

TRAINING

FIELD TRAINING PROGRAM OPERATIONS MANUAL

Purpose: This manual outlines day-to-day operational procedures for post-academy field training of new police officers.

Summary of Changes: An added review of the OIT, FTP file before entering check-ride. Added section to allow a pre-certified officer to proceed to check ride after completing the Field Training Checklist, Phase 1, 2, or 3 after reviewing the OIT FTP file. Also, a section to allow former NLRPD Pre-Certified Officers to proceed to check-ride after completing the Pre-Certified Officer's Training Course.

Abbreviations:

OIT-Officer In Training

FTO-Field Training Officer

FTOE-Field Training Officer Evaluator

FTS-Field Training Supervisor

FTC-Field Training Coordinator: Normally held by two Patrol Sergeants and a Training Unit Sergeant.

FTD-Field Training Director: Normally held by the Training Unit Lieutenant and a Patrol Lieutenant

FTA-Field Training Administrator: Normally held by the Patrol Captain.

FTP-Field Training Program

DTR-Daily Training Report

CRR-Check Ride Report

FCR-Final Check Ride Report

PLD-Performance Level Designator

FTM-Field Training Manual/Checklist

TRC-Training Review Committee

MSH-Manifest Safety Hazard

WFTP-Whitehead Field Training Program

1. Personnel Allocation

- 1.1 Upon graduating from the Training Academy or upon assignment by the Chief of Police, all OITs will be assigned to the FTP.
- 1.2 OITs, while participating in the FTP, should not attend any non-training activities except by order of the Chief or designee.

2. Field Assignments

- 2.1 The FTC will develop an initial assignment schedule reflecting progression for the Training Phases through initial Check-Ride weeks. Therefore, the initial assignment is tentative and provides the FTS and FTC flexibility to adjust the scheduling of assignments when necessary.
- 2.2 The schedule will reflect the Phase (1-6), Shift, and FTO for each OIT.
- 2.2 In the event an OIT does not pass the check-ride, the FTC will develop an assignment schedule for remedial training and final check-ride.
- 2.3 The FTC and FTS are responsible for ensuring that all assignments remain current.

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3. Shift Assignments

- 3.1 Training Phase 1-6: OITs should be assigned to a different shift and zone for each Phase. [CALEA 33.4.3f]
- 3.2 Remedial training week: OITs will be assigned to a shift that can provide the appropriate training for the Formal Categories.
- 3.3 Check-Ride weeks: OITs will be assigned to a different shift for each week.

4. FTO Assignments

- 4.1 OITs will be assigned to only one FTO per training Phase to promote consistency during training.
- 4.2 OITs will be assigned to one FTOE per check-ride week.
- 4.3 OITs should not be assigned to an FTO for a check-ride who has previously trained or evaluated the OIT except in extenuating circumstances and approved by the FTD.
- 4.4 FTOs will be assigned OITs based on the FTO's availability.
- 4.5 For remedial training, FTOs may be selected based on identified necessary skills to address specific OIT needs.
- 4.6 In the event an FTO requires an unscheduled absence, the FTS will assign an available FTO to substitute during the regular FTO's absence.
- 4.7 Substitute FTOs are responsible for becoming familiar with the OIT's strengths and weaknesses identified by the regular FTO and FTS.
- 4.8 FTOEs should not be substituted for any reason during an evaluation week.
- 4.9 Any need for substitution which may cause a substantial delay in the OIT's training/evaluation will be subject to the procedures in this manual addressing delays and Interruptions.

5. Program Conflicts

- 5.1 Any program-related conflicts which are identified or foreseen will be immediately brought to the attention of the FTC for consultation concerning program alternatives.
- 5.2 Any conflicts that are not program-related but involve an FTP member should be brought to the attention of an FTC as soon as possible.
- 5.3 Members will bring any issue or conflict with procedures outlined in this manual to the attention of the FTD.
- 5.4 The FTC may consult with the FTD for direction concerning such conflicts.

6. Scheduling, Absences, Delays, Resignations, & Terminations

- 6.1 OITs with accumulated comp-time, vacation, or other personal time may not use this time while actively participating (time assigned with FTO) in the FTP, except for:
 - 6.1.1 Death in the family or Emergency Leave, or;
 - 6.1.2 Military Leave:
- 6.2 OITs should exercise every effort to reschedule military training to avoid interruption of a training phase or evaluation period.
- 6.3 The OIT must notify their FTO for approval before the leave begins.
- 6.4 The FTO will notify the FTP Chain of Command.
- 6.5 The FTS, through the FTC to the FTD will state in writing the cause for the delay and when the OIT's participation will resume. This notation will be placed in the OIT's Patrol Officer Performance File.
- 6.6 Above absences, which involve five or more consecutive working days, may be subject to other provisions of this policy.
- 6.7 Request for Adjustment: A recommendation for schedule adjustments will be directed through the FTP chain of command to the FTD, citing the following:
 - 6.7.1 Reason(s) for the absences or delays;
 - 6.7.2 The date the absence or delay began;
 - 6.7.3 The date the OIT will resume regular field training duties;
 - 6.7.4 The number of days delayed.
- 6.8 When the exact date of return to regular duty is unknown, written correspondence should be directed to the FTD, citing pertinent circumstances.

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- 6.9 Upon identifying a return date, written correspondence is directed to the FTD identifying the number of days involved in the absence or delay, along with a recommendation regarding the adjustment.
- 6.10 The FTD and FTA will decide to restructure training or convene the TRC for recommendations on the most appropriate course of action.

7. PROGRAM ORGANIZATION

- 7.1 Training will be structured around, but not restricted to, the 14 Performance Categories outlined in this procedure and the training tasks listed in the FTM. In addition, the training provided during the Training Phases will be enhanced by the training opportunities an OIT is exposed to during a training day.
- 7.2 A training opportunity is defined as the exposure of an OIT to field activities or scenarios which provide an opportunity to develop or enhance skills and performance as a police officer.

