



Field Training Program

I. PURPOSE

The Field Training and Evaluation Program will provide a method by which the trainee's work performance can be evaluated. This program will identify work performance, deficiencies, documentation procedures and provide a mechanism by which deficient performance can be corrected. In addition, the Field Training Officer program will provide useful feedback to those who develop and implement the training function.

II. TRAINING AND EVALUATION

- A. Program Duration - The normal duration of the Field Training and Evaluation Program is four (4) weeks.
- B. While the program length may exceed this period of time for various reasons, it may not be decreased.
- C. Much effort has been expended in designing a program during which a new Officer learns to perform in an efficient and safe manner, yet the reasonable time limits so important to today's administrator are maintained.
- D. A week will consist of four (4) working days. This does not mean that these four days must be consecutive calendar days. Because of scheduling requirements, it may take as many as eight or nine calendar days to accumulate four (4) working days. However, a trainee must be under this training program for a minimum of sixteen (16) working days.
- E. The four week program is divided in various tasks. The trainee should be exposed to the most basic tasks first. These are the tasks which will form the foundation for the trainee to build upon for the rest of the program. By the end of the program, the trainee must perform and/or be exposed to all of the tasks necessary to assume the complex role of an Officer.
- F. The Field Training and Evaluation Program is designed to provide the following:
 - 1. A systematic approach to field training
 - 2. Consistent and standardized training
 - 3. The means of ensuring the trainee's capability in performing the skills or tasks necessary for a competent Officer

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4. An introduction to all areas of assignment as well as an opportunity to work different shifts

III. IMPLEMENTATION OF TRAINING

- A. An important element of this training is to mold the trainee's attitude toward accepting the training as an opportunity to learn from experienced deputies. The Field Training Officer's image is particularly important here. A great deal of the trainee's success may hinge on how well he/she accepts the training and/or his/her Field Training Officer (FTO).
- B. The first day of training is called "Orientation Day." This means that while the trainee may learn new skills or tasks, he/she will not be evaluated. The trainee rides with the FTO, observes the FTO's duties and begins formulating questions about applying the concepts and techniques learned during the academy. This is done to assist in making a smooth transition from the police academy to the Field Training and Evaluation Program. "Orientation Day" is an acceptable means of getting acquainted but should not be interpreted to mean that training does not occur.
- C. During field training, the trainee and his FTO will be considered a one-Officer unit until the trainee has reached a level of performance to justify otherwise. In the early stages of training, the FTO must not only consider his own safety, but that of the trainee as well. The FTO and the trainee are normally considered a two-Officer unit during the last week of training. This will, however, be determined by the FTO and approved by the Chief of Police. While working under one-Officer unit conditions, the trainee shall not be separated from his FTO. Safety and liability issues require this. While it is tempting, under some circumstances to use that "extra Officer," the negatives outweigh the apparent benefits.
- D. Shift and Assignment Exposure - During the Field Training and Evaluation period, the trainee will rotate through each shift. In this manner, the trainee will be exposed to the varied working conditions that each Officer must face during his/her career. Failure to assign a trainee to all shifts may lead to problems manifesting themselves at a time when little can be done to correct them. It is absolutely necessary to know if a new Officer can physically and mentally adjust to working various hours under differing activity loads. Ignoring shift exposure results in a lack of standardized training and such exposure is a basic tenet of the program. The FTO is responsible for ensuring varied assignments throughout the Department area. The Chief of Police will assist in making assignments for the trainee throughout the Department.
- E. In order to evaluate the trainee in every task, the FTO may be required to expose the trainee to several mock situations. It is, however, incumbent upon the FTO to provide the trainee with a simulated situation for those areas to which the trainee has not been exposed. All mock situations will be approved by the Chief of Police prior to implementation.
- F. The simulated tasks should be proportioned by the FTO over the entire four weeks. This will eliminate the chance of overloading the trainee with a large number of tasks during the latter part of the training. The Chief of Police will assure the FTO is properly proportioning the tasks.

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G. A trainee will normally be assigned to the same FTO for the entire initial four week period however, under some circumstances, a change may be necessary, i.e., illness of the FTO, severe personality conflicts, etc.

H. Hold Over Policy - As mentioned, the program duration is four weeks. It should be understood, however, that problems may occur making it difficult to always adhere to the set time limit. If the trainee is to be given a fair opportunity to prove himself/herself, measures must be taken to facilitate his/her efforts.

I. Field Training may be extended to allow the trainee sufficient time to master the tasks necessary to complete the program. The decision to extend will be that of the Chief of Police. This decision will be based on all information available and the recommendations of the FTO and Chief of Police. The extension is not to be viewed as punishment but as an additional opportunity to learn.

