

A. **PURPOSE.** The Field Training and Evaluation Program is to serve as an extension of the police officer or recruit selection process combining “on-the-job” training with an objective performance assessment to ensure that the standards for the employment of a competent police officer are met. The Field Training and Evaluation Program mission is to improve the overall effectiveness and efficiency of police service delivery by several means:

1. The Field Training and Evaluation Program is a logical extension of the overall applicant screening process. It is designed to facilitate “on-the-job” observations and performance assessment, as well as assess the relative effectiveness of the candidate recruitment and assessment process, together with the Michigan Commission of Law Enforcement Standards (MCOLES) basic training/certification processes.
2. The program is designed to provide a valid post-basic training academy evaluation of the probationer’s performance utilizing standardized and systematic approaches to job task performance documentation. Specific documentation of performance serves as the primary criteria for the retention or termination of the probationary officer candidate.
3. The program provides post-academy, on-the-job training to probationary officers. Field Training Officers serve as role models to probationary officers in the development of the knowledge, skills, and abilities needed to perform patrol duties. Training materials are provided to reinforce the learning process. Field Training Officers are responsible for implementing this training.
4. The Field Training and Evaluation Program is a career development opportunity within the Department. It provides incentive for the demonstration of proficiency in the knowledge, skills, and abilities needed to perform police functions. While performing the duties of a Field Training Officer, the officer gains experience and knowledge that increases his/her leadership and evaluation skills and enhances his/her career opportunities. The program also affords assigned supervisors additional management responsibilities allowing for further display of their leadership abilities.
5. The Field Training and Evaluation Program provides retraining and orientation to sworn personnel returning to assignments after extended absences.
 - a. Sworn personnel who have been absent for a period of six months or more will be assigned to a Field Training Officer for a minimum of a three-day period.

- b. During the time such sworn officers are assigned with a Field Training Officer they will not be subject to the evaluation program required of probationers in training. The Field Training Officer's function is to re-familiarize the officer with agency forms and updated policies and procedures to ensure that returning personnel meet all re-qualifications in skill areas.
- c. Sworn officers returning to a service area Team from extended absences or assignments will receive such retraining and orientation as part of their regularly scheduled patrol duties and, as such, will be assigned as part of a two-officer unit that can be utilized to handle any two-officer call assignments at the discretion of the Field Training Officer.

B. SPECIFIC RESPONSIBILITIES

1. Service area commanders and Special Response Team commander

- a. The service area commander and Special Response Team commander shall be responsible for the overall administration of the Field Training and Evaluation Program for probationers assigned to them.
- b. These commanders shall coordinate, when appropriate, the preparation of a report of probationer's development and submit it to the Chief of Police with a recommendation to retain or terminate the probationer. Training Unit Personnel, assigned supervisors, and Field Training Officers will provide input in this report as required.

2. Training Unit commander

- a. The Training Unit commander shall be responsible for assisting the service area commanders with the general administration and staff monitoring of all probationers for the duration of their probationary period.
 - (1) The Training Unit commander shall, in concert with the service area commanders, be responsible for planning, directing, and evaluating field training assignments, including changes in such assignments.
 - (2) The Training Unit commander shall work closely with the assigned supervisors of probationers during the Field Training and Evaluation Program to determine and correct any training

deficiencies. The Training Unit commander may recommend the extension of a step for additional training and coaching.

- (3) The Training Unit commander will ensure that the needed number of days of training and evaluation has been completed.
- (4) The Training Unit commander may advance a probationer at an accelerated rate through the Field Training and Evaluation Program if the training tasks are complete and the probationer has demonstrated proficiency in those areas. This applies primarily to a probationer with prior law enforcement experience.