7.3 Phase Structure and Length

- 7.3.1 The FTP is designed to provide a minimum of 816 hours (28 weeks/6 ½ months) to a maximum of 1280 hours (32 weeks/7 ½ months) of formal training/evaluation for all OIT's. OIT's remain under the authority of the FTP for the duration of their probationary time and are subject to a TRC referral for meeting the definition of an MSH. [CALEA 33.4.3a]

7.4 Training Phases 1 - 6

- 7.4.1 The purpose of the structured Training Phases 1 - 6 is to uniformly prepare OITs to perform the essential job duties of a police officer.
- 7.4.2 FTOs will use the Field Training Manual as their lesson plan to guide the training of the OIT, combined with scenarios, practical exercises, and training opportunities that present themselves.
- 7.4.3 The FTM is structured by Phase, and each FTO is responsible for completing its assigned Phase. Nothing excludes an FTO from working ahead of their given Phase. However, this does not exempt the assigned FTO's responsibility in ensuring the training is covered.
- 7.4.4 Length: **Four weeks** (no less than 136 hours) **for each Phase**; total of 28 weeks (no less than 816 hours). The standard and an adequate number of days to complete a training phase are 28 calendar days.
- 7.4.5 The Training Division may conduct end of Phase Testing at the end of each OIT's Training Phase. The End of Phase Test will consist of a minimum of 25 questions associated with training topics included in the Task Manual for each Phase. The OIT will be required to pass the End of Phase Test with a minimum passing score of 80%.
- 7.4.6 In the event the OIT fails the End of Phase Test, the Training Division will advise the OIT of the date for retesting. The OIT WILL BE REQUIRED to pass the End of Phase Testing to progress to the next training phase.
- 7.4.7 If the OIT should fail the retest, the OIT will be immediately removed from the FTO Program and remanded to the TRC.
- 7.4.8 The OIT will only be allowed two opportunities for retesting throughout the FTO Program. If the OIT is required to take the third retest, the OIT will be immediately removed from the FTO Program and remanded to the TRC.

7.5 Check-Ride weeks 1-3

- 7.5.1 The purpose is to formally evaluate the OIT's job knowledge and performance skills based on identified department standards to determine if the OIT is ready for solo assignment. Length for Six Phase and experienced officers: **Two weeks** (80 hours) length for reinstated NLRPD Officers: **One-Two week** (39-80 hours) before assignment to the check-ride, the OIT's FTP file will be reviewed by the FTC, FTD, and FTA.

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7.5.2 An additional week (39 hours) is added if the OIT fails any category during the first two weeks. In essence, this week is a tie-breaker. The OIT must PASS all categories twice to receive a solo assignment and not advance to remedial training.

7.6 Remedial Training

7.6.1 The purpose is to provide the OIT with daily structured remedial training in the formal categories.

7.6.2 Length: **One week** (39 hours)

7.6.3 If this time is not used during the initial assignment in the FTP, time may be used incrementally during the OIT's probationary time when deemed necessary by the FTD.

7.7 Final Check-Ride

7.7.1 The purpose is to formally evaluate the OIT's job knowledge and performance skills in the formal categories to determine if the OIT is ready for solo assignment. Length: **Two weeks** (80 hours)

7.7.2 OIT must PASS all formal categories twice during the FCR to receive a solo assignment and not advance to the TRC.

7.7.3 Once the 39-hours of remedial training time are exhausted, the FCR is required.

7.8 Experienced/Reinstated Officers

7.8.1 Reinstated NLRPD officers with at least five years' experience who resigned in good standing may proceed to "check ride" upon completing the Pre-Certified Officers Training Course. A review of the OIT's training file by the FTC, FTD, FTA, and approval of the Chief of Police is needed before the check ride.

7.8.2 Experienced officers from an agency other than NLRPD will be assigned to the complete 6 phase FTP. With the approval of the FTD, an accelerated program path may be initiated based on the OIT's level of experience, prior training, and performance within the FTP.

7.8.3 While in the accelerated program, the experienced/reinstated officer may return to the complete 6 phase FTP if necessary.

7.8.4 Upon completing the Field Training Manual and Phases 1, 2, or 3, the FTD may advance an OIT to the initial CR.

7.8.5 Accelerations are done in consultation with the current FTO, FTS, and FTC. The FTD will notify the FTA of such approvals. Length: **Four weeks** (no less than 136 hours) **each phase**; Total 4-12 weeks (no less than 136-470 hours)

7.8.6 The FTC, FTD, and FTA will evaluate the accelerated OIT's status at the end of weeks 4-12 and determine whether to proceed to CR at the end of week four (4) or continue to phase 2. At the end of phase 2, the OIT will be reevaluated, and the determination will be made to proceed to CR or to phase 3.

8. WOIT TRACKING SYSTEM

8.1 All OIT Training records will be completed using the WOIT Tracking System online

8.2 FTOs are responsible for ensuring the date, Phase, week, and day are correct before submitting the Daily Training Report. [CALEA 33.4.3h]

8.3 FTOs are responsible for completing the End of Week and End of Phase Reports before each end of week conference and the End of Phase Conference.

8.4 OITs are responsible for completing the end-of-week critique before each end-of-week conference.

8.5 FTOs must make corrections to online forms promptly. All revisions must be signed by the FTO/FTS and the OIT.

8.6 Proper grammar and correct spelling will be used when completing all program forms.

8.7 In the event the WOIT Tracking System should be off-line, the FTO will utilize the paper forms for the Daily Training Report and enter the Daily Training Report into the WOIT Tracking System as soon as practical.

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9. Training Reports

9.1 Training reports establish guidelines for recording the training activity provided to OITs during the FTP during Training Phases 1 - 6 and remedial training. Training Reports are to be completed daily by the FTO. Reports are to be submitted to FTS before the End of Week Conference. [CALEA 33.4.3h]

9.2 Daily Report

1. Heading
2. Administrative Details
3. Event tracking area
4. Performance Categories
5. Specific documentation area
6. Signatures

9.3 Guidelines for completing: [CALEA 33.4.3g]

9.3.1 Complete the administrative details area.

9.3.2 Complete the Event area as the day progresses.

9.3.3 As the OIT receives correction/remediation, cross-reference the event by the event number to the specific documentation section.

9.3.4 Provide a separate description of each error or unacceptable performance that occurred.

9.3.5 Provide a description of the remedial training provided.

9.3.6 Remember the three learning styles (Seeing, Saying, Doing) and use as many as necessary. The more the OIT struggles, the more styles need to be employed.