J. The extension may be handled in many ways. The trainee may continue to work with the same FTO or another FTO may be assigned. The extension will be tailored to fit the training needs of the trainee. This is a difficult time for the trainee and an opportunity for him/her to decide to fail. It is the FTO's responsibility to see that this is a positive period and to help the trainee through it.

IV. TRAINING PROGRAM ORIENTATION

A. The trainee's first few days in the Field Training and Evaluation Program are the most critical. It is during this period that important attitudes and behavior patterns are established. During the first days of the training, the trainee forms permanent attitudes toward the Department and his/her job. This is also the time when the trainee learns what is expected during training and during his/her entire police career. Any comments made about the trainee's performance are likely to be taken very seriously by the trainee. The trainee will normally be very concerned about meeting the requirements of the training program and following instructions of his/her FTO.

B. Even though a trainee should be expected to conform to the training regimen and to respond to instructions, the FTO should realize that there are natural forces working against the trainee. The trainee is faced with the prospect of starting a new job and change is very disconcerting to all of us. Anyone may be caught off guard and do more poorly than usual when placed in a new situation. The trainee is no different. Just because an experienced FTO no longer feels the pangs of starting a new job, he/she should not expect the trainee to feel quite as comfortable. To compound the situation, the trainee may not have prior work experience to help guide his/her behavior and performance.

C. The FTO must remember how he/she felt when he/she began training, and will then better appreciate the trainee's position. The trainee's problems and fears can be allayed by treating him/her in a realistic, understanding manner.

D. An FTO should create a good training relationship with his/her trainee. He/she should have a clear understanding of his/her role as a trainer and should quickly and realistically advise the trainee of the trainee's role. The sooner the trainee knows where he/she stands in relation to his/her FTO, the less apprehensive and more responsive the trainee will be.

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E. During the orientation process, the FTO should establish a friendly, open and professional rapport with the trainee. Development and learning come through effective communications, and rapport is important to communications because people are not likely to share their ideas, questions or feelings unless they feel their listener is open or sympathetic to their conversation. The FTO must convey the attitude that the trainee can succeed.

F. It is particularly important that a FTO maintains a positive and objective attitude when he/she receives a trainee who has not performed well with another FTO. The new FTO should give the trainee every opportunity to succeed. The FTO should base judgments on personal independent observations, not on the comments of others. It is entirely possible that a new FTO with a new approach may, in itself, be sufficient to elicit an acceptable performance from the trainee. Emphasis should be put on developing a viable, solo Officer rather than on discharging the employee.

G. Sufficient flexibility has been designed into the program so both the individual needs of the trainee and the overall needs of the Department can be met. It is expected that all trainees have the necessary qualities to succeed and that, with proper training, the majority of them will become acceptable Officers. It is, therefore, incumbent upon the Chief of Police and the FTO to work within acceptable limits to apply an individual training approach to develop each trainee. Again, the atmosphere should be one in which the trainee has the maximum opportunity to succeed.

H. The FTO should use training methods that are conducive to producing a successful Officer. This point cannot be overemphasized. All too often ineffective or counterproductive stress training methods are used. The use of profanity, table pounding or humiliating tactics will not be used. These methods do not contribute to good learning, nor do they place the trainee in a proper state of mind. Instead, an FTO should seek to reinforce the trainee's positive attributes and accomplishments, rather than to constantly dwell on his/her weaknesses. Remember, people respond much more quickly to a positive statement than to a negative one. Within the limits of good judgment, an FTO should use good, realistic and established training methods that are conducive to the trainee's temperament, needs, and development as an Officer.

I. In summary, the FTO should recognize that the first few days of training are critical. The FTO should apply an effective orientation process that adequately takes into account the very real and natural forces that serve to lessen a trainee's performance. The FTO should work to create a positive learning environment that suits the individual characteristics and development of the trainee. Above all, the FTO should use a selection of good, reliable and acceptable training techniques that are most conducive to producing a viable solo Officer with a professional orientation.

V. DUTIES AND RESPONSIBILITIES OF THE FIELD TRAINING OFFICER

A. The FTO has many roles that must be assumed during the program. The two most important roles are: (1) Officer; and (2) trainer. An FTO must maintain a performance level as an Officer and is not relieved of these responsibilities during training. Sometimes these duties are modified, but the FTO must be able to quickly assume the role of an Officer as needed.

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B. Simultaneously, as the FTO is functioning as an Officer, he/she must still train the trainee. This is a trying situation and very stressful at times; regardless, it must be done. As a trainer, the FTO has various duties to perform. These duties include:

C. Supervision - The FTO often acts as a supervisor. The trainee will make mistakes and these mistakes are to be immediately addressed and corrected during the training process. There are times when the trainee will do something that is viewed as minor in nature but, due to his/her new position and the need for behavior modification, the FTO must take action and counsel the trainee. This may or may not be followed up by the Chief of Police (depending on the severity and timeliness of the incident) but it is essential that the FTO take immediate action so that mistakes result in a positive learning experience.