3. Supervisors

- a. The assigned supervisors will ensure that the Field Training and Evaluation Program is being properly administered. Various sources of information should be utilized to achieve these goals.
 - (1) The assigned supervisor shall review and sign the probationary officer's Daily Observation Reports (DOR) paying close attention to the comprehensiveness of the Field Training Officer's documentation.
 - (2) The assigned supervisor shall review the Daily Training Plans.
 - (3) The assigned supervisor shall communicate with the Field Training Officer regarding the probationary officer's performance.
- b. The assigned supervisor is also responsible for the weekly review of the Daily Observation Report Notebook to determine if it is current and properly completed.
- c. Upon reviewing the Daily Observation Report Notebook, the supervisor should note any questions or concerns on the Review Log form. The Review Log will later be reviewed by the Field Training Officer to address the noted issue.
- d. The assigned supervisor shall schedule weekly meetings with the Field Training Officer and the probationer. During these meetings several issues will be addressed.
 - (1) Training Tasks will be reviewed to be sure they are up to date.

- (2) The Weekly Summary Report will be reviewed with the backside narrative sections being collaboratively completed by the assigned supervisor and Field Training Officer.
- (3) The assigned supervisor will discuss and document the areas of the most acceptable performance.
- (4) The assigned supervisor will discuss and document the areas that need the most performance improvement as indicated by the Daily Observation Report performance averages for the week.
- (5) If any Not Responding to Training (NRT) entries occurred, examine if deficiencies were corrected to an acceptable level by the end of the work week. If a Not Responding to Training has not been resolved, then the sergeant and Field Training Officer will complete a formal Performance Improvement Plan.
- (6) Performance Improvement Plan (PIP)
 - (a) The Performance Improvement Plan identifies performance problems.
 - (b) The Performance Improvement Plan identifies to the Probationer what he/she must do to correct problems.
 - (c) The Performance Improvement Plan identifies to the Field Training Officer areas that may require additional coaching or training.
 - (d) The Performance Improvement Plan sets a deadline for achievement of improvement.
 - (e) The Performance Improvement Plan is discussed between the Probationer, the Field Training Officer, and the assigned supervisor. The assigned supervisor writes the Performance Improvement Plan in memorandum form. The Performance Improvement Plan is signed by the assigned supervisor, the Field Training Officer, and the probationer.
 - (f) The original Performance Improvement Plan will be kept in the Daily Observation Report Notebook. A copy of the Performance Improvement Plan will be forwarded to the service area commander who will then forward it to the Training Unit commander. A second copy of the

Performance Improvement Plan will be retained in the probationer's manual.

- e. The assigned supervisor will complete the End-of-Step Report at the end of each of the first five steps.
- f. The assigned supervisor shall complete Daily Supervisory Reviews during Step Five.
- g. The appropriate service area Supervisor assigned the responsibility for the time report shall have the responsibility to account for the payroll of Field Training Officers.

4. Field Training Officer

- a. The Field Training Officer's two primary roles are that of police officer assuming full patrol responsibility and that of a trainer/assessor/coach of probationers.
- b. All Field Training Officers shall receive formal Field Training Officer instruction prior to assuming probationer training and coaching responsibilities.
- c. Field Training Officers shall complete the Daily Observation Reports in a manner consistent with the Standard Evaluation Guidelines and review the DOR notebook for accuracy.
- d. Field Training Officers shall assist the Probationer with the completion of the Daily Training Plan.
 - (1) The Daily Training Plan outlines items that the probationer is going to work on improving during the next working day.
 - (2) The Daily Training Plan is attached to a Daily Observation Report on the day the tasks are completed.
- e. The Field Training Officer will explain and/or demonstrate the Training Tasks.
- f. The Field Training Officer will discuss with the probationer his/her performance evaluation and training. The Field Training Officer will make notice to the probationer of any performance that does not meet standards.

- g. The Field Training Officer will participate in the Weekly Summary Review Meetings with the probationer and assigned supervisor.
- h. Field Training Officer shall assist the assigned supervisor with completing the backside narrative portion of the Weekly Summary Reports.
- i. The Field Training Officer will assist the assigned supervisor with the development of a Performance Improvement Plan if necessary.
- j. The Field Training Officer shall periodically check the front of the Daily Observation Report Notebook to review notes left on the Review Log Form by the assigned supervisor.