9.3.7 Seek and notate acknowledgment of understanding of the training event by the OIT, i.e., *OIT stated they understood.*

9.3.8 Reference the performance category(s) that apply(s) to the remedial training effort in the category column. The category number shall be next to the applicable sentence.

9.3.9 Select no more than two of the most relevant categories. FTO should also use this area to recognize consistent, exceptional performance

9.3.10 Categories for this performance **should not** be cross-referenced in the category column but rather in the text area.

9.3.11 Check the performance categories that were trained in for the day. These categories are not necessarily the ones referenced as remedial training but rather all those covered throughout the day through all events.

9.3.12 A Job Task Analysis can and may be used for justification.

10. Remedial Training:

10.1 Circle the number of each Formal Category. FTOs must address all Formal Categories daily.

10.2 If no training is provided, documentation must reflect the reason(s).

10.3 Answer the questions below the Performance Categories.

10.4 FTO and OIT sign in their requisite area.

10.5 The signature of the OIT is required to acknowledge that they are aware of the contents of the report.

10.6 The signature does not affirm that the OIT agrees or disagrees with the report's contents.

10.7 If an OIT refuses to sign a report, it may be considered insubordination and is handled per department policy.

10.8 The signature of the FTS is required to certify that they have read the report and that its contents are in compliance with program standards.

10.9 The report is considered invalid and incomplete if not signed by all parties.

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11. WEEKLY REPORT

11.1 To be completed for every training week, by the FTO and the FTS, as a week's synopsis.

1. Heading
2. Administrative Details
3. Directions
4. Performance categories
5. Daily Questions
6. FTO Signature
7. Weekly Conference section
8. Signatures

11.2 Guidelines for completing:

11.2.1 FTO competes, answers question A and B, and signs.

11.2.2 Remedial Training: Circle the number of each formal category.

11.2.3 FTOs must address all formal categories.

11.2.4 If no training was provided, documentation must reflect the reason(s).

11.2.5 FTS completes **the Weekly Conference Report** section indicating the conference's date and those present.

11.2.6 Answers the questions and provides requisite information.

11.2.7 Specifically list any special or additional training that is planned/provided.

11.2.8 This does not necessarily have to be for areas of significant weaknesses.

11.2.9 FTS and OIT sign.

11.2.10 FTS forwards with Daily Reports to FTC.

11.2.11 FTC reviews to ensure compliance with program standards and signs.

11.2.12 The report is considered invalid and incomplete if not signed by all parties.

12. END OF PHASE REPORT

12.1 The End of Phase report provides a synopsis of the training opportunities experienced by the OIT during the Phase. It is to be completed by the FTO and FTS upon completion of the Phase, and the appropriate (Daily/Weekly) reports.

1. Heading
2. Administrative Details
3. Directions
4. Performance categories
5. Questions
6. Routing
7. Questions 1 – 3
8. Next Phase Pass-on
9. Signatures

12.2 Guidelines for completing:

12.2.1 FTO completes and answers questions 1 – 2 and 3.

12.2.2 FTS and FTO complete the next Phase pass-on section and sign.

12.2.3 Form is forwarded to OIT's next training Phase, FTS.

12.2.4 If the OIT is progressing to a CR, the form is forwarded to the FTC.

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- 12.2.5 Upon receipt of the next Phase of FTO and FTS review, sign and forward to FTC.
- 12.2.6 FTC reviews to ensure compliance with program standards and signs.
- 12.2.7 The report is considered invalid and incomplete if not signed by all parties.

13. CHECK-RIDE REPORTS

13.1 Daily Report

- 1. Heading
- 2. Administrative Details
- 3. Directions
- 4. Event tracking area
- 5. Performance categories
- 6. Daily Questions
- 7. Specific documentation area
- 8. Signatures

13.2 Check ride reports are to be completed daily by the FTOE and Submitted to FTS before the End of Week Conference.

13.3 Guidelines for completing:

13.3.2 Complete administrative details.

13.3.3 Complete the Event area as the day progresses

13.3.4 As OIT receives correction/remediation, cross-reference the event, by event number, to the Specific Documentation section.

13.3.5 Provide a separate description of each error or unacceptable performance that occurred.

13.3.6 Describe the remedial training provided.

13.3.7 Remember the three learning styles (Seeing, Saying, Doing) and use as many as necessary. The more the OIT struggles, the more styles must be employed.

13.3.8 Seek and notate acknowledgment of understanding of the training event by the OIT, i.e., *OIT stated they understood.*

13.3.9 Reference the Performance Category(s) that apply(s) to the remedial training effort in the category column.

13.3.10 The category number shall be next to the applicable sentence.

13.3.11 Select no more than two of the most relevant categories.

13.3.12 FTOE should also use this area to recognize consistent, exceptional performance. Categories for this performance **should not** be cross-referenced in the category column but rather in the text area.

13.3.13 Assign a PLD for the Performance Categories evaluated for the day.

13.3.14 Cumulative grading from the day's events determines the appropriate PLD for each category.

13.3.15 Answer the questions below the Performance Categories.

13.3.16 FTOE and OIT sign the back in their requisite area. The signature of the OIT is required to acknowledge that they are aware of the contents of the report. However, the signature does not affirm that the OIT agrees or disagrees with the report's contents.

13.3.17 If an OIT refuses to sign a report, it may be considered insubordination and handled per department policy.

13.3.18 The signature of the FTS is required to certify they have read the report and its contents comply with program standards.

13.3.19 The report is considered invalid and incomplete if not signed by all parties.

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14. Final Check-Ride only:

14.1 Record any weaknesses exhibited in categories not formally evaluated in the space provided.

Do not assign a grade to the front of the form.

14.2 **WEEKLY REPORT:** To be completed for every evaluation week, by the FTOE and the FTS, as a week's synopsis.

1. Heading
2. Administrative Details
3. Directions
4. Performance categories
5. Daily Questions
6. Questions A, B, and Phase 7.
7. FTOE Signature
8. Weekly Conference section
9. Signatures

14.3 Guidelines for completing:

14.3.1 FTOE completes answers to questions A, B, and Phase 7 and signs.

14.3.2 Cumulative grading from the week's CRRs is used to determine the Weekly PLDs for each evaluation category.

14.3.3 Final CR: Circle the number of each Formal Category. FTOs must address all formal categories.

14.3.4 If an FTO observed no performance, a fail PLD is assigned.

14.3.5 FTS completes the Weekly Conference Report section indicating the conference's date and those present. FTS answers the questions and provides requisite information.