D. Teaching - One obvious function of the FTO is that of teacher. The teaching role may, and in most cases does, occur in the field under actual conditions. There may be other times when teaching occurs over a cup of coffee or while casually chatting. The fact is, the FTO will spend much time teaching even when it does not appear to be obvious.

E. Evaluating - The FTO is not just a trainer. He/she must develop and use skills to evaluate whether or not a trainee is learning or whether remedial training is necessary. Evaluation skills are of prime importance to this program. If the FTO cannot evaluate, he/she cannot train. Evaluation is accomplished by completing the Field Training Officer Report Form, weekly evaluations, remedial training, evaluation sessions and constant verbal feedback.

F. Researching - The FTO must be able to not only identify remedial training needs, but must be able to provide that remediation in most instances. He/she must be able to find the proper resource for use in providing remedial training. To assist in this task, a list of references is included in the Field Training Guide. This aspect of the job is time consuming but is a prime function of the training process.

G. Counseling - The FTO will be occasionally placed into a situation where he/she must become a problem solver for the trainee. This may include the handling of personal problems. Normally, the best way to accomplish this is through counseling. The FTO should develop skills which allows him/her to help the trainee solve his/her own problems. By allowing him/her to "talk it out" and by gently guiding him/her through his/her crisis, many of the trainee's problems can be solved.

H. Inspecting - The FTO is responsible for inspection of the trainee's uniform and equipment as well as the approval of all paperwork.

I. Disseminating Information - The FTO must make sure the trainee is receiving all necessary information. The FTO is responsible for making sure his/her trainee records this information and has it available upon request.

J. Role Model - The FTO must be a positive role model. This is done by maintaining a professional demeanor and appearance, adhering to rules and regulations, and having a positive attitude toward the Department, the program, the job, and the trainee.

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K. Recommendations - The FTO is responsible for the initial recommendation for extension, termination or release to solo assignment. While the decision to terminate will be made at a higher level, it is up to the FTO to bring this matter into focus. If an FTO believes a trainee should be terminated, but does not document, remediate, further document and make a recommendation, the probability is that the trainee's employment will be permanent. The Chief of Police will not make the FTO's decision. This is a responsibility the FTO must be aware of upon entering the program and which he must carry out.

L. There are too many roles to list in this manual for the FTO. FTO's must be flexible and willing to change roles as each situation demands. If the FTO refuses to accept responsibilities, the trainee, the FTO, and the Department will all suffer. A weak FTO can disrupt the entire training process. It is, therefore, important to reinforce the positive attitude necessary to be a professional and competent FTO.

VI. RESPONSIBILITIES OF THE FIELD TRAINING SUPERVISOR

A. The FTS plays an extremely important role in this program. He/she must ensure that the FTOs are acting within the scope of their responsibilities and that they function as a unit. He/she must also act as a liaison between his/her team and other training supervisors. By doing so, conflict can be held to a minimum and the positive image of the program can be maintained.

B. The FTS is responsible for bringing valuable input to the evaluation sessions. The FTS must also ensure that the trainee is receiving well rounded exposure which is so important.

C. The FTS is responsible for reviewing and approving all Field Officer Training reports, observation reports, weekly evaluations and any other instrument pertinent to the trainee's performance.

VII. DUTIES OF THE FIELD TRAINING SUPERVISOR

A. The role of the FTS is one of paramount importance to the success of the Field Training and Evaluation Program. It is the duty of the FTS to monitor the training of every trainee assigned to him/her and to assist each in accomplishing his/her goals. Other duties of the FTS are:

1. Liaison Function - One of the major stumbling blocks that the FTOs experience is the resistance of other supervisors. This resistance usually stems from a lack of understanding of the program. It is the FTS's duty to deal with this lack of understanding. He/she must be aware of existing problems as well as potential problems and take action without prompting. If an FTO indicates concern that a supervisor is interfering with the training process, the FTS must look into the matter and take action if this is in fact happening.

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2. Reports - All reports have time constraints. The FTS must see that reports are submitted on time and that none are missing or incomplete. The FTS shall also complete the FTS portion of the Field Officer Training Report on each trainee he/she is assigned. This report will be based on his/her observation of the trainee and the FTO's evaluation reports and meeting with the FTO. Report will be forwarded to the Chief of Police documenting any remedial actions taken and recommendations for further action, if necessary.

