

■ **FIELD TRAINING PROGRAM**

Overview

FIELD TRAINING PROGRAM OVERVIEW

The Riverside Police Department Field Training Program is part of the new officer selection and training process. It is designed as the logical extension of basic academy training to provide on-the-job training, field experience, and critical evaluation under the close supervision of experienced and specially trained Field Training Officers (FTOs). The Program also teaches lateral transfer police officers about the Department and the City and provides them the necessary additional training and critical evaluation under the same supervision.

The Riverside Police Department Field Training Program is a phased training program approved by the California Commission on Peace Officer Standards and Training (POST) that meets or exceeds POST requirements in all areas.

The Riverside Police Department Field Training Program is designed on the concept of screening in, rather than screening out trainees. This means that a trainee, upon entering the Field Training Program, is presumed to possess basic academic and physical skills, which he/she can potentially build upon to become a competent Riverside Police Officer. When performance deficiencies are identified during the Program, all reasonable efforts will be made to correct them.

The FTO will develop a training plan and implement remedial training to help the trainee overcome the deficiencies and progress will be monitored and documented. As to the Field Training Program, a trainee will be considered for dismissal only if he/she fails to respond to training. Every attempt will be made to develop a trainee in a thorough, consistent and fair manner, *treating each with dignity and respect at all times.*

Department leaders and Field Training Program staff have a responsibility to the community they serve. This responsibility requires that the Department train and retain only the most competent officers. Not everyone has the capability to perform the complex, demanding tasks required of patrol officers. If, after sufficient training, the trainee does not meet the acceptable standards, he/she must be dismissed. To do otherwise would be an injustice to the Department, the community it serves, and to the trainee.

The Field Training staff has the responsibility of building the future of the Department, one officer at a time. Police officers working the street have a wide range of alternatives to solve crimes, apprehend violators, keep the peace, improve community member's quality of life, and resolve problems. Because of the discretion and power inherent in the police role, police officers are often considered to be the most important decision makers in society today. The actions they take, or the absence thereof, can seriously affect the lives of the public they serve. The goal of the Riverside Police Department Field Training Program is to ensure that the Department produces a trained police officer that will meet these challenges in a safe, effective, and responsible manner.

Trainees are rated against the standard of a competent police officer capable of working a solo patrol assignment in a safe, skillful, productive, and professional manner, not against

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how they are performing for their level of experience. Consequently, all trainees, with the exception of some experienced lateral transfers, should be receiving below standard ratings in most performance areas during the early to middle phases. However, steady progress is expected as experience grows.

Each trainee's progress, as he/she proceeds through the Field Training Program, is recorded by means of written evaluations. These are reviewed by Field Training Program supervision/management and are used to measure progress and plan future training.

The evaluation process is as important as the training process. One without the other would make the learning process unachievable. Evaluations have many purposes. The purpose is to document a trainee's progress, but there are others as well. Evaluations are excellent tools for informing trainees of their performance level and progress. They are also used for identifying training needs and documenting training efforts. Further, they chronicle the skills and efforts of the trainers. In essence, evaluation represents feedback on many aspects of the program.

Evaluation must be immediate, constant, and fair. FTO's are expected to complete computerized Daily Observation Reports (DORs), Mid-Phase, and End-of-Phase evaluation reports while Field Training Program supervisors are expected to review and sign each of them. Supervisors will compile these to complete the City's Performance Evaluation Reports. Collectively, over the duration of the Program, these written evaluations relate a chronological story of performance. These evaluations describe the trainee's successes, failures, improvements, digressions, and attempts to manage each of these occurrences. Honest and objective evaluations of trainees are prime considerations of all members of the Field Training staff.

The Field Training Program Guide is provided to assist the FTO's and trainees as a standardized plan for field training. Strict adherence to the performance standards and training guidelines set forth is necessary. Following them ensures consistent training as well as fair and objective evaluations. Adherence to program guidelines ensures that the expectations of both the trainer and the trainee are known in advance to each other, creating a fair, effective, and productive training relationship.

Prior to beginning the Field Training Program, trainees will receive an orientation to the Department, and its critical policies by the Support Services Division. This orientation provides trainee(s) with a solid foundation and allows for a smooth transition from the academy or prior department to the Field Training Program. The Orientation Phase is two weeks long and its performance objectives/learning goals shall be completed by the trainee(s) before they begin their field training phases.