14.3.6 FTS and OIT sign.

14.3.7 FTS forwards with Dailies to FTC.

14.3.8 FTC reviews to ensure compliance with program standards and signs.

14.3.9 The report is considered invalid and incomplete if not signed by all parties.

15. END OF CHECK-RIDE REPORT

15.1 To be completed for every evaluation week, by the FTOE and the FTS, as a week's synopsis. To determine if an OIT has complied with the program's minimum acceptable performance standards in all categories, earning a line patrol assignment.

1. Heading
2. Administrative Details
3. Directions
4. Performance categories
5. Daily Questions
6. Section 1
7. FTS Signature and Date
8. Section 2
9. FTC Review and Signature
10. Remedial Training Referral
11. OIT and Remedial Training FTO Signatures

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15.2 Guidelines for completing:

1. FTS, using the Weekly Reports, completes the front recording and determines End of Phase PLDs.
2. The OIT must pass two of the three weeks for each performance category.
3. A grade of "Passing" must be obtained in each of the 14 categories for the OIT to receive a line patrol assignment.
4. Failing a category will be considered unacceptable. It must be listed as a deficient (Formal) performance category on the back of the report.

a. Section I:

1. Read the question and check the appropriate statement.
2. If "Yes" is checked, the FTS will sign the report and submit it to the FTC for review and signature.
3. If "No" is checked, the FTS will sign the report and complete Section II.

b. Section II:

1. List each number that corresponds with the category number on the front of the deficient report.
2. List specific deficiencies on the line next to the category number.

c. Remedial Training Referral

1. The OIT's signature must affirm they are aware of their program status and expectations.
2. The signature of the FTO who will be assigned to train the OIT is required to certify they have reviewed the OIT's training file and are aware of the category(s) to address.
3. The signature of the FTC is required to certify that he has reviewed the contents of the report.

16. FINAL CHECK-RIDE REPORT

16.1 The Final Check Ride Report determines if the OIT has passed or failed the FTP through evaluation of Formal Categories and if the OIT has demonstrated consistent weaknesses in any category, including those not being formally evaluated. The report also substantiates a line assignment or a referral to the Training Review Committee.

1. Heading
2. Administrative Details
3. Directions
4. Performance categories
5. Did the OIT PASS?
6. Did the OIT demonstrate weaknesses in other areas?
7. FTS Signature and Date
8. SOLO Assignment and FTC signature
9. Training Review Committee Referral and FTC signature
10. Date and details TRC scheduled

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16.2 Guidelines for completing:

1. FTS, using the Weekly Reports, completes the front recording and determines End of Phase PLDs.
2. A grade of "Passing" must be obtained in each Formal Category twice for the OIT to receive a line patrol assignment.
3. Read the question regarding passing, and check the appropriate statement.
4. If "Yes" is checked, the FTS will sign the report and submit it to the FTC for review and signature.
5. FTC will review and certify the OIT as PASSING the FTP and assign them to their shift.
6. If "No" is checked, the FTS will sign the report and list the deficient categories.
7. FTC will review and certify the OIT as FAILING the FTP and implement TRC Procedures.

17. SUPPLEMENTAL REPORT: A continuing page for any other Report (used only when WOIT Tracking System is off-line).

a. Front:

1. Administrative
2. Event Tracking area
3. Specific documentation area

b. Back:

1. Event Tracking area
2. Specific documentation area
3. Signatures
4. The report is considered invalid and incomplete if not signed by all parties.

18. WEEKLY CRITIQUE

- 18.1 Establishes guidelines that allow the OIT to express their opinions concerning the training and problems encountered during the FTP.
- 18.2 The OIT will complete the critique at the end of each week during the FTP.
- 18.3 The questions will be answered "YES" or "NO" and include specific explanations when applicable.
- 18.4 Additional comments may be given on the back of the form when more space is needed or an area of concern that is not covered merits mentioning.
- 18.5 The form is submitted directly to the FTD's office by the OIT.
- 18.6 The OIT completing the critique shall provide their signature.
- 18.7 The FTD will review and sign the critique.

19. VALIDITY REQUIREMENTS

19.1 Valid Day

- 19.1.1 An FTO must ride with the OIT for at least three-quarters of a shift.
- 19.1.2 An FTO must submit a completed DTR/CRR.
- 19.1.3 Training opportunities or Performance Evaluation must have been provided/observed in a minimum of 8 Performance Categories.
- 19.1.4 During remedial training, training MUST BE PROVIDED in each Formal Category.

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19.2 Valid Week

- 19.2.1 A valid week consists of five (5) valid days with a minimum of three (3).
- 19.2.2 Training opportunities or Performance Evaluation must have been provided/observed in all Performance Categories for three (3) days.
- 19.2.3 Completion of the Weekly Report.

19.3 Valid Training Phase

- 19.3.1 A valid training phase consists of 20 valid days with a minimum of 17 valid days.
- 19.3.2 4 valid weekly reports.
- 19.3.3 Completion of an End of Phase Report.

19.4 Valid Remedial Training

- 19.4.1 5 valid days.
- 19.4.2 A valid Weekly Report.
- 19.4.3 Completion of an End of Phase Report.

20. Valid Check-Rides

- 20.1 The initial check ride consists of 10 valid days or, if a third week is required, 15 valid days.
- 20.2 Evaluation will be structured around the 14 Performance Categories during each week. Therefore, a minimum of two to three valid Weekly Reports is required.
- 20.3 The OIT must receive a passing score in all 14 categories during two of the three weeks. However, if all categories are passed in the first two weeks, the third week is not necessary.
- 20.4 Weaknesses will be identified to determine if remedial training is necessary before an OIT receives a solo assignment.
- 20.5 Upon completion, OITs will be assigned to one of the following:
 - 20.5.1 Remedial Training, if the OIT receives a score of less than "Passing" twice in any of the 14 categories;
 - 20.5.2 A patrol assignment, if the OIT receives a " Passing " score twice in each of the 14 categories.
- 20.6 Completion of an End of CR Report.
- 20.7 The final check ride evaluation will be ten (10) valid days and structured around the Formal Category(s) each week.
- 20.8 Completion of two Weekly Reports.
- 20.9 Completion of the Final Check-Ride Report.
- 20.10 Upon completing a " Passing " score twice, the OIT will be given a patrol assignment.
 - 20.10.1 OITs will have passed the program when the OIT has received a " Passing " score in each category being formally evaluated and no consistent deficiencies in any categories not being formally evaluated.
- 20.11 If the OIT receives a score of less than "Passing," or if the OIT meets the definition of a Manifest Safety Hazard in any other category, the OIT will be referred to the TRC.
 - 20.11.1 OITs will have failed the program and will be referred to the TRC when two scores of less than "Passing" are received in one or more categories being formally evaluated, and consistent deficiencies are identified in any category not being formally evaluated.

