

■ **FIELD TRAINING PROGRAM**

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**Administration**

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## **FIELD TRAINING PROGRAM ADMINISTRATION**

### **Staffing**

The overall administration of the program is the responsibility of one of the Training Bureau Lieutenant in conjunction with the Field Training Administrative Sergeant, who will manage it. He/she serves at the pleasure of the Support Services Division Commander and Chief of Police. The Training Bureau Lieutenant has managerial oversight of the Bureau.

Field Training Program supervision will consist of one Administrative Sergeant to assist the Training Bureau Lieutenant, and Field Training Sergeants who will closely supervise the progress of their assigned trainees through the program and evaluate their performance, as well as that of the trainee's Field Training Officers (FTOs).

FTOs are volunteers who must complete the POST Field Training Officers course before they can be assigned to train. They must also complete POST approved specific, structured, and on-going updated training for FTOs every three years following their completion of the POST Field Training Officers course.

### **Duties and Responsibilities of the Field Training Administrative Sergeant**

The Training Bureau Lieutenant shall complete the POST Management of the Field Training Officer course before assignment, or within twelve months of assignment, to the position.

The Field Training Program Coordinator has operational responsibility for the program. He/she must ensure that the standards and objectives of the Field Training Program are adhered to and that the Program is in compliance with the minimum standards established by POST. The Training Bureau Lieutenant will oversee and evaluate the activities of the Field Training Program Administrative Sergeant, Field Training Sergeants, and Field Training Officers.

The Field Training Administrative Sergeant, with the assistance of the Field Training Sergeants, will maintain all original paper records relating to each trainee's development during the entire Field Training Program training cycle. These records include Daily Observation Reports (DORs), Mid-Phase Evaluations, End-of-Phase Evaluations, tests, and all other paperwork pertaining to each trainee. These records will be forwarded to the Support Services Division after the trainee leaves the program.

The Field Training Program Administrative Sergeant will maintain the FTO files and trainee evaluations of the program. These will consist of the FTO's training logs and program evaluations (which must all be reviewed by the Coordinator), and will be available for review by the involved FTOs and their supervisors.

The Field Training Administrative Sergeant will provide input for the FTO's annual performance evaluations. He/she will furnish the FTO's evaluating supervisors with their FTO's annual performance evaluations.

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The Field Training Administrative Sergeant is responsible for overseeing trainee and FTO assignments and performance, maintaining appropriate Program staffing levels, filling vacancies that occur in the program, ensuring that FTOs complete the POST Field Training Officer course before they are assigned to train, and that they complete the required POST update training.

The Field Training Administrative Sergeant will conduct the trainee end-of-program interviews for those who have successfully completed their field training phases.

It is the duty of the Field Training Administrative Sergeant to notify trainees when they become the subject of a recommendation for removal from the Program.

The Field Training Administrative Sergeant will be responsible for conducting quarterly Field Training Program meetings.

The Field Training Administrative Sergeant will receive all Field Training Sergeant and FTO requests for field training compensatory time earned.

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The Field Training Administrative Sergeant will receive all FTO Training Logs.

The Field Training Administrative Sergeant is responsible for completing an annual evaluation and report of the Program at the end of each calendar year.

The Field Training Administrative Sergeant will form an ad-hoc committee to annually review the Field Training Program structure, goals, policies, and related written materials. Any changes must be in compliance with POST regulations.

The Field Training Program Administrative Sergeant shall have completed the POST Management of the Field Training Officer course before assignment, or within twelve months of assignment to the position.

The Field Training Program Administrative Sergeant serves at the pleasure of the Support Services Division Commander. He/she reports to the Field Training Bureau Lieutenant, assists the Coordinator with overseeing the program and will act as the Coordinator in their absence.

The Field Training Administrative Sergeant will ensure that incoming trainees have satisfactorily completed their Orientation Phase before scheduling them for field training. In consultation with the Field Training Bureau Lieutenant, he/she is then responsible for assigning incoming trainees to Field Training Sergeants and their first FTOs.

The Field Training Administrative Sergeant will participate in actions involving acceleration, remediation, reassigning, re-phasing, or removal of a trainee.