The Field Training Program is 21 weeks long and is divided into four phases with increasingly higher levels of trainee participation and performance expected in each successive phase. Phase training is designed to provide the following:

1. a systematic approach to field training
2. consistent and standardized training

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3. the means of assuring the trainee's capability to perform safely and competently as a solo patrol officer
4. the opportunity to train with various FTO's and to be exposed to their methods and techniques while operating within standardized guidelines

Standardization and consistency of phase training are essential to the success of the Field Training Program. Standardized training provides for uniform application of policy, procedure, and law. Consistency in training ensures fair and impartial treatment of all trainees.

At the beginning of the program, the FTO demonstrates. At the end the trainee is expected to show competency.

Phase 1: Phase 1 is a four-week phase that stresses basic patrol duties and skills that are critical to officer safety. The trainee will not only observe, but also participate to the extent of their capabilities in handling basic investigations and routine patrol activities.

Phase 2: Phase 2 is a four-week phase that continues to advance patrol officer skills and requires more active participation and ability from the trainee.

Phase 3: Phase 3 is a four-week phase that continues to build upon patrol officer skills, introduces more complex investigations, more patrol techniques, and requires more active participation and ability from the trainee.

**Phase 4/
Ghost:** Phase 4 is a five-week phase where the trainee will maximize his/her participation and ability while refining their patrol skills for the first three weeks in preparation for ghost phase. During Ghost phase they will be expected to perform as a competent solo officer. Ghost Phase is the final two-week evaluation phase. The Phase 4 FTO rides with the trainee as an observer and evaluates the trainee's ability to perform as a competent solo officer.

Traffic: The Traffic Phase is a two-week phase covering accident investigation and traffic enforcement.

The Traffic phase does not need to be presented at any specified points in the program and their timing will be assigned at the discretion of Field Training Program supervision/management.

If a re-phase is needed, it will usually occur between Phases 3 and 4 and must be approved by the Field Training Program Coordinator. A re-phase will not be more than four weeks and will be allowed only once.

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Phase extensions will be authorized by the Field Training Program Coordinator based on unanticipated occurrences or disruptions in the training phase such as illness, emergency absences, assigned outside training, FTO absences, etc. In the event that an FTO experiences a prolonged unanticipated absence from duty (e.g., due to illness, injury, or family emergency) during a training phase, his/her trainee shall be re-assigned to another FTO. In the event that a trainee experiences an unanticipated absence from duty (e.g., due to illness, injury, or family emergency), or is placed on modified duty due to an illness or injury, that time shall not be counted towards completion of the Field Training Program. For whatever reason(s) these disruptions occur, trainees will be given a fair opportunity to prove themselves.

With the approval of the Field Training Program Coordinator and based upon demonstrated ability, field-experienced lateral transfer officers may be accelerated through the program and permitted to complete it based on the officer's performance. The compressed/combined training phases will be Phases 1/2 and Phases 3/4. The Traffic Phase may be reduced or eliminated (however, the performance objectives/learning goals must be completed).

Each phase contains performance objectives/learning goals in which the trainee must demonstrate competency. These objectives/goals are presented in the POST basic academy and also include several agency specific items. Nearly all of these goals/objectives contain references to applicable study material. These objectives/goals must be accomplished and signed off before the trainee progresses to the next phase.

It is recognized that police patrol incidents cannot be scheduled in advance and some events will occur out of sequence. FTO's are strongly encouraged to take advantage of calls or situations that arise outside of their assigned phase tasks in order to present those training opportunities that have arisen to their trainees. FTO's must always challenge their trainees to the extent of their capabilities.

Each trainee will be assigned to a Field Training Sergeant who will closely supervise their progress through the program and evaluate their performance and that of their FTO's. Upon the trainee's successful completion of Phase 4/Ghost, he/she will be interviewed by the Field Training Program Coordinator and Administrative Sergeant. Upon successful completion of the interview the trainee will then be assigned to Field Operations by the Field Training Program Coordinator.

