Report*
 2. All other Field Training and Evaluation Process files
 - a. Shall be maintained in the Departmental Training files by Officer name. Training documentation (e.g., *Task Sheets*) shall be removed from the *Probationary Officer's Manual* and placed in the employee's agency training file.
 - b. Field Training and Evaluation Process files are confidential and shall be reviewed only by persons with a *need to know* upon approval of the Chief Law Enforcement Executive.
- B. Field Training and Evaluation Process files of **terminated employees** shall be sealed/ secured and maintained in the Department's Evidence/Property Section under the strictest chain-of-custody protocols until such time as the statute of limitations for all personnel actions (e.g., appeals) have expired. This file shall minimally include the original copies of:
1. *Daily Observation Reports*
 2. *Weekly Performance Summary*

3. *Performance Improvement Plans* (and all meeting notes)
 4. *Probationary Officer's Manual* (including the Step I - III *Training Task Sheets*)
 5. All official Departmental memorandums and correspondence pertaining to the employee's employment status.
- C. The Field Training Commander and/or designee shall insure that a complete set of all the above files (B. 1 - 5) are photocopied and *true copy* status is certified by a Notary Public before the original files are placed in the Department's Evidence/Property Section. The photocopied file shall serve as the *working copy* for any pre-litigation review as well as serve as the *master copy* for plaintiff counsel review (photocopy, etc.)