The Field Training Administrative Sergeant is responsible for maintaining and distributing Field Training Program Guides, compiling and maintaining training resource materials, assisting with end-of-program oral interviews, and assigning successful trainees (in conjunction with the Support Services Administrative Sergeant) to their first squad assignment.

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The Field Training Administrative Sergeant assists with the maintenance of FTO and program evaluation files. He/she will be the administrator for the computerized trainee evaluation system and will maintain the computerized Field Training Program "status boards."

The Field Training Administrative Sergeant will assist in overseeing the proper maintenance of the trainee's files. This will include Daily Observation Reports, Mid-Phase Evaluations, End-of-Phase Evaluations, tests, and other paperwork relating to each trainee. Once the trainees complete the entire Field Training Program, the Field Training Program Administrative Sergeant will forward their training files to the Support Services Division.

## **Duties and Responsibilities of the Field Training Sergeants**

The Field Training Sergeants serve at the pleasure of the Support Services Division Commander. Their field training duties are collateral to their regular squad assignments.

The Field Training Sergeant's role is critical to the success of the Program. The key is their close supervision and evaluation of the trainees and FTOs assigned to them as their trainees progress through the Program.

The Field Training Sergeant must realize the importance of comprehensive documentation in the training and evaluation process and ensure that it is accomplished. Proper documentation addresses unacceptable, acceptable, and superior performance, provides guidance for future training needs, and is a ready reference on the trainee's performance in the Program.

**Documentation must include those remedial actions taken in order to overcome any observed deficiencies.**

***Trainees must always be treated with dignity and respect.*** The Field Training Sergeant must ensure that personal conflicts between the FTO and trainee do not arise and that the FTO maintains professional objectivity and performance throughout his/her dealings with the trainee. If personal conflicts or loss of objectivity is detected, the Field Training Sergeant shall immediately intervene and take appropriate action.

Field Training Sergeants are responsible for the actions of each FTO and trainee under their supervision. If the Field Training Sergeant has an issue with an FTO or trainee that has not been resolved and may require discipline or removal from the program, the Sergeant will immediately contact the Field Training Program Coordinator with their concerns and recommendations to resolve the problem.

Field Training Sergeants shall conduct timely reviews of their trainee's DORs, Mid and End-of-Phase Evaluation reports, and will sign and file them in the trainee's files. A DOR must be produced for each day that a trainee is in the Program, regardless of what the trainee did that day. (e.g., off sick, attending outside training, etc.) Field Training Sergeants must ensure that all evaluation reports are thorough and complete.

On occasions when the trainee's FTO is absent and there is no substitute FTO available, then the trainee will be assigned to work with an experienced officer. Although the non-FTO cannot complete a DOR for that shift, the Field Training Sergeant will ensure that he/she submits a

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thorough memo or e-mail detailing their activities for the shift, which will be attached to a DOR form explaining the situation. This DOR with attachment will be included in the trainee's file to account for that day.

Field Training Sergeants are expected to meet at least weekly with their trainees and assigned FTOs to review progress, provide guidance, and inspect the trainee's Field Training Program Guides. He/she will ensure that these meetings are documented in the trainee's Mid or End-of-Phase Evaluation reports as well as the phase transition meetings between oncoming and off-going FTOs, and required monthly trainee firing range attendance and performance.

Field Training Sergeants are responsible for knowing if their assigned trainees are weak shooters, and if so, to ensure that they receive all necessary remedial training from the Range master, or his designee, and that each range training session is documented in the trainee's DORs and Mid or End-of-Phase Evaluations and the attached Firearms Training Record.

Field Training Sergeants are responsible for scheduling trainee phase transfers. These must be done in a timely manner before the end of the current phase. ~~The Field Training Sergeant will update the computerized Field Training Program "status boards" to show the dates of the next phase, name of the next assigned FTO, and that he/she is unavailable on the FTO list.~~

Field Training Sergeants will attempt to match training difficulties of their trainee with specific expertise of an FTO (e.g., a trainee having report writing difficulties should be assigned to an FTO who is an exemplary report writer, or a trainee who needs exposure to enforcement activity should be assigned to the area or shift with the highest number of calls for service).