■ FIELD TRAINING PROGRAM

Trainee Expectations

FIELD TRAINING PROGRAM TRAINEE EXPECTATIONS

The goal of the Field Training Program trainee is to demonstrate his/her ability to perform competently at the level of a solo uniformed patrol officer by the end of the program.

Trainees are rated against the standard of a competent police officer capable of working a solo patrol assignment in a safe, skillful, productive, and professional manner, not against how they are performing for their level of experience. Consequently, all trainees, with the exception of some experienced lateral transfers, should be receiving below standard ratings in most performance areas during the early to middle phases. However, steady and consistent progress is expected as experience grows.

To meet the competent solo officer standard, trainees must consistently perform at the Meets Standard (or higher) level in each of the attached 18 performance anchor categories, which are considered to be part of, and in addition to, the performance evaluation categories contained in the City of Riverside's Performance Evaluation Report (also attached).

The trainee's primary responsibility while assigned to the Field Training Program is to devote his/her full attention and efforts toward successfully completing the program. This may be a very intense and stressful time in the trainee's life. The Field Training Program staff will make every effort to provide the tools necessary for the trainee to succeed in this undertaking. Field Training Officers are expected to challenge trainees to the extent of their performance capabilities. *Trainees are expected to give their best effort everyday in meeting their training objectives, goals, and performance standards.*

Trainees will complete all assignments in a prompt, timely manner.

Trainees must abide by the Law Enforcement Code of Ethics, Department policies and procedures, and the law.

Trainees should ask questions when they arise. FTOs are an information resource and trainees should not wait for the FTO to cover an area of concern they may have. **Trainees are expected to make mistakes.** They should not be overly concerned with errors when they are made. Instead they must channel their efforts into recognizing and correcting the errors.

Trainees will receive regular evaluations (Daily Observation Reports, Mid and End-of-Phase Evaluations and City Performance Evaluations). Trainees should use these to track their progress and to help identify any areas requiring additional effort on their part.

Trainees shall be receptive to constructive criticism and evaluations given by FTOs and Field Training Program staff. Trainees should be open and honest during the review of these evaluations. They may verbalize an explanation for their action; however, repeated rationalization, excessive verbal contradictions, and hostility are not acceptable and are counterproductive to the field training process.

TRAINEE EXPECTATIONS

Trainee's relationships with Field Training Program staff, other trainees, co-workers, and members of the public shall be respectful and strictly professional, both on and off duty, while they are in the training program.

While off duty, trainees shall not respond to police calls, nor should they conduct police investigations unless the situation is life threatening. Trainees should discuss these types of situations with their FTO and always follow Department policy when dealing with off-duty situations.

The Field Training Program is designed to assist trainees in making the transition from what they learned in the academy to performing general law enforcement uniformed patrol duties competently in the field. As such, it also provides a good review for lateral transfer officers and also orients both categories of trainees to the City of Riverside and RPD specific issues. Trainees are expected to be familiar with the contents of this Field Training Program Guide and must carry it with them on each duty shift.

The most successful trainees are those who invest some of their off-duty time in the study of applicable job related materials, particularly in areas where weaknesses have been identified. References have been provided for nearly all of the performance objectives / learning goals contained in the Field Training Program Guide.

If a trainee finds that they are in a conflict of interest situation, they must take no official action and shall immediately notify their Field Training Officer or Field Training Sergeant, as applicable.

The role of the Field Training Officer is to train new officers according to Department and POST standards. During this training process, the Field Training Officer is a teacher, role model, and the trainee's immediate supervisor. In order to ensure a fair and objective training relationship and avoid situations that could lead to a compromise of the training process, trainees are prohibited from socializing off-duty with Field Training Officers and Field Training Sergeants. This policy extends to all members of the Field Training Program and all trainees assigned to the Program.

Unless approved in advance by the Field Training Program Coordinator or Support Services Division Commander, trainees assigned to the Field Training Program are prohibited from knowingly participating in off-duty functions where FTOs or Field Training Sergeants may be present until such time as they complete their training program.

Trainees are to be respectful to their FTOs and other program staff. The FTO's direction is to be accepted and followed at all times. If the trainee believes that a specific order is improper, or an evaluation is not accurate or fair, he/she should first discuss it with the FTO. Also, a trainee having any other problem will first contact their currently assigned FTO. If the trainee is still unable to resolve the issue, he/she should meet with his/her Field Training Sergeant.