21. FIELD TRAINING MANUAL (WOIT TRACKING SYSTEM ONLINE)

- 21.1 To provide a valid job task menu or lesson plan based on structured program training. The tasks identified in the Field Training Manual Checklist are calls for service and police action that the OIT is likely to encounter.

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21.2 The checklist identifies the knowledge level and requisite skills that a Police Officer must possess along with the operational tasks which the officer must be able to perform. The checklist ensures that each OIT entering the program will be trained in the same job tasks throughout the structured training phases.

21.3 A paper copy of the FTM will be issued by the FTC to each OIT entering the FTP. It shall remain the property of the department.

21.4 OIT's Responsibility

21.4.1 Keeping the training checklist and training record up to date in conjunction and oversight of the FTO.

21.4.2 Keep the manual neat, clean, and in good order.

21.4.3 Keep the manual accessible when reporting for and during each tour of duty.

21.4.4 Produce it upon request.

21.4.5 Notify the FTC if the manual is lost, stolen, or destroyed. The notification shall be in writing and addressed to the FTD through the program Chain of Command structure and will be made within 24 hours of this occurrence.

21.4.6 The OIT will report to the FTC to receive a replacement manual.

21.4.7 The OIT will bring the training record in the replacement manual up to date.

22. Manual Composition

22.1 The manual is divided into the following sections:

22.1.2 Program structure and format

22.1.2 Performance Category definitions

22.1.3 Training checklist (Task Manual)

22.1.4 Orientation

22.1.5 Training Phase Checklist

22.2 The tasks are divided into phases and organized from basic tasks in Phase 1 to more complex tasks in Phase 5.

22.6 The tasks listed for each Phase must be signed off during that Phase. Tasks appropriately dated and initialed are considered signed off.

23. Topics for discussion

23.1 The FTO will discuss in detail with the OIT the topics listed. Topics are considered necessary to create discussion between the OIT and the FTO to help the OIT gain knowledge about the law enforcement profession.

23.2 FTOs are encouraged to discuss topics that are not listed.

23.3 A topic discussed which is not listed will be printed in the space provided.

24. Daily Assignment record

24.1 The daily assignment record is divided into phases and weeks.

24.2 The daily assignment record is designed to record the date and name of the FTO whom the OIT was assigned each day.

25. Weekly Conference record

25.1 The weekly conference record is divided into the program's phases and weeks.

25.2 The weekly conference record is designed to record the date and the name of the FTS who conducted the weekly conference.

25.3 It is the responsibility of the FTS to check the training manual during the conference each week to ensure it is being completed timely.

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26. Disposition

- 26.1 Upon completion or separation from the FTP, the FTM will be checked by the FTC for completeness and submitted to the FTD, where it will become part of the OIT's permanent field training file.
- 26.2 The manual will be placed in the OIT's permanent file in the Field Training Office.

27. DOCUMENTATION REQUIREMENTS

- 27.1 A training opportunity is the exposure of an OIT to calls for service, self-initiated field activities, or scenarios that provide the OIT with an opportunity to develop their police skills.
- 27.2 Such training opportunities are enhanced by the FTO's suggestions, instructions, homework assignments, oral and written testing, etc.
- 27.3 The opportunities do not have to be originated by the FTO to qualify as training provided.
- 27.4 Documentation will be objective and reflect ONLY the facts. Therefore, all documentation should be concise and to the point.
- 27.5 Documentation MUST specifically identify all training opportunities experienced by the OIT during the training day regardless of the significance.
- 27.6 Documentation must specifically identify the events the OIT participated in during the day, regardless of whom was the primary officer, and shall include the following elements:
 - 27.6.1 Time
 - 27.6.2 Location
 - 27.6.3 Nature of incident
 - 27.6.4 Incident/Ticket/Call Number(s)
 - 27.6.5 Arrest
- 27.7 Documentation MUST specifically identify the action(s) or unacceptable behavior of the OIT that made the FTO aware of the need for remedial training.
 - 27.7.1 Documentation MUST specifically describe the remedial training given.
 - 27.7.2 Documentation MUST specifically identify the OIT's response to the training.

28. Subjective/Opinionative or Predictive Statements

- 28.1 Subjectivity in opinionative or predictive statements is not solicited for inclusion in documentation in the FTP.
- 28.2 Field Training personnel should avoid using subjective statements when documenting activity occurring during the FTP.
- 28.3 If such statements are included, they will be eliminated from consideration of the training provided.
- 28.4 The inclusion of subjective or opinionated statements will not invalidate an entire training day or individual training category when:
 - 28.4.1 Sufficient objective documentation has also been provided.
 - 28.4.2 Such statements are separate and apart from the documentation.

29. Work Samples

- 29.1 Copies of work samples may be submitted with a DTR/CRR.
- 29.2 FTOs may include any work sample necessary to support their documentation.

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30. CONFERENCES

- 30.1 A weekly conference will be conducted by the FTS for each OIT upon completion of a valid week.
- 30.2 The weekly conference will be conducted in an office environment, in private, and in the atmosphere of a formal meeting with no distractions.
- 30.3 The conference should be conducted before the next training/evaluation week.
- 30.4 In the event the conference is NOT conducted before the start of the next week, the FTS must document the reason(s) for the delay under "General comments" on the backside of the Weekly Report.