The Field Training Sergeant will then send, by e-mail, copies of the phase transfer orders to the Field Training Program Coordinator, Field Training Administrative Sergeant, involved FTOs, Court Services Unit, and Support Services Division office specialists.

Field Training Sergeants are responsible for completing the City performance evaluation reports on their trainees. Field Training Sergeants are also responsible for completing written evaluations of the performance of their trainee's FTOs as to their training phases with assigned trainees. These will be maintained in the FTO's files by the Field Training Program Coordinator and will be incorporated into the FTO's annual performance evaluations by their respective supervisors.

Field Training Sergeants are expected to be in regular contact with the Field Training Administrative Sergeant regarding the performance of their assigned trainees. They will advise the Coordinator of any recommendations they may have regarding acceleration, remediation, reassigning, re-phasing, or removal of a trainee.

In consultation with the Field Training Administrative Sergeant, when the Field Training Sergeant feels that a trainee has significant performance deficiencies and is not progressing satisfactorily, he/she will:

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1. Make sure that all reasonable efforts have been made and will ensure that the efforts taken to correct the deficiencies and improve the trainee's progress are well documented in the DORs, Mid, and End-of-Phase Evaluations.
2. Discuss with the trainee areas of deficient performance and give guidance as to methods for improvement, specific assignments and action steps to be taken.
3. Provide an opportunity for the trainee to improve performance within a specified and reasonable time period.
4. Document thoroughly items 1 through 3 above in a City performance evaluation report.

Upon a trainee's completion of Phase 4/Ghost Phase, the Field Training Sergeant shall ensure:

1. That the trainee's Field Training Program Guide is complete and will forward it to the Field Training Administrative Sergeant. This includes making sure that his/her performance objectives/learning goals have been completed and signed off and that the corresponding sections on the Phase Responsibility Worksheet have been signed by the respective FTOs and trainee.
2. That the trainee's training file is complete and organized properly.
3. That trainee evaluations of all assigned FTOs and of the Field Training Program have been completed and submitted to the Field Training Program Coordinator.
4. That the Completion Record/Competency Attestation has been completed and submitted to the Field Training Administrative Sergeant.

When a Field Training Sergeant is going to be absent for a week or more, it is his/her responsibility to make arrangements with another Field Training Sergeant to act in their place to conduct the weekly FTO/trainee meetings and written evaluation reviews with their assigned trainees and FTOs.

## **Field Training Sergeant Qualifications**

Field Training Program Supervisors are expected to be LEADERS. They must possess Core Competence, Character, Courage, and Commitment. They are expected to reach beyond expectations and to make a difference.

1. Must be a volunteer.
2. Must be assigned to the Field Operations Division as a field supervisor.
3. Must be willing to supervise Field Training Officers and assigned trainees in addition to their regular duties.

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4. Must be committed to fulfill at least one year as a Field Training Sergeant while assigned to the Field Operations Division.
5. Must have the ability to plan, schedule, coordinate, instruct, evaluate, discipline, and write well.
6. Must have satisfactory or higher performance ratings for the prior two performance evaluations.
7. Previous experience as a Field Training Officer is desirable.

## **Field Training Sergeant Selection Procedure**

1. An Interest Memo or Request for Transfer form (with optional résumé attached) for the Field Training Sergeant position is to be submitted to the Support Services Division within the specified time period when an opening(s) is announced.
2. The Support Services Division Commander will make his/her selection(s) based on reviews of the candidate's work histories, experience, potential, and input from the Field Training Bureau Lieutenant and Administrative Sergeant. The selection process may include an oral interview.
3. The eligibility list will remain in effect for a period of one year.

## **Duties and Responsibilities of Field Training Officers**

The goal of the Field Training Program is to provide the Department with field-trained, competent police officers capable of working a solo patrol assignment in a safe, skillful, productive, and professional manner. To attain this goal, the Field Training Officer must understand, believe in and support the Department's mission, values, strategy, policies and procedures, and be able to effectively impart this knowledge and inspiration to others.