3. Meetings - Weekly evaluation meetings are an integral part of the program. It is important for the FTS to know how such meetings are facilitated. The information presented at these meetings is vitally important and must be reported in a positive manner. The distinct difference between a "bitch" or "bull" session and meaningful, productive conversation must be recognized. A good general rule to set from the beginning is that no topic will be discussed unless it can be resolved by the members present or is truly relevant to the job. When discussing a trainee's performance, the following format is suggested:

- a. Strengths
- b. Weaknesses
- c. Remedial Efforts
- d. Recommendations

B. The various strengths and weaknesses are discussed with ample documentation of representative incidents involved. Remedial efforts will be covered to include what they were, what they were supposed to correct and what their success was. Recommendations for further remedial efforts will be made as well as suggestions about the trainee's advancement or extension in the program. This information will be recorded on the FTS's weekly evaluation report.

C. Behavior Modification - Training is a process of modifying behavior. The FTS should be aware of this and guide his/her training efforts accordingly. A few key points on behavior modification will be covered.

D. People will repeat actions for which they are rewarded. If an action is seen that is deemed proper, the person performing the action should be rewarded. If the action is ignored, then the likelihood of it being repeated becomes a matter of chance. This fact must be reinforced by the FTS with his/her FTO's. The reward provided does not have to be obvious or extensive; a verbal comment about the nature of the act followed by reference to it in the Field Training Officer Report should suffice in most instances. When delivering rewards or punishments, the following must be kept in mind:

1. The reward or punishment must be immediate if it is to be effective. This may not always be possible, but an effort to adhere to this principle should be made whenever possible.
2. The reward or punishment must be consistent. If not, accusations of unfair practices could occur, but more important, the trainee may not understand the relative importance of the act.
3. The reward or punishment must fit the behavior. Do not over-react to a minor incident, nor minimize a major one.

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E. Maintaining Program Integrity - The supervisor in any training program is a key figure. A substantial amount of enthusiasm and dedication an FTO will have for the training program will depend upon his/her relationship with the FTS. The supervisor must be professional, fair and supportive at all times.

F. The Chief of Police cannot alone maintain program integrity. The FTS must help. This can be accomplished by:

1. Contact with FTOs and trainees at least once per week
2. Reviewing evaluations within one day of receipt
3. Following up on any FTOs requests in a timely manner
4. Keeping files orderly
5. Critiquing FTO's performance and making suggestions for improvements
6. Avoiding negative comments about trainees or other Department personnel
7. Taking responsibility as a FTS seriously

G. While the above list is not all inclusive, it does cover a range of common mistakes made by the FTS in other police agencies. Total program integrity can be accomplished if all supervisors are professional and assume an aggressive role in the program.

VIII. PURPOSE OF EVALUATIONS

A. Each trainee's progress, as he/she proceeds through the training program, will be recorded on written evaluations. The evaluation process is an integral part of the training process.

B. Evaluations have many purposes. The obvious one is to record a trainee's progress, but there are other purposes as well. Evaluations are excellent tools for informing the trainee of his/her performance level at a particular point in time. They are also excellent devices for identifying training needs and documenting training efforts. In a word, evaluations represent feedback.

C. Collectively, over the duration of the program, evaluations tell a story, both by category and chronology. They tell of a trainee's successes and failures, improvements and digressions, and of the attempts to manage each of these occurrences. They chronicle the skills and efforts of the FTO as well. These documents are critical to the career of each new Officer and should be treated as such. Honest and objective evaluations of the trainee shall be a prime consideration of all participants in this program.

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D. Each trainee will be evaluated in a number of categories. These categories cover as much of each aspect of a Officer's duties and responsibilities as can be expected. Evaluation guidelines have been established to ensure each FTO's rating of a trainee will be standard throughout the program. The standardized evaluation guidelines are actually behavior anchors. They provide a definition of unacceptable and acceptable standards of performance that must be applied to all trainees, regardless of their experience level or other factors. There are standardized evaluation guidelines for every category listed.

IX. EVALUATION FREQUENCY

A. While evaluations are completed by the FTS, the ultimate responsibility for evaluating a trainee's performance lies with the FTO.

B. FTOs will complete the Field Training Officer Report (RPD Form 57) on each trainee by the end of each shift. This provides an opportunity for the trainee to ask questions he/she failed to ask earlier in the day and also serves to reinforce instructions and critiques that were given during or after each incident.

C. The Supervisor is responsible for completing the FTS's portion of the Field Training Officer Report once each week for every trainee assigned under him/her. This report is useful not only to record a trainee's performance but to serve as a check and balance on the FTO's evaluation of the trainee.

D. The Supervisor will also review the Field Training Guide, checking for completeness and to ensure that the FTO is completing a certain portion of the material as the program progresses. As stated, the material must be spread proportionately over the entire seven week program.

X. FIELD TRAINING OFFICER REPORT

A. Beginning with the second day of the Field Evaluation and Training Program the Field Training Officer Daily Report (RPD Form 57) will be completed by the FTO during each shift. This report provides essential information to insure administrative control over the relative progress of each trainee. FTO's shall fill out the Field Training Officer Weekly Report (RPD Form 58) in concurrence with the FTO Daily Report. Observations made by the FTO are entered on the form using an "acceptable" or "unacceptable" rating standard. Specific narrative comments are required for all ratings of "unacceptable". This should not preclude the FTO from making a narrative comment on a specific rating of "acceptable" if appropriate.