Likewise, if the problem is of a personal nature, concerns the current FTO, or the FTO is unable to resolve the problem, the trainee's assigned Field Training Sergeant will be contacted. If the trainee still has a concern or problem, he/she should meet with the Field Training Program

TRAINEE EXPECTATIONS

Coordinator. If the issue remains unresolved, the trainee may ask the Coordinator to set up a meeting with the Support Services Division Commander. The Field Training Program Coordinator shall notify the Commander and a meeting will be scheduled.

Trainees will strictly follow the chain of command as outlined below. At no time is the trainee to bypass any step of this chain of command or approach other officers or other Field Training Officers with problems or questions regarding the Field Training Program. The purpose of this policy is to eliminate confusion in the training process. In the event of an emergency, any patrol supervisor or the Watch Commander may be contacted.

Chief of Police
Deputy Chief
Support Services Commander (Captain)
Field Training Program Coordinator (Lieutenant)
Field Training Sergeant
Field Training Officer
Trainee

The Field Training Program is designed to lead the trainee to the successful completion of the Program. Field Training Managers, Supervisors, and Officers are all committed to that goal. Trainees should not hesitate in asking questions and seeking guidance from them. Ultimately, a trainee's success depends upon his/her skills, efforts, progress, and consistency in meeting the performance standards.



Police Department

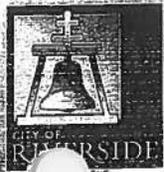
Support Services Division – Training Bureau

Phase Expectations:

Phase Progression Examples:

A. Phase 1

- Phase 1 begins after the Orientation Phase has been completed.
- The objective of Phase 1 is learning through observation. (This does not mean the trainee should sit back and passively watch.)
- Basic mechanical skills and major safety skills will be the top priorities in this phase.
- The following areas will be covered during Phase 1:
 - Roll Calls
 - Vehicle Inspections/ Vehicle Repair Procedures
 - Shotgun/Taser Inspections
 - Radio Familiarization
 - Beat Familiarizations
 - Commonly Used Forms
 - Citizen Contacts
 - Contact and Cover
 - Pat Down Searches
 - Note Taking
 - Map Reading
 - Driving
 - Radio Calls/ Non-Emergency Responses
 - Basic Report Writing
 - Vehicle Familiarization (Lights, Sirens, MDC, Coban Etc.)
 - Commonly Used Locations/Facilities
 - Ethics, Mission and Values
 - Policies and Procedures
 - Completion of Field Training Program Phase Responsibility Section



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Support Services Division – Training Bureau

1. An entry level trainee comes into Phase 1 knowing 0% of what a competent solo patrol officer would know. During this four week training phase the trainee should learn 20-25% of what a competent solo officer would know. (All evaluation comparisons made by the FTO are Trainee Knowledge/Performance Vs. Competent solo officer Knowledge/Performance)
2. Phase 1 transitions the trainee from the academy mindset to a patrol mindset, allowing the trainee to adjust to a new culture in their new profession. This is not a seamless process and there can be no expectation by the FTO that the trainee already knows what to do. Keys to success in this phase are an FTO who is patient and willing to teach in all aspects. (If you do not know the answer a trainee asks find somebody who does, or work together in researching the question, please don't guess and pass along bad information.)

The FTO should begin this phase of training with rigid routines to teach the trainee how to prepare themselves, their equipment and the police unit for a shift. This phase of training should start with these routines demonstrated by the FTO and progress to the trainee taking over all pre-shift routines while being observed by the FTO.

A trainee in Phase 1 can be exposed to all types of calls and begin to conduct routine/past investigations. This allows them to get comfortable and gain confidence in their new role as a Police Officer. Report writing should be limited to past or "routine" reports. Complex investigations should primarily be handled by the FTO with a strong emphasis on teaching the trainee while the FTO is completing the investigation all the way through writing the report.