Field Training Officers must be role models, teachers, and leaders. They must possess Core Competence, Character, Courage, and Commitment. FTOs are expected to reach beyond expectations and to make a difference.

In addition to his/her normal patrol assignment and responsibilities, the Field Training Officer is charged with giving their best efforts in providing training to their assigned trainee and accurately evaluating his/her performance according to the learning goals and performance standards set forth in this Field Training Program Guide. FTOs must be innovative, flexible, patient, and fair in performing these oftentimes challenging, but essential, duties. ***This is the Department's most important program and its continued success is dependent upon the best efforts of our Field Training Officers.***

Field Training Officers shall complete the POST Field Training Officers course before they can be assigned to train. They must also complete POST approved specific, structured, on-going

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updated training for FTOs every three years following their completion of the POST Field Training Officers course.

Field Training Officers serve at the pleasure of the Support Services Division Commander. They report directly to their trainee's Field Training Sergeant on all matters pertaining to their assigned training phase with that trainee.

***Trainees must always be treated with dignity and respect.*** At no time should trainees be demeaned or ridiculed. Every effort must be made to ensure that the stress felt by the trainee is caused by the job and not from the words or actions of their FTOs.

Field Training Officers must strive to ensure that personal conflicts do not arise between them and their trainee. FTOs shall always maintain professional performance and objectivity throughout their dealings with the trainee. If an irresolvable personal conflict arises, or loss of objectivity is feared, the FTO shall immediately seek intervention from their assigned Field Training Sergeant.

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Upon accepting a training phase assignment, FTOs must strive to not be absent during the phase. FTO absences and the resulting temporary reassignments of the trainee are disruptive to the continuity of the training process. Field Training Officers will normally be assigned to their patrol shift by seniority. However, if the need arises, they must be willing to change shifts temporarily for training purposes.

The Field Training Officer is required to complete a candid and thorough evaluation report on a trainee's daily performance and activities. This evaluation (DOR) will be discussed with and signed by the trainee before being submitted to the trainee's Field Training Sergeant for review. DORs shall be completed before the FTO begins field duty for their next regularly assigned shift.

On occasions when the trainee's FTO is absent and there is no substitute FTO available, then the trainee will be assigned to work with an experienced officer. Although the non-FTO cannot complete a DOR for that shift, the assigned FTO will ensure that he/she submits a thorough memo or e-mail detailing their activities for the shift, which will be attached to a DOR form explaining the situation. This DOR with attachment will be included in the trainee's file to account for that day.

A Mid-Phase Evaluation will be completed as a trend indicator, and shall summarize the activities handled and performance strengths and weaknesses for the first half of each of the four-week phases (1, 2, 3, and any re-phase). Mid-Phase Evaluations will be completed promptly after the third week of the phase 4. They are not required for the two-week phases (Traffic, and Ghost Phase). The oncoming Phase 2-4 FTOs shall read the Mid-Phase Evaluation for the previous phase before beginning the next phase.

An End-of-Phase Evaluation will be completed promptly at the end of each phase summarizing the activities handled and performance strengths and weaknesses for the second half of each of the four-week phases, the entirety of the two-week phases, Ghost Phase, and any re-phase. The FTO will assess the trainee's overall progress for the entire phase and his/her suitability to

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advance to the next phase. The oncoming Phase 2–4 FTOs shall read the End-of-Phase Evaluation for the previous phase before beginning the next phase.

In the Mid and End-of-Phase Evaluations, the FTO will note what week of training the trainee is actually in and will make a relative judgment as to what week the trainee's performance reflects, indicating whether the trainee is behind schedule, on schedule, or ahead of schedule in training. All categories and fields of the Mid and End-of-Phase Evaluations shall be completed. **Documentation must include those remedial actions taken in order to overcome any observed deficiencies and whether the trainee is responding to training.**

Field Training Officers and trainees are expected to meet at least weekly with the Field Training Sergeant to review progress and have the trainee's Field Training Program Guide inspected. These meetings shall be documented in the trainee's Mid and End-of-Phase Evaluation reports as well as the phase transition meetings between oncoming and off-going FTOs.