B. In addition to specific narrative comments for behaviors rated as "unacceptable," the FTO will identify and describe the "most acceptable" and the "least acceptable" performance of each day. The basis for this is that some shifts may not result in performances which deserve an "unacceptable" rating. The FTO is encouraged to make any additional comments he/she feels would aid in the evaluation of the trainee.

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- C. If a trainee receives a rating of “not responding to training,” the FTO must provide appropriate remedial training. After the remedial training is given, a comment by the FTO will be made on the Field Training Officer Weekly Report under the caption “Remedial Training.” The FTO will refer to each category by number and explain what remedial training was provided.
- D. The Field Training Officer Weekly Report form includes measurable behaviors which are subdivided into five areas: appearance, attitude, knowledge, performance and relationships. Each of these behaviors are defined in the Standard Evaluation Guidelines.
- E. The FTS’s portion of the Field Training Officer Report is an additional means of administrative control over the progress of the trainee.
- F. Utilizing the Field Training Officer Report, the FTS will provide a rating for each of the behaviors rated by the FTO. Behaviors which the FTS has personally observed should be rated by him/her. However, the behavior categories which the FTS has not personally observed should be rated based upon the FTO’s ratings for that week. Upon reviewing the Field Training Officer Report completed by the FTO, the FTS must establish an overall rating for a given behavior and specify in writing how the rating was determined. Additionally, the FTS is required to specify the “most acceptable” and “least acceptable” area of performance for the week. The FTS will comment on whether the trainee’s progress to date is either “acceptable” or “unacceptable”. Finally, the FTS is required to indicate whether the trainee has been counseled on his/her deficiencies and whether the deficiencies have required or will require remedial training.
- G. The Field Training Officer Report will not be completed during the first day of the Field Training Program.
- H. The completed Field Training Officer Report will remain in the trainee’s auxiliary file until the trainee is removed from a probationary status, at which time these reports will be destroyed.

XI. STANDARDIZED EVALUATION GUIDELINES

- A. The purpose of these guidelines is to improve the reliability and validity of the assessment system for the Field Training and Evaluation Program, by ensuring that there is standardization with respect to the elements of performance that are to be evaluated and how they are to be evaluated. Providing definitions for each factor and identifying what kinds of information should be considered when making an assessment improves the reliability of the evaluation system and assures that each FTO focuses on the same performance behaviors. Written standards for each category improves the validity of the evaluation system by reducing the probability that what is rated as “acceptable” by one FTO is rated as “unacceptable” performance by another FTO.

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B. This system is totally reliant on the FTO's documentation of relevant observations of the trainee's performance. It is, therefore, of utmost importance that the FTO review and be completely familiar with the definition of each standard.

C. When evaluating a trainee on his/her performance, the FTO should begin with the "minimum acceptable level" standard. Then, by comparing the actual performance behavior of the trainee, the proper rating must be chosen. Where the choice is not readily apparent, the FTO must consider the pluses and minuses in the task completed. Both the frequency and consequences of the action, positive or negative, must be considered.

XII. DEFINITION OF STANDARD

A. Acceptable - This rating is used when a trainee has completed a task at a level which is at least a minimum acceptable behavior, according to the standard guideline. The trainee has demonstrated the knowledge and ability to perform a task without a major error. The trainee may have made an occasional minor error; however, he/she readily recognized the fact that an error was made and corrected his/her actions accordingly.

B. Unacceptable - This category is for the trainee who displays an inability to perform a required task at the minimum acceptable level, according to the standard guideline. Whether it is due to his/her lack of knowledge or physical inability, the trainee does not display at least a minimum acceptable behavior.

XIII. STANDARDIZED EVALUATION GUIDELINES

A. Appearance

1. General Appearance - Weight is in proportion to height and build. Uniform and equipment are appropriate to perform the various duties of an Officer. Uniform and equipment are neat and clean. Hair should be neat, cared for and trimmed according to Department regulations: No offensive body odor and/or bad breath.

a. Minimum Acceptable: Neat, clean uniform and weapon, well groomed hair, shined shoes. No offensive body odors. Reports to work with the necessary equipment to perform the duties required of an Officer.

b. Unacceptable: Overweight, dirty shoes and/or uniform, long, unkempt hair, dirty equipment and/or weapon, offensive body odor. Does not have necessary equipment to perform required duties.

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B. Attitude

1. Acceptance of Feedback - The trainee accepts criticism in a positive manner. The trainee takes the corrective criticism and is able to turn the criticism into improved productivity/performance.

a. Minimum Acceptance: Accepts criticism in a positive manner and applies it to further the learning process. The trainee does not rationalize or argue with the FTO concerning any corrective criticism.

b. Unacceptable: Trainee rationalizes, argues, does not make corrections, considers criticism a negative action by the FTO.