The trainee should also be using the radio (both in car and HT), being shown the MDC and all of its functions as well as beginning to use it. The FTO should be the primary driver during the early part of the phase with the trainee focusing on developing basic patrol techniques, radio, MDC and map reading skills. The trainee can begin to drive at the end of the phase and start applying all of the new skills above while driving



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B. Phase 2

- Phase 2 expands upon the basic foundation established during the first phase. Participatory learning is essential. The trainee will transition from observer to now being expected to contribute more actively and assume more responsibility.

 - The following areas should be covered in Phase 2
 - Assume most Radio and MDC communications
 - Patrol and Investigation Techniques
 - Report Writing and Citations
 - Searches
 - Arrests
 - Laws of Arrest, Departmental and Booking Procedures
 - Driving Procedures and Skills
 - Missing Persons/Runaways
 - Community Policing/ POP Project
 - Completion of Field Training Program Phase Responsibility Section
1. An entry level officer should enter Phase 2 knowing 20-25% of what a competent solo officer would know. During this four week training phase the trainee should progress to learn 45- 50 % of what a competent solo officer would know.

2. Phase 2 is more complex and the trainee should begin to develop basic officer safety, patrol and investigative techniques. The FTO will be both teacher/instructor and evaluator in all newly taught techniques the trainee has learned. The FTO will also base his instruction and pace at which the phase moves on how quickly a trainee is applying and retaining the information they have been taught.

Phase 2 is usually the phase in which the newness of training begins to wear off and the trainee begins to settle in, gain confidence and really begin to apply the knowledge and skills they learned in the Academy, Orientation and Phase 1 of their training. The FTO's in this phase have to be able to read their trainees development needs and learning style and develop their teaching style to fit.



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Complex investigations handled by the trainee with help from the FTO will be at the discretion of the FTO. Every situation is different. A good training point/tactic when something complex arises is both the FTO and the trainee take all the information and both write their own individual reports. The FTO and the trainee can then compare and contrast both reports. However good the report written by the trainee, the FTO must also factor in how this particular case will present itself upon going to court.

Phase 2 is also the phase when self-initiated activity is usually introduced to the trainee. Trainees will learn and apply basic traffic stop and pedestrian stop tactics, laws, case law, policies/procedures as well as the beat knowledge and savvy that goes into when/where to conduct this type of activity. The phase 2 trainee will use and develop this foundation and begin to build proficiency. As the trainee begins to show proficiency the FTO will teach the trainee the skills needed to take the initial self-initiated activity and build it into a complete investigation.

Phase 2 trainees should know how to properly set up the police unit prior to shift, know their radio codes and phonetic alphabet and begin to drive more frequently. The phase 2 trainee's sense of direction and map reading capabilities are usually still a work in progress during this phase.

C. Phase 3

- During Phase 3 the trainee should now be able to assume most responsibilities as a partner officer sharing the workload with the FTO.
- The following areas should be covered in Phase 3
 - Evidence gathering and disposition
 - Juvenile Procedures
 - All criminal and non-criminal investigations
 - Warrants
 - Search and Seizure
 - Self-Initiated Activity
 - Domestic Violence
 - Narcotics Investigations
 - Child abuse, Sexual abuse and Neglect
 - Leadership
 - Completion of Field Training Program Phase Responsibility Section



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1. An entry level officer should enter Phase 3 knowing 45-50% of what a competent solo officer would know. During this four week training phase the trainee should progress to learn 70-75% of what a competent solo officer would know.
2. The Phase 3 trainee should be learning at rapid pace. It is critically important that the Phase 3 FTO assess where the trainee is in terms of the field training program as well as the trainee learning style(s) in order to fully capitalize on this phase. Often times you will hear an FTO or a trainee say it “just clicked,” more often than not this happens during Phase 3.

The Phase 3 trainee will/should begin to problem solve on their own without asking for the FTO’s help every step of the way. This is the phase in which many trainee’s will begin to develop their “style.” (It is up to the FTO to refine this “style”.)

The phase 3 trainee is encouraged to handle any call in which they feel they want/need to handle. Time management is also crucial during this phase. Often times the trainee will get tunnel vision and try to take on more than they can handle. (Examples: Trying to handle every call in the beat or trying to on sight even though they are already down numerous reports.) The FTO must encourage the strong work ethic while being careful the trainee is not becoming overwhelmed.

The FTO during this phase should make the trainee as well rounded in all areas of patrol as they can.