FTOs are responsible for ensuring that their trainee completes required monthly firing range qualifications and that they are documented in the DOR and Mid or End-of-Phase Evaluations and on the enclosed Firearms Training Record. In consultation with the Range master, FTOs are responsible for knowing if their assigned trainee is a weak shooter, and if so, to ensure that he/she receives all necessary remedial training from the Range master, or his designee, and that each range training session is documented in the trainee's DORs and Mid or End-of-Phase Evaluations and on the attached Firearms Training Record. FTOs shall update the trainee's Field Training Sergeant on his/her firearms proficiency during their weekly meetings.

Phase 1–4 FTOs shall discuss their trainee's performance and progress with the oncoming FTO at or before the phase change and will document the date of that meeting in the End-of-Phase Evaluation. Phase 2–4 FTOs shall document in their Mid or End-of-Phase Evaluation (as applicable) that they have read the previous FTO's Mid and End-of-Phase Evaluations.

## Field Training Officer Qualifications

1. Must be a volunteer.
2. Must possess a POST Basic Certificate and have three years of field police experience.
3. Must be assigned to the Field Operations or Special Operations Divisions.
4. Must be willing to carry out the mission of the Field Training Program in any area of the City and on other than a regularly assigned work shift, if necessary.
5. Must have a good working knowledge of Department policies, procedures, laws and accepted police practices and techniques.
6. Must be able to lead, teach, evaluate, provide a positive role model, and write well.

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7. Must have satisfactory or higher performance ratings for the prior two performance evaluations. Exceeds Standard or above is preferred.

## **Field Training Officer Selection Procedure**

1. An Interest Memo or Request for Transfer form (with optional résumé attached) for the Field Training Officer position is to be submitted to the Support Services Division within the specified time period when an opening(s) is announced.
2. The Support Services Division Commander will make his/her selection(s) based on reviews of the candidate's work histories, experience, potential, and input from the Training Bureau Lieutenant and Administrative Sergeant. The selection process may include an oral interview.
3. The eligibility list will remain in effect for a period of one year.

## **Field Training Officer Disqualification / Deselection**

The Field Training Officer's professional and personal conduct must be exemplary.

If an FTO's conduct or professionalism comes into question, the Training Bureau Lieutenant will be responsible for reviewing all facts and making recommendations to the Support Services Division Commander concerning the possibility of removing a Field Training Officer from the Program.

Departmental disciplinary actions taken against a Field Training Officer can be cause for removal of that officer from the Field Training Program or being placed on inactive status, as determined by the Training Bureau Lieutenant with concurrence of the Support Services Division Commander.

### **Inactive Status**

A Field Training Sergeant or Officer may be placed on inactive status when he/she cannot be utilized as a Field Training Sergeant or Officer, but is still assigned to or affiliated with the Field Training Program.

A Field Training Sergeant or Officer can be placed on Inactive Status for any of the following reasons:

1. Off duty or assigned to modified duty due to illness or injury.
2. Concluded or pending administrative action, which does not include a recommendation for removal from the Field Training Program.
3. Appointment to a special assignment.
4. At the request of the Field Training Sergeant or Officer.

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5. At the discretion of the Support Services Division Commander.

Upon a Field Training officer's return to the Support Services Division from a special assignment, he/she may be reappointed to active status at the discretion of the Support Services Division Commander.

Every reassigned FTO, after a three year-or-longer break in service as an FTO, must successfully complete a POST-certified Field Training Officer Update Course prior to training new officers.

## **Compensation and Time Keeping**

The Field Training Administrative Sergeant earns ten hours of straight compensatory time for each month that they supervise the FTO program.

Field Training Sergeants earn ten hours of straight compensatory time for each month that they supervise at least one trainee.

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Field Training Officers earn straight compensatory time at the rate of 1.25 hours for each ten hours that they train a trainee. Each training shift will be entered on a Field Training Officer Log<sup>1</sup> and shall be submitted when 80 hours of training have accrued.

All Field Training Officer Logs and overtime requests shall be submitted directly to the Field Training Administrative Sergeant for review and approval.