C. Initiative - At the beginning of the training period, the trainee may be limited in this area due to lack of experience. After several days of training, however, the trainee is performing tasks without the benefit of direct instruction from the FTO.

a. Minimum Acceptable: Recognizes and identifies routine police activity or suspected criminal activity and is able to prepare proper cases from such detection.

b. Unacceptable: Does not see or avoids activity. Does not follow-up on suspicious situations. Rationalizes suspicious circumstances.

D. Knowledge

1. Department Policy/Procedure - The trainee demonstrates a competent knowledge of the Department's policies and procedures. The level of knowledge is sufficient for the Officer to properly perform his duties completely and without violating Department policy.

a. Minimum Acceptable: The trainee is familiar with most commonly applied policies and/or procedures and he usually complies with these policies and procedures. However, an occasional reminder from the FTO may be required to perform according to Department policy.

b. Unacceptable: The trainee has insufficient knowledge of Department policies and procedures to carry out routine assignments. The trainee makes no attempt to become familiar with Department policies and procedures and/or is unable to comprehend them. Even after admonishments from the FTO, the trainee frequently violates Department policies and procedures.

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2. Transportation Article - The trainee possesses a level of knowledge which enables him/her to handle any traffic violator encountered.

a. Minimum Acceptable: The trainee has a working knowledge of commonly used sections and relates the elements to observed violations. He/she is able to locate unfamiliar violations in the Transportation Article for the proper placement of charges.

b. Unacceptable: The trainee does not know and/or is unable to apply the elements of the basic sections of the Transportation Article. The trainee displays no attempt to improve his/her knowledge and/or is unable to comprehend the elements of the Transportation Article.

3. Criminal Law - The trainee possesses a level of knowledge which enables him/her to handle any criminal violator encountered.

a. Minimum Acceptable: The trainee has a working knowledge of the commonly used sections and relates the elements to observed criminal violations. He/she can locate unfamiliar violations for proper placement of charges.

b. Unacceptable: Does not know and/or is unable to apply elements of the basic sections of the criminal law. The trainee displays no attempt to improve his/her knowledge and/or is unable to comprehend the elements of criminal law articles.

E. Performance

1. Driving Skills: Normal Conditions - The trainee adheres to all safe driving practices, obeys all traffic laws and displays professionalism in his driving habits at all times.

a. Minimum Acceptable: The trainee is able to maintain control of the vehicle while being alert to activities outside of the patrol vehicle. He/she usually practices good defensive driving techniques. He/she does not commit a violation which contributes to an accident.

b. Unacceptable: The trainee continually violates the Transportation Article (red lights, stop sign, etc). He/she is involved in a chargeable accident, lacks dexterity and/or coordination during normal vehicle operation.

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2. **Driving Skills: Moderate/Stress Conditions** - The trainee adheres to all safe driving practices, obeys all traffic laws (within the provisions of the Transportation Article) and displays professionalism in his/her driving habits at all times.

a. **Minimum Acceptable:** The trainee is able to maintain control of the vehicle while being alert to activities outside of the patrol vehicle. He/she usually practices good defensive driving techniques. He/she does not commit a violation which contributes to an accident, and uses emergency lights and siren when appropriate.

b. **Unacceptable:** He/she is involved in a chargeable accident. He/she overuses emergency lights and siren. When operating the vehicle under emergency conditions, he/she travels at an excessive and/or unnecessary speed. He/she fails to slow for intersections and loses control on corners.

3. **Use of Map Orientation and Response Time to Calls** - The trainee knows where he/she is located at all times and is able to advise communications of same. The trainee will respond to a given location within a reasonable length of time and by the most efficient route of travel.

a. **Minimum Acceptable:** The trainee has a reasonable knowledge of his/her location in most situations. He/she can quickly use a map to find streets. With the aid of a map, he/she usually determines the most efficient route to a given location.

b. **Unacceptable:** The trainee is unaware of his/her location while on patrol. He/she does not understand the proper use of a map. He/she is unable to relate his/her location to his/her destination. He/she is not familiar with the patrol boundaries.

4. **Routine Forms: Accuracy/Completeness** - The trainee is able to complete, fully and accurately, routine forms used during the performance of his/her duties, i.e., M/V citations and warnings, CIR's, MPR's, AR's, VR's, IR's, etc.

a. **Minimum Acceptable:** The trainee knows most standard forms and understands their formats. He/she completes forms with accuracy and thoroughness.

b. **Unacceptable:** The trainee is repeatedly unable to determine the proper form for a given situation and/or forms are frequently incomplete or inaccurate.