D. Traffic

- The following activities should be covered during the traffic phase
 - Traffic Collisions
 - Traffic Citations
 - Parking Citations
 - Traffic Control
 - Yellow Tags
 - DUI’s
 - DMV Forms
 - Completion of Field Training Program Phase Responsibility Section



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1. The trainee will learn the basics of traffic investigation during this two week phase. The Traffic Phase can be scheduled at any time following Phase 1 of the training program based on the availability of the Field Training Officers although it is best suited for the trainee's success to be placed between Phase 3 and Phase 4.
2. The traffic phase will focus on Traffic Collision reports. The trainee will handle as many traffic collisions as there are available during this two week period. During down time the trainee will perform traffic enforcement and take appropriate action as necessary. They may also perform a "worksheet" that may have been assigned to the traffic FTO.

E. Phase 4

- In this phase the trainee will take the lead role and the FTO will act as the advisor. The first three weeks of Phase will be a training phase. The FTO will act as cover when it is necessary, and will assist the trainee in developing the final necessary skills to work as a competent solo patrol officer.
- The last two weeks of this Phase will be the "Ghost" phase. This will now become an evaluation phase. The FTO will evaluate the ability of the Trainee to succeed as a competent solo patrol officer. The FTO will accompany the Trainee during his shift. The FTO will be in plain clothes. The main function during this part of the Phase is to observe and evaluate the trainee's performance. (He will come to the Trainee's aid in the event of an emergency, but not during the normal course of the trainee's duties.) Should the trainee require routine assistance, he will be left to his own devices to acquire aid and solve the daily problems of working as a patrol officer.
- The following activities should be covered during this phase:
 - Advanced Investigations and Patrol Techniques
 - Time Management
 - Tactical Communication
 - Completion of Field Training Program Phase Responsibility Section



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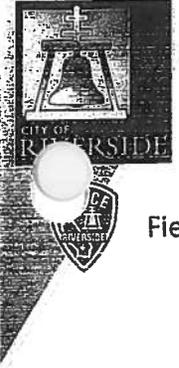
1. An entry level officer should enter Phase 4 knowing 70-75% of what a competent solo officer would know. During this three week training phase the trainee should progress to learn 95-100% of what a competent solo officer would know.
2. A trainee should come into this phase capable of handling approximately 80% of all the activities that take place in the unit. All calls for service during this phase can be handled by the trainee at the discretion of the FTO. The trainee should have developed good time management skills and should be able to fill a shift with quality police work. Only minor corrections should be needed by the FTO of completed police reports.

During Phase 4 the trainee should begin to develop the confidence that they can handle a majority of complex patrol techniques and investigations with little to no help from the FTO. The FTO and Trainee should be working together to locate problems or deficiencies as this is the last step before "Ghost" Phase. It is at the conclusion of Phase 4 that a re-phase is most likely to be given however a re-phase can be given at an point during training at the discretion of the FTO Sergeant and Lieutenant.

F. "Ghost" Phase

1. This phase gives the trainee the opportunity to show an FTO (in plain clothes and riding with the trainee only to Evaluate) that he/she has acquired all necessary skills/training and is capable of going out on their own as a competent solo patrol officer. Officer safety, time management, beat accountability, beat awareness, the ability to multi-task and report writing are the main keys to success in this phase. Does the trainee understand not only what he is doing but what everyone around him is doing? The trainee is not expected to know how to handle every situation that could possible present itself however they should know how to work through problems and where to seek the answers to questions they may have.

At the completion of this phase the trainee will also have to demonstrate their skills orally in an end of phase interview with the Field Training Lieutenant and Sergeant.



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Support Services Division – Training Bureau

Field Training Officers Must:

- A. Distinguish the difference between performance deficiencies and training deficiencies
 - 1. Performance deficiencies are related to the trainee's ability (or lack of) and his or her issues
 - a. Trainee does not know what to do
 - b. Trainee knows what to do, but not how to do it
 - c. Trainee knows what to do and how to do it but does not do it or does not want to do it.

- A. Training Deficiencies are related to the FTO or the Field Training Program
 - 1. Inconsistent instruction from FTO's
 - 2. Not enough time provided for learning
 - 3. Unenthusiastic FTOs