The overtime code for field training compensatory time earned is 000557. The overtime code for field training compensatory time used is 000556. Time earned and used must be entered into TeleStaff. FTO compensatory time is designed to provide needed breaks between the rigors of training phases, not as a second vacation time bank. When taking time off, Field Training Sergeants and Officers shall use their accrued FTO compensatory time before using vacation or regular compensatory time.

## **Single Officer / Two-Officer Unit Status**

When training, at the beginning of each shift, Field Training Officers are responsible for notifying Communications that his/her unit is to be treated as a one-officer unit (this includes all of Ghost Phase) until, at the FTO's discretion, the trainee has progressed sufficiently to be considered a capable cover officer. At that point, the FTO's notification to Communications will be to consider his/her unit as having two-officers.

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## **FTO / Trainee Fraternization**

The role of the Field Training Officer is to train new officers according to Department standards. During this training process, the Field Training Officer is a leader, 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 forbidden from socializing with Field Training Officers and Sergeants off-duty. Unless approved in advance by the Field Training Program Coordinator or Division Commander, trainees assigned to the Field Training Program are prohibited from knowingly participating in off-duty functions where Field Training Officers or Sergeants may be present until such time as they complete their training program.

In the event a situation exists or arises involving a special relationship between a trainee and a Field Training Officer or Sergeant, (i.e., the trainee is the spouse, girlfriend/boyfriend, relative of an FTO or Training Sergeant or has any other close relationship with an FTO or Field Training Sergeant that could compromise the training process), the FTO or Field Training Sergeant shall not participate in any training activity, evaluation or discussion involving that trainee.

The affected FTO or Field Training Sergeant shall be excused from that portion of the quarterly Field Training Program meetings where the performance of the subject trainee is to be discussed.

It is the responsibility of the FTO or Field Training Sergeant to make the Field Training Administrative Sergeant aware of any special relationship that they have with a trainee about to enter or currently assigned to the Program.

Failure to comply with this policy shall result in dismissal of the FTO or Field Training Sergeant from the Field Training Program.

## **Standardized Phase Training**

It is the responsibility of the FTO to thoroughly review the Field Training Program Guide materials with the newly assigned officer and to explain/demonstrate proper procedures.

During each phase, the trainee will complete a portion of the program including specific performance objectives designed to ensure that he/she has learned specific skills. The FTO's task is to complete the performance objectives/learning goals for their assigned training phase and to ensure that their trainee is competent in those areas. The FTO and trainee shall sign off those objectives/goals as they are completed. The FTO will also initial the corresponding boxes on the Phase Responsibility Worksheet.

In order to maintain uniformity, a concentrated effort must be made to standardize certain aspects of field training that fall within each topic or area of performance skills. FTOs must have confidence in the training that has preceded their segment of training. Without standardized training, the second FTO (or third, or fourth, etc.) is evaluating the trainee not only on the

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trainee's shortcomings, but on the training deficiencies of the previous FTO(s) as well. Training must take place before evaluation and must be uniform if the evaluation is to be valid.

**Phase 1** is the introductory field training phase and follows the Orientation Phase. During this time the trainee will be taught certain basic skills. These include officer safety and other areas of potential liability to the organization and the trainee. The important elements of this phase are the molding of the trainee's attitude toward the experienced officers and making it clear that the program is not "just something else they have to get through." The FTO's function as a role model is particularly important here. The trainee's ultimate success may hinge on his/her attitude toward the training program and on the image projected by the FTO.

**Phase 2** is somewhat more complex than the first phase and is the phase where trainees become more adept with their new role. During this phase it is expected trainees will begin handling calls for service and enforcement activities with less input required from their FTO. They should begin to master the basic skills at hand. The FTO must acknowledge the trainee's growing assertiveness and remain constantly aware of and monitor the workload, guarding against under or over loading, to ensure a proper learning environment.

**Phase 3** continues to build upon patrol officer skills, introduces more complex investigations and patrol techniques, and requires more active participation and ability from the trainee.

**Traffic Phase** focuses on accident investigation and all aspects of 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.