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5. Report Writing: Organization/Detail - The trainee is able to put his/her thoughts on paper in a chronological manner. The trainee is able to observe and record all the details necessary for a thorough investigative report.

a. Minimum Acceptable: The trainee can reduce field situations into a logical sequence of thought and include all elements of an event in his/her written report(s). Occasionally, the trainee may require assistance from the FTO on major investigations.

b. Unacceptable: The trainee has extreme difficulty in reducing events to a written form. He/she frequently requires assistance from the FTO to complete even simple investigations.

6. Report Writing: Level of Usage/Grammar/Spelling/Neatness - The trainee efficiently and clearly reduces to writing all events which have occurred during an incident. His/her grammar and spelling errors are kept to a minimum. His/her reports are neat and legible so they are easily understood by any individual receiving them.

a. Minimum Acceptable: The level of grammar usage is adequate and spelling errors are held to a minimum to the extent that such errors do not impair understanding of the report by individuals who may review the report. The report is legible.

b. Unacceptable: The report contains illegible, misspelled words, and/or incomplete sentence structure. An individual who may review the report cannot understand what occurred.

7. Report Writing: Appropriate Time Used - The trainee keeps the amount of time necessary for completing a written report to a minimum. Note to FTO: Keep in mind that a trainee is going to require more additional time to complete a required form than a seasoned Officer.

a. Minimum Acceptable: The trainee completes simple reports in approximately the same amount of time as a veteran Officer. Complicated forms require additional time; however, as the training period proceeds, the trainee has been able to reduce the amount of time required.

b. Unacceptable: The trainee requires an unusual amount of time to complete simple reports. As the training period extends there is little or no reduction in the amount of time required to complete the required reports.

8. Field Performance: Non-Stress Situations - The trainee is able to handle and take proper action on all non-stress situations.

a. Minimum Acceptable: The trainee is able to assess each situation and take proper action in most minor incidents. While some major incidents may require the assistance of the FTO, the trainee remained calm and continued to take some action without displaying a high level of stress.

b. Unacceptable: The trainee appears confused and disoriented as to what action should be taken in major or minor situations.

General Order No. 3-1 (Cont.)

9. Field Performance: Stress Situation - The trainee keeps his/her composure and is able to perform under stressful situations.

a. Minimum Acceptable: The trainee does not allow a situation to further deteriorate, even if he/she requires assistance from his/her FTO. The trainee does not let the stressfulness of the situation interfere with his/her decision making ability.

b. Unacceptable: The trainee becomes emotional and/or panic stricken, unable to function and loses his/her temper. He/she is unaware of the seriousness of a potentially dangerous situation.

10. Reflect Field Performance/Verbal Test - The trainee is able to apply his/her textbook/classroom knowledge to his field performance. The FTO should use verbal communication to ascertain if the trainee has the necessary knowledge.

a. Minimum Acceptable: After the FTO provides any necessary instructions, the trainee is able to apply the information to his/her field performance, presently and in future situations, without additional assistance from the FTO. The trainee is able to answer most of the FTO's questions.

b. Unacceptable: After receiving training from the FTO, the trainee is unable to apply the training to practical situations. He is generally unable to answer his/her FTO's questions.

11. Officer Safety: General - The trainee employs good practices of officer survival. The practices are employed not only for the safety of the trainee but also for the safety of fellow Officers and citizens.

a. Minimum Acceptable: The trainee understands the principles of officer safety and generally applies them.

b. Unacceptable: The trainee fails to exercise officer safety techniques, i.e.,

- 1) exposes weapon to suspect
- 2) fails to keep gun hand free during enforcement situations
- 3) stands directly in front of violator's car door
- 4) fails to control suspect's movements
- 5) does not maintain sight of violator while writing citation
- 6) fails to use illumination when necessary
- 7) fails to advise communications when leaving cruiser
- 8) fails to maintain good physical condition
- 9) does not foresee potentially dangerous situations
- 10) points gun at other Officers
- 11) stands too close to traffic
- 12) stands in front of door when knocking
- 13) fails to cover other Officers
- 14) fails to assist fellow Officers in violent situations

General Order No. 3-1 (Cont.)

12. Officer Safety: Prisoners - The trainee employs the principles and techniques of officer safety when handling/transporting prisoners.

a. Minimum Acceptable: The trainee generally displays awareness of potential danger, maintains position of advantage over prisoners.

b. Unacceptable: The trainee frequently violates officer safety standards as detailed in Number 11 above and/or confronts suspicious persons while seated in police vehicle. He/she fails to thoroughly search prisoners or their vehicles. He/she fails to maintain position of advantage with prisoners to prevent attack or escape.