31. Attendance

- 31.1 The FTO and the **OIT must** attend the weekly training conference.
- 31.2 The FTC, FTD, or FTA may attend it at their discretion and note it on the form.
- 31.3 In extreme instances where the FTO's prolonged absence will adversely impact the OIT's usual and reasonable progress in the program, the conference may be conducted without the FTO in attendance. When this occurs, the FTS will document the reason(s) for the FTO's absence under "General Comments" on the back of the Weekly Report.
- 31.4 When it becomes necessary to use more than one FTO during a valid training week, the FTO who rode with the OIT the greatest number of days shall be responsible for completing the Weekly Training Report and for attending the weekly conference.
- 31.5 If multiple FTOs are used during a valid training week with none having a greater number of days, the FTS will be responsible for completing the Weekly Training Report using the DTRs and may require the attendance of one or more of the FTOs.
- 31.6 The weekly training conference is considered confidential. Therefore, access to what transpires in the meeting will be restricted to personnel in attendance, the FTC, and the Field Training Officer.
- 31.7 Possible termination before the OIT has completed the Final Check Ride shall not be discussed during a training conference.
- 31.8 An OIT may be considered for termination during any phase if the OIT has evidenced one or more of the necessary elements of a Manifest Safety Hazard.
- 31.9 Any Field Training Personnel will not use threats or intimidation to force compliance with personal expectations or those of the department from the OIT or FTO.

32. Preparation

- 32.1 The FTO will complete the appropriate section(s) of the Weekly Report.
- 32.2 The FTO will attach all necessary paperwork (DTRs, work samples, etc.) to the report.
- 32.3 The FTS will review the DTRs for compliance with program standards.
- 32.4 The FTS shall have the OIT complete the Weekly Critique.
- 32.5 The OIT shall be allowed to complete the critique in private.
- 32.6 The OIT will submit the critique to the FTS, who will forward the critique to the FTD via the FTC.

33. Conducting the Conference

- 33.1 After the review of the DTRs and the Weekly Report, the FTS should meet with the FTO, outside the presence of the OIT, to discuss any details contained in the reports. The OIT will then be invited to the meeting.
- 33.2 Each daily report shall be reviewed and discussed with the OIT.
- 33.3 Significant strengths and weaknesses observed should be discussed.
- 33.4 Special or additional training planned or provided should be discussed.
- 33.5 The FTS must document special or additional training plans in the appropriate space provided.

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33.6 At the end of the meeting, the OIT will have the opportunity to discuss any program or personnel issues with the FTS outside the presence of the FTO. These items would usually be addressed in the critique but may need immediate attention.

34. Completing Weekly or End of Phase Training Reports

- 34.1 During the conference, the FTS shall complete the appropriate sections of the Weekly or End of Phase Reports and forward them according to the month of the program.
- 34.2 The OIT must be allowed to review the reports before affixing their signature.
- 34.3 Both the reviewing FTS and FTO for the next training phase must review and sign the End of Phase Training Report.
- 34.5 These signatures will not be required upon completion of Phase 6 or Remedial training as the OIT will be advancing to an Evaluation Phase.

35. GRAPHIC RATING SCALE / PERFORMANCE LEVEL DESIGNATORS

The Graphic Rating Scale establishes the standards of the FTP as applied to the performance evaluation of all OITs. In addition, it provides definitions for guiding the FTO when assigning a score during an evaluation process.

35.1 The Graphic Rating Scale is a PASS/FAIL grading system.

- 35.1.1 "PASS" indicates the ACCEPTABLE performance level.
- 35.1.2 "FAIL" indicates the UNACCEPTABLE performance level.
- 35.1.3 The Pass/Fail indicators on the graphic rating scale are referred to as Performance Level Designators (PLDs). Their application is based on the definitions assigned and the guidelines outlined in this procedure.

35.2 Performance Level Designators (PLDs)

To standardize interpretation of the PLDs by defining and clarifying each with supporting information for proper and standard application in the rating system.

35.3 "FAIL" UNACCEPTABLE - The ability exhibited in the category was unacceptable.

- 35.3.1 The OIT demonstrated a limited ability to complete the task.
- 35.3.2 The OIT could not complete the task without making numerous errors that jeopardized the task.
- 35.3.3 The OIT required RECURRENT supervision and assistance to complete the task.

35.4 "PASS" ACCEPTABLE - The ability exhibited in the category was acceptable.

- 35.4.1 The OIT was able to perform the task satisfactorily.
- 35.4.2 The OIT recognized the actions required and was able to complete the task effectively.
- 35.4.3 Errors may have been committed but were corrected by the OIT.
- 35.4.4 Supervision and assistance were optional.

36. Application of Performance Level Designators (PLDs)

- 36.1 Observation of Behavior
- 36.2 ONLY tasks performed by the OIT during the day and observed by the FTOE will be evaluated.
- 36.3 Determination of Rating Category
- 36.4 Based on the observed behavior and performance, the FTOE will decide which categories to evaluate.
- 36.5 A single incident may affect the grade in several categories.
- 36.6 Comparison of documented behavior and performance.
- 36.7 The documented behavior and performance will be compared to the category definitions.
- 36.8 A decision will be made as to which category definition best describes the behavior and performance observed.

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37. Assignment of Score(s)

- 37.1 The FTOE will match the documented performance in a category to a PLD definition on the Graphic Rating Scale.
- 37.2 A decision will be made as to which PLD definition in the Graphic Rating Scale best describes the performance documented in any given category. The FTOE will check the equivalent PLD on the front of the CRR.

38. Appeals for Grade Change

38.1 Appeals by OIT:

- 38.1.1 Request for review or grade change should be made to the FTS during the Weekly Conference.
- 38.1.2 The OIT should request that the FTS review the grades and the supporting documentation in question.
- 38.1.3 The FTS may only change grades in the presence of both the FTOE and the OIT. Both the OIT and FTOE shall initial the grades that were changed.

39. Documenting Appeals:

- 39.1 FTS should document all appeals under the "General Comment" section on the back of the Weekly Report.
- 39.2 If the FTOE disagrees with a request to change grades, the FTOE should document his disagreement on a supplemental report form and attach it to the Weekly Report.
- 39.3 The FTC shall determine whether to uphold or reverse the FTS's decision to change the grade(s).
- 39.4 If the FTC determines that a decision by the FTS to change a grade should be reversed, the FTC shall notify the concerned personnel of their decision in writing to the FTD.
- 39.5 If, **in the absence of an appeal**, a program supervisor (FTC, FTD, FTA) observes or is made aware of a grade that following program guidelines is inaccurate, that supervisor is obligated to act on the change and to appropriately document the actions taken.
- 39.6 The respective supervisor shall, within five (5) days, hold and chair a meeting with all the involved parties (FTOE, OIT, FTS, etc.) to discuss the grade(s) and review the documentation.
- 39.7 After the meeting, the chairing supervisor will decide on the status of the grade and shall document his decision through a memorandum. Copies will be distributed through the FT chain of command, the involved parties, and for inclusion with the other FT paperwork in the OIT's file.