C. ASSIGNMENT OF PROBATIONERS

- 1. During the Field Training and Evaluation Program, probationers shall be assigned primarily to patrol. Probationers may be assigned to other departmental units for the purpose of familiarization as directed by the Chief of Police.
- 2. Probationers assigned to patrol, or the Special Response Team shall be placed in a Field Training and Evaluation assignment under the supervision of an assigned supervisor and Field Training Officer as defined in this procedure.
 - a. The Field Training assignment shall be predetermined and will be varied only when a probationer needs retraining and/or the pre-assigned Field Training Officer is unavailable.
 - b. In the event the Field Training Officer or primary supervisor is unavailable, it is their responsibility to notify the Watch Commander and secure a replacement.
 - c. The service area commanders or the Training Unit commander may continue the field training assignment of a probationer beyond the predetermined step should the need for further training and evaluation be apparent.

D. FIELD TRAINING AND EVALUATION PROGRAM SHALL BE DIVIDED INTO SIX STEPS

- 1. Prior to starting Step One, probationers will have a minimum of six weeks of administrative processing and agency orientation. During this

orientation, probationers will be introduced to the Department's policies, procedures, critical skills, and training tasks. Probationers will be issued a Probationary Officer's Manual that will contain the following:

- a. A copy of the Field Training and Evaluation Program Procedure
 - b. Lists of the required Training Tasks
 - c. Examples of acceptable incident and accident reports
 - d. Blank forms required for the program
 - e. Maps of the city and sectors
2. The Daily Observation Report Notebook contains the following:
- a. Completed Daily Observation Reports along with any of the following attachments:
 - (1) Daily Observation Report Continuation Sheets
 - (2) Daily Training Plans
 - (3) Forms, Mirror Reports, and Mirror Citations
 - (4) Copies of map overlay exercises
 - b. Completed Weekly Summary Reports
 - c. Copies of any Performance Improvement Plans
 - d. Copies of completed End-of-Step Reports
 - e. Completed Daily Supervisory Review Forms
 - f. Completed "Checkout Ride" Forms
3. Steps One, Two and Three will have designated Training Tasks that must be explained and/or demonstrated by the Field Training Officer. These tasks must be understood to the degree that they could be proficiently performed by the probationer. The Training Tasks will then be signed and placed into the Daily Observation Report Notebook.
4. Field Training and Evaluation Program Steps I - VI

- a. Step One should be a minimum of five (5) weeks.
 - (1) For the first working day, the Field Training Officer shall document any training or coaching in the training and coaching section (narrative) of a Daily Observation Report. However, this first day shall be considered a non-evaluation day and the Field Training Officer will not formally evaluate the probationer under the Performance Categories Section.
 - (2) A working day is defined as a shift during which the probationer is assigned to a Field Training Officer and completes a minimum of 50% of the scheduled shift.
 - (3) By the end of Step One the probationer should be completing 25% of the workload.
 - (4) In the event that the probationer's performance is not meeting standards or Not Responding to Training at the close of any step, the following protocols shall be affected:
 - (a) The deficiencies shall be noted on the End-of-Step Report.
 - (b) The probationer's Field Training and Evaluation period may be extended upon the recommendation of the Field Training Officer and the assigned Supervisor.
 - (c) All extensions of training shall be administered with a formal Performance Improvement Plan collaboratively executed by the probationer, Field Training Officer(s), and Field Training supervisor during a Weekly Summary Review Meeting.
 - (d) The original copy of the Performance Improvement Plan will be kept in the Daily Observation Report Notebook. A copy of the Performance Improvement Plan will be forwarded to the service area commander who will then forward it to the Training Unit commander. A second copy of the Performance Improvement Plan will be retained in the probationer's manual.
 - (e) The original copy of the End-of-Step Report will be kept in the Daily Observation Report Notebook.
- b. Step Two should be a minimum of four (4) weeks. By the end of Step Two the probationer should be completing 55% of the workload.