**Phase 4** is the last phase of formal patrol training. Trainees will maximize their participation and demonstrated ability. Trainees will be expected to handle all patrol details, except those they have not yet been exposed to, predominantly with minimal assistance from the FTO. They should be initiating all patrol and enforcement activities on their own. During Phase 4, training continues to a lesser extent in an environment where critical evaluation takes on ever increasing importance. This is also an opportunity for the FTO to review those tasks previously accomplished and to be sure the trainee is prepared for the final evaluation phase.

**Ghost Phase** is the final evaluation phase. The Field Training Guide and all performance objectives should have been completed. To ensure the trainee acts as the lead officer during this phase, the primary FTO should observe the actions of the trainee from a "ride-along" position, normally while wearing plain clothes. The FTO will not take any action except in instances where his/her intervention is necessary. This FTO intervention should occur under the following circumstances:

1. *Officer Safety* — If the actions of the trainee constitute a hazard or potentially dangerous situation to officers or citizens, the FTO must take whatever action is necessary to reduce the hazard and ensure proper safety practices are followed.

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2. *Illegal and Unethical Activity* — The FTO must ensure that the trainee's actions are legal and ethical at all times. Neither of these conditions shall be sacrificed for training purposes.
3. *Embarrassment to a Citizen, the Department, or the FTO* — The FTO must not allow an incident to get to the point where the trainee embarrasses or brings discredit to a citizen, the Department, the FTO, or himself/herself at any time.

It is recognized that police patrol incidents cannot be scheduled in advance and some events will occur out of sequence. FTOs are strongly encouraged to take advantage of calls or situations that arise outside of their assigned phase in order to present those training opportunities to their trainees. FTOs shall always challenge their trainee to the extent of their capability and expose them to as much as possible.

If it is determined that a trainee has demonstrated a pattern of difficulty or an inability to consistently perform to the established standards of achievement in any phase, he/she should either receive an extension of training (re-phase), be given a remedial training assignment, or be separated from the program.

## **Remedial Extension**

If a trainee is behind schedule, yet is showing progress and further potential, he/she should have their field training extended to allow them a reasonable time to meet and maintain performance standards. This is not a guarantee that every trainee has the right to an extension. The decision to extend shall be that of the Field Training Program Coordinator and is usually made before the trainee enters Phase 4. This decision is based on a review of performance as well as the recommendations of the FTOs and the trainee's Field Training Sergeant. The foundation for a decision to extend is whether or not the cause(s) of the problem(s) is viewed as something that can be corrected. Field Training Program extensions should occur infrequently and not be granted unless the probability of success is anticipated.

The field training extension will be tailored to fit the needs of the trainee. This is a difficult time for the trainee and a time when he or she might give up. It is the FTO's responsibility to see that the extension is viewed from a positive perspective and as a strategy that will lead to success.

## **Termination**

The Field Training Program is designed to develop competent solo patrol officers. This level of competence, unfortunately, is not always reached. Some trainees can perform many, but not all, of the tasks required of solo patrol officers, while others are simply unable to deal with the stress of the job. Whatever the reason(s), some trainees will not be able to meet the performance standards of a competent solo patrol officer.

If during the Field Training Program, it is concluded by consensus that a trainee should be recommended for termination, it becomes necessary that all memoranda having bearing on an eventual decision be gathered. This documentation summarizing the trainee's performance shall include all evaluation instruments with conclusions and recommendations concerning retention

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or dismissal. The assigned Field Training Sergeant will compile these into a City performance evaluation report and submit it to the Field Training Administrative Sergeant with his/her recommendation(s).

The recommendation to the Chief of Police (or his/her designee) to terminate a trainee should be made only after careful consideration by the Training Bureau Lieutenant and Support Services Division Commander. The trainee should be advised of the recommendation only after it has been submitted through the chain of command to the Chief of Police and a decision rendered. It is *not* the FTO's role to notify the trainee of his/her impending termination, but that of the Training Bureau Lieutenant. Many trainees will elect to resign prior to being terminated from the Program. Even if the trainee resigns, all documentation and evaluations shall be completed and maintained in his/her file to document their field training performance.