40. MANIFEST SAFETY HAZARD

- 40.1 To provide for both the early recognition of and a necessary safeguard against persistent behavior which jeopardizes the safety and wellbeing of all concerned. There are specific considerations against which performance may be measured when considering the dismissal of individuals whose retention will continue to subject themselves, members of the department, or members of the community to a POTENTIAL, SERIOUS safety risk.
- 40.2 **A Manifest Safety Hazard is defined as a single act or a series of actions or exhibited behavior demonstrating neglect, disobedience, or a significant lack of safety mindedness resulting in a potential threat to life or safety.**
 - 40.2.1 A single act or incident of behavior that potentially displays such ineptness as to endanger life or safety.

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40.2.2 A series of acts displaying a lack of proper judgment or safety mindedness that demonstrates a PATTERN OF PERSISTENT unacceptable behavior and, therefore, represents a potential threat to life or safety.

40.2.3 A failure to display the appropriate action(s) or behavior required by a situation or event(s) resulting from either NEGLIGENCE or DISOBEDIENCE potentially endanger life or safety.

40.3 Observation of and Declaration

40.3.1 The FTS should contact the FTC when a problem involving the OIT is identified before recommending to the TRC that an OIT be declared an MSH.

40.3.2 An interview may be scheduled with the OIT and any involved FTOs and FTS to determine all alternatives explored to assist the OIT in resolving the problem. Discussions are not intended to circumvent training prerogatives or problem guidelines but to ensure that all corrective measures have been exhausted.

40.3.3 The FTD will assign the OIT to administrative duties while the MSH is being considered.

41. Documentation Requirements:

41.1 Documentation will be objective and reflect only the facts.

41.2 Documentation must specifically identify only the actions performed by the OIT and observed by Field Training Personnel or other line officers.

41.3 Must reflect the severe nature of the OIT's actions which, when considered in totality, distinctly formulates a series of unsafe acts or a history of persistent unsafe performance, or;

41.4 Details a single significant unsafe act that constitutes a Manifest Safety Hazard within the scope of this procedure.

41.5 The OIT's unsafe act(s) or behavior resulted in a real threat to life and safety.

41.6 Detection and recognition of the OIT's unsafe act(s) or behavior and the specific training and supervision designed to address the OIT's unsafe performance.

41.7 Persistent unsafe performance resulting from the OIT's negligence, disobedience, lack of motivation, or ineptness despite the previous consultation, training, and supervision.

42. TRAINING REVIEW COMMITTEE

Since the advent of the Field Training Programs, it has periodically become necessary to address those substantive issues which may adversely impact the success and effectiveness of the program. It is perceived that a greater degree of objectivity can be attained if recommendations for termination are reviewed at an administrative level and decided upon at the executive level. Therefore, a formal review committee has been formed and instituted as an integral part of the program's review process. This represents the agency's best effort for achieving a maximum level of objectivity, as management will examine the performance of both the field training personnel and each OIT in question against program standards. The establishment of the Training Review Committee mandates that the committee's intent and limit of authority be clearly defined and outlined. To fulfill this prerequisite, specific controlling principles are outlined in this procedure which will help define the critical role of the committee. These declarations are meant to provide a sound framework on which the committee may function while performing a critical yet sensitive task.

42.1 The Training Review Committee serves as the fact-finding body responsible for the complete and objective administrative review of the application of training and performance measurement standards provided to each OIT in the FTP whose performance level is not commensurate with the minimum acceptable program standards, and together with those cases in which one or more of the elements of a Manifest Safety Hazard are evident.

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42.2 The TRC shall have four (4) basic program objectives.

42.2.1 Review the contents of the OIT field-training file to determine if they were provided the degree of training that each participant in the program should receive.

42.2.2 Review the contents of the OIT field training file to determine if field-training personnel performed according to program guidelines and standards. See Addendum: TRC **PERFORMANCE REVIEW QUESTIONNAIRE**

42.2.3 Review the contents of the OIT field training file to determine whether the unacceptable performance levels indicated by documentation or testimony are warranted.

42.2.4 Recommend to the Chief or his representative the most appropriate course of action to pursue through a justification statement supporting the committee's recommendation.

42.3 Requests to Convene

42.3.1 The FTC will forward a written request to the FTA through the FTD to formally convene the committee. The request must contain:

- a. The reason for the request.
- b. A list of the deficient categories by name.

42.3.2 The request **MUST NOT** contain predictions of future performance or a recommendation for termination.

42.4 Committee Composition

42.4.1 The membership of the committee shall consist of the following 7 members:

- a. The Field Training Administrator (FTA) who will reside as Chairman;
- b. A Field Training Director (FTD) who will reside as Assistant Chairman;
- c. The Field Training Coordinators (FTCs);
- d. Two FTOs not involved in the OIT's training who are selected by FTD.

STANDARD OPERATING PROCEDURES for the TRC are intended to:

Provide insight to those who may wish to familiarize themselves with the fundamental principles governing the activities of the committee;

Provide a format for the committee members by which to undertake the basic steps required for fulfilling the committee's purpose and objectives;

Provide specific guidelines that will allow the committee's chairman to steer committee operations and functions in the proper direction.

42.4 POWERS/DUTIES

42.4.1 The committee's powers and duties shall include, but are not limited to, the following:

- a. Convene within seven (7) working days when requested to do so by the committee chairman;
- b. Should the committee be unable to meet within the prescribed time frame, the seven (7) day limit may be amended for due cause by the chairman.
- c. Under exigent circumstances, the committee may meet within three (3) working days.
- d. Review the field training file of the OIT when the final CR indicates that they have failed to perform at or above the minimum acceptable program standards;
- e. Review the field training file of an OIT in which one or more of the necessary elements of a Manifest Safety Hazard is evident;
- f. Authority to summon personnel to appear and give testimony;
- g. Power to reconvene if it is decided that additional time is required to review all relevant documentation or testimony;
- h. Forward written recommendations together with documentation supporting such recommendations to the Chief or the representative for a final decision;
- i. Maintain an official record of all committee proceedings;
- j. Shall abide by the policies and procedures contained in this document.