13. Control of Conflict: Voice Command - In conflict situations, the trainee is able to use proper voice communication to maintain control and keep the situation from worsening.

a. Minimum Acceptable: The trainee speaks with authority in a calm, clear voice. He/she displays an appropriate level of competence for the situation. He/she has the ability to prevent the situation from deteriorating.

b. Unacceptable: The trainee uses improper voice inflection, i.e., too soft, too loud, confused or indecisive. He/she cannot maintain or obtain control of the situation at hand.

14. Control of Conflict: Physical Skill - The trainee keeps in good physical condition. When faced with a physical confrontation, the Officer has the required skills to effect the desired outcome.

a. Minimum Acceptable: The trainee is able to obtain and/or maintain control without excessive force. He/she keeps in good physical condition.

b. Unacceptable: The trainee is cowardly, physically weak or uses too little or too much force for a given situation. Does not keep in good physical condition.

15. Use of Common Sense and Good Judgment - The trainee possesses and employs good common sense and good judgment in all police situations. (Since it would be impossible to present every possible situation a deputy will encounter in his/her career, it is a must that the trainee use common sense and good judgment when completing every task he/she may handle.)

a. Minimum Acceptable: The trainee is able to reason out a problem and relate it to what he/she was taught during the training period. He/she has good perception and the ability to make his/her own decisions.

b. Unacceptable: The trainee acts without thought and/or is indecisive; he/she is naive. He/she does not reflect on the consequences of his/her actions before attempting to complete a task.

General Order No. 3-1 (Cont.)

16. Radio: Appropriate Use of "10" Codes - The trainee knows and properly uses the "10" codes.

a. Minimum Acceptable: The trainee has a good working knowledge of the majority of "10" codes and uses the "10" codes rather than unnecessary verbiage.

b. Unacceptable: The trainee frequently misuses "10" codes and/or fails to display familiarization of the codes. He/she uses inappropriate codes for the given situation.

17. Radio: Listens and Comprehends Transmissions - The trainee pays attention to the radio and is able to comprehend all transmissions.

a. Minimum Acceptable: The trainee copies most radio transmissions directed to his/her unit on the first response. He/she is generally aware of adjoining patrol's transmissions.

b. Unacceptable: The trainee repeatedly misses his/her unit number and/or is unaware of radio transmissions to adjoining patrol units. He/she frequently asks the dispatcher/other units to repeat transmissions or does not comprehend messages.

18. Radio: Articulation of Transmissions - The trainee is clear and understandable in his/her transmissions.

a. Minimum Acceptable: The trainee generally uses proper procedures with concise transmissions. The trainee uses proper procedures with a clear, calm voice under normal conditions. Can usually be understood under stressful conditions even though stress is evident in transmissions.

b. Unacceptable: The trainee does not pre-plan radio messages. The dispatcher consistently asks for repeats because of under or over modulation, poor articulation and/or message content.

19. Vehicle, Weapon and Department Equipment - The trainee regularly maintains issued equipment, i.e., vehicle, weapon, radar, emergency gear. He/she sees that any regular maintenance required is scheduled.

a. Minimum Acceptable: The trainee completes daily inspections of equipment. He/she follows good preventative maintenance procedures. He/she does not allow his/her vehicle's fuel level to become so low as to jeopardize response to calls for service.

b. Unacceptable: The trainee fails to properly maintain weapon, to check vehicle for proper/improper equipment, to clean and maintain vehicle and/or equipment, follow proper equipment operating procedures.

General Order No. 3-1 (Cont.)

F. Relationships

1. With Citizens: General - The trainee relates well with the public. (This is a necessity for his/her individual image as well as the Department.)
 - a. Minimum Acceptable: The trainee is courteous, friendly, empathetic and communicates in a professional and unbiased manner, regardless of the given situation.
 - b. Unacceptable: The trainee is usually abrupt, belligerent and overbearing, introverted and/or uncommunicative.
2. With Minorities - The trainee has no problems when dealing with minorities. He/she conducts himself/herself efficiently and productively when involved with minority groups.
 - a. Minimum Acceptable: The trainee appears to be at ease with and does not feel threatened by the presence of minorities. He/she does not allow his/her personal views to interfere with his/her efficiency and productivity when encountering minority groups.
 - b. Unacceptable: The trainee displays hostility or sympathy toward minorities because of prejudice, bias or pity.
3. Other Relationships: FTO/Chief of Police/Other Supervisors/Peers - The trainee's relationship and attitude with his/her FTO, etc. are productive.
 - a. Minimum Acceptable: The trainee asks pertinent questions and is objective in his/her desire to learn. He/she accepts constructive criticism as a learning experience. He/she maintains a good relationship with his/her FTO, Chief of Police and his/her peers.
 - b. Unacceptable: The trainee constantly rationalizes his/her mistakes with his/her FTO. He/she argues with the FTO. He/she patronizes the FTO or is sarcastic. He/she criticizes other FTO's, Supervisors and/or trainees. He/she plays one FTO against another.