## **Completion Record / Competency Attestation**

FTOs shall keep the trainee's Completion Record/Competency Attestation current with their names and dates of phases as the training cycle progresses. ~~If satisfied that their trainee is capable of performing competently as a solo patrol officer, the Ghost Phase FTO will sign the trainee's Completion Record/Competency Attestation.~~

If satisfied that the trainee is capable of performing competently as a solo patrol officer, the assigned Field Training Sergeant and Field Training Administrative Sergeant will sign the trainee's Completion Record/Competency Attestation.

If satisfied that the trainee is capable of performing competently as a solo patrol officer, the Support Services Division Commander assigned to oversee the Field Training Program will sign the trainee's Completion Record/Competency Attestation. For this purpose the Division Commander is acting in place of the Chief of Police and has his authority to do so.

## **Daily Observation Reports (DOR)**

The DOR is designed to aid the FTO in evaluating the trainee's performance in an objective and consistent fashion. The standardized performance guidelines attached to each of the 45 performance anchors in this Field Training Program Guide are to be utilized for this purpose.

Observations are transformed into evaluations by use of the five-point rating scale. Unsatisfactory performance equates to a 1, and a 5 equates to Outstanding. NRT is Not Responding to Training. N/O is not observed. Comments must be made for each corresponding rating unless the anchor was not observed. Midpoint of the scale is 3, reflecting Meets Standard—the competent solo officer standard.

It is also important for Field Training Officers to use the narrative portion of the form to highlight their significant shift activities. Questions sometimes arise later about what was or was not covered during field training and the answers are frequently found here.

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A Daily Observation Report (DOR) is to be completed by the Field Training Officer, discussed, read, and signed by the FTO and trainee before beginning field duty for the next duty shift. It will then be forwarded to the Field Training Sergeant for his/her review and signature.

## **Mid-Phase Evaluation Reports**

The Mid-Phase Evaluation is an overview and trend indicator of a trainee's performance over the first half of each of the four-week patrol phases. If a trainee is re-phased, a Mid-Phase Evaluation shall also be completed at the mid-point of that phase.

The Mid-Phase Evaluation is to be completed promptly at the middle of the phase by the Field Training Officer, discussed, read, and signed by the FTO and trainee. It will then be forwarded to the Field Training Sergeant for his/her review and signature.

The Mid-Phase Evaluation, in conjunction with the End-of-Phase Evaluation, is intended to provide the newly assigned Phase 2-4 FTOs with an overview of the progress in the training phase just completed and shall be read by the oncoming FTO before beginning the next training phase.

## **End-of-Phase Evaluation**

The End-of-Phase Evaluation is an overview and trend indicator of a trainee's performance over the second half of each of the five-week patrol phases and of the entire two-week phases (Traffic and Ghost Phase). In it, the FTO assesses the trainee's overall progress during the phase and his/her suitability to advance to the next phase (or to complete the program, in the case of Ghost Phase). If a trainee is re-phased, an End-of-Phase Evaluation shall also be completed at the end of that phase.

The End-of-Phase Evaluation is to be completed promptly at the end of the phase by the Field Training Officer, discussed, read, and signed by the FTO and trainee. It will then be forwarded to the Field Training Sergeant for his/her review and signature.

The End-of-Phase Evaluation, in conjunction with the Mid-Phase Evaluation, is intended to provide the newly assigned Phase 2-4 FTOs with an overview of the training phase just completed and shall be read by the oncoming FTO before beginning the next training phase.

## **Confidentiality**

As the trainee's performance is a confidential personnel matter, Field Training Officers will only discuss the progress and performance of a trainee with—and within earshot of—those who have a need and a right to know this information. The field training files contain sensitive personnel information and may be reviewed only by involved FTOs and supervisors.

## **Quarterly Field Training Program Meetings**

The Field Training Administrative Sergeant will arrange mandatory quarterly meetings of all Field Training Officers and Field Training Sergeants. The meeting will discuss any department

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or Field Training hot topics and offer training to the FTO's and FTO sergeants. At these meetings, each FTO will present their evaluation of their current trainee to the group. If beyond Phase 1, the trainee's prior FTO(s) will also comment as to their observations. The focus is on the major strengths and weaknesses of each trainee, any remedial training, and the trainee's overall progress.

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# FIELD TRAINING PROGRAM ADMINISTRATION