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42.5 **CHAIRMAN** - The FTA serves as chairman of the TRC. The chairman's powers and duties shall include, but not be limited to, the following:

42.5.1 Preside as chairman over each official review session;

42.5.2 Perform all notification procedures before convening the committee;

42.5.3 Convene the committee when an OIT's field training file indicates that a committee review is required;

42.5.4 Authority to amend the seven (7) day limit for due cause as described under this procedure.

42.5.5 Issue all formal summons to personnel on behalf of the committee;

42.5.6 Draft and forward official committee recommendations together with supporting documentation to the Chief or his representative for approval;

42.5.7 Ensure the accurate recording and documentation of the official committee proceedings.

42.6 **VICE-CHAIRMAN** - The FTD serves as the vice-chairman of the TRC. The powers and duties of the vice-chairman shall include, but not be limited to, the following:

42.6.1 Attend each official committee session;

42.6.2 In the absence of the chairman, the vice-chairman shall serve and have the same powers/duties as the chairman.

42.6.3 Attendance of one of the two is required.

42.7 **MEMBERS** - The essential and sensitive nature of the committee's activities makes it incumbent upon each member to fulfill the following responsibilities:

42.7.1 Familiarize themselves with the purpose, objectives, standard operating procedures, and operational guidelines governing the TRC;

42.7.2 Familiarize themselves with the training file review prepared by the FTP.

42.7.3 Attend all committee sessions promptly;

42.7.4 Review every case according to written procedures to ensure the maximum degree of objectivity possible.

OPERATIONAL GUIDELINES

The committee shall utilize these guidelines when performing those responsibilities necessary to accomplish the stated purpose and objectives.

43. OPERATIONAL PROCEDURES

43.1 The following information represents those procedures or processes to be applied by the committee when exercising and fulfilling official powers and duties. The procedures are not all-inclusive but are designed to provide a systematic approach to committee operations.

43.2 NOTIFICATION PROCEDURES

43.2.1 The TRC chairman will notify an OIT of the following:

a. The TRC will meet within seven (7) working days to review their training file;

b. Attendance is mandatory;

c. They will have the opportunity to present evidence and testimony on their behalf;

d. They may have a representative present for council; however, they may not speak for them.

43.2.2 The FTD will select TRC members to manifest the highest level of objectivity possible. A minimum of five committee members must be present during the review. The chairman notifies the following field training personnel that a review by the committee is scheduled for the OIT in question and that their attendance is mandatory:

a. Check-Ride FTOEs;

b. Remedial Training FTOs;

c. All other individuals deemed necessary by the chairman.

43.2.3 The Chairman has the OIT training file made available to members for their review.

43.2.4 Members should use the Addendum "**TRC Questionnaire**" during the file review and the subsequent hearing.

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44. CONVENING PROCEDURES

- 44.1 The Chairman coordinates with the appropriate committee members for a specific date, time, and location for meeting and convenes the committee within seven (7) working days after the official notification of the OIT.
- 44.2 The Committee should conduct its meetings at a time least disruptive to the schedules of the field training personnel assigned.
- 44.3 Appoint someone as a scribe for the accurate and official recording of the proceedings.

45. SUMMON PROCEDURES

- 45.1 The Chairman summons those individuals whose testimony is considered pertinent to the review of the OIT's performance. An official committee summons:
- 45.2 Has the authority of the Chief, therefore, making attendance mandatory;
- 45.3 May be waived only when the potential witness is unavoidably hindered from appearing (e.g., scheduled vacation, overtime, sick time);
- 45.4 The Committee Chairman will make arrangements for the witness to provide an affidavit in such cases.
- 45.5 The affidavit will promptly be forwarded to each potential witness via **inter-office mail or email.**
- 45.6 The committee will presume receipt of the summons by the witness.
- 45.7 It will be the responsibility of each witness to immediately contact the committee chairman if their appearance is not possible due to unavoidable hindrances;

46. REVIEW/HEARING PROCEDURES

The TRC hearing is conducted and looks much like a hearing in a courtroom:

Table for members;

A table for OIT and their representative;

A table for FTO's/witnesses.

- 46.1 The TRC will conduct the review in a tone that is not intimidating and reflects the committee's purpose.
- 46.2 They will hear testimony from FTOs pertinent to the performance of the OIT and hear testimony from the OIT on their behalf.
- 46.3 The committee may adjourn and reconvene if additional time is required to review all relevant documentation or testimony.

47. RECOMMENDATION PROCEDURES

- 47.1 The committee recommendation involves the appropriate course of action concerning the OIT based on their findings.
- 47.2 The committee will generally recommend one of the following actions with a justification statement supporting their recommendation to the Chief:
 - 47.2.1 OIT should be removed from the FTP based on their performance meeting the definition of an MSH;
 - 47.2.2 OIT should be removed from the FTP based on completing the FTP and their performance producing a FAILING score.
 - 47.2.3 OIT does not meet the definition of an MSH and should be reinstated;

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47.2.4 OIT did not get the training they were entitled to from the FTP. This recommendation would suggest remedial alternatives to include Phase, week, and day of placement for continuation and specifically what areas of training were lacking and where the focus should be directed.

1. PERFORMANCE CATEGORIES SEE ADDENDUM

1.1. TECHNOLOGY

1.2. CONTROL OF PERSONS/PRISONERS/MENTALLY ILL

1.3. DEPARTMENTAL POLICIES AND PROCEDURES

1.4. FORM AND REPORT PROFICIENCY

1.5. INVESTIGATIONS AND EVIDENTIARY PROCESS

1.6. GEOGRAPHY

1.7. STATE STATUTES AND ORDINANCES

1.8. PROFESSIONAL Demeanor

1.9. RADIO COMMUNICATIONS

1.10. SAFETY AWARENESS

1.11. SCENE MANAGEMENT AND RESOLUTION

1.12. SEARCH OR SEIZURES

1.13. VEHICLE OPERATION

1.14. SELF-INITIATED ACTIVITIES