- c. Step Three should be a minimum of four (4) weeks. By the end of Step Three the probationer should be completing 95% of the workload.
- d. Step Four should be a minimum of four (4) weeks.
 - (1) During Step Four the probationer should be completing 100% of the workload.
 - (2) The probationer shall assume primary contact officer responsibilities.
 - (3) Probationers must successfully complete the Step Four solo patrol responsibilities to advance to Step Five.
- e. Step Five shall be a minimum of four (4) weeks.
 - (1) Probationers should be assigned to solo field patrol assignments as much as scheduling permits.
 - (2) During Step Five, the assigned supervisor shall need to periodically respond to incidents with the probationer to observe and document job performance.
 - (3) The assigned supervisor shall meet daily with the probationary officer to review and evaluate the probationer's reports and overall performance.
 - (4) The assigned supervisor shall complete the Daily Supervisory Review Form and place it in the Daily Observation Report Notebook.
 - (5) The assigned supervisor will also need to make occasional follow-up contacts with victim/complainants to evaluate the probationer's performance.
 - (6) If time allows, the supervisor may ride along with the probationer or assign a Field Training Officer to ride with the probationer to better observe performance. These "checkout rides" do not necessarily have to be for the entire shift.
- f. Step Six shall be the balance of the probationary period.
 - (1) Step Six shall consist of that period of time from the completion

of Step Five to the one-year anniversary of the probationer's employment.

- (2) Supervisors would no longer complete a Daily Supervisory Review form on the probationer unless the supervisor should have to correct, train, or consult the probationer.
 - (a) If the supervisor should have to correct, train, or consult the probationer it should be noted on a Daily Supervisory Review form.
 - (b) The Daily Supervisory Review form should be forwarded to the probationer's service area commander. The service area commander should then forward it to the Training Unit commander to have it placed in the Daily Observation Report Notebook.
- (3) If a Probationer is experiencing difficulties, the Training Unit commander or a service area commander may request to have a "Checkout Ride" completed with the probationer and a Field Training Officer or patrol supervisor.
 - (a) The "Checkout Ride" is an opportunity for the probationer to demonstrate solo patrol abilities and to receive additional coaching to improve the probationer's overall performance.
 - (b) The "Checkout Ride" Form shall be completed at the conclusion of the evaluation and placed in the DOR notebook.

E. EVALUATION PROGRAM

1. Daily Observation Report

- a. The Daily Observation Report shall be completed by Field Training Officers during each patrol shift.
- b. Field Training Officers shall use the Standard Evaluation Guidelines to properly rate probationers.

2. Weekly Summary Report

- a. The Empower Field Report-Electronic Daily Observation Report shall complete the "Total Amount of Training Time" per category for each

duty day and overall weekly average.

- b. The “Self-Initiated Field Activity” (SIFA) percentile total will be calculated by the Empower Field Report-Electronic Daily Observation Report.

- (1) The Probationer earns “Self-Initiated Field Activity” credit by serving as the *Primary Contact Officer without prompting from the Field Training Officer and performs the majority of the training task proficiently.*

- (2) In those situations where the probationer did not initiate the contact but performs the majority of the task proficiently and takes charge and maintains it, “Self-Initiated Field Activity” credit is still earned.

- c. Completion of the backside narrative portion of the Weekly Summary Report shall be a collaborative effort between the Field Training Officer and the assigned supervisor. This form is to be completed for each weekly training and evaluation period.

3. End-of-Step Report

- a. The End-of-Step Report shall be completed at the scheduled end of each of Steps One through Five.

- b. The End-of-Step Report will document that the probationer is to advance to the next step or that training is to be extended at the current step.

- c. The following criteria determine if a probationer is prepared to advance to the next step.

- (1) The probationer has consistent improvement towards acceptable performance in all Daily Observation Report Categories.

- (2) The Training Tasks are up to date.

- (3) The probationer is functioning at or near the proper workload percentage.

- (4) The assigned supervisor and current Field Training Officer recommend the advancement.

- d. The original copy of the End-of-Step Report will be kept in the Daily Observation Report Notebook.

4. Daily Supervisory Review (DSR)

- a. The Daily Supervisory Review ensures that probationer's daily work is reviewed by an immediate supervisor.
- b. The Daily Supervisory Review documents any problems encountered with reports or daily logs.
- c. The Daily Supervisory Review indicates any coaching or training the supervisor provides.
- d. The Daily Supervisory Review documents any areas of unsatisfactory performance.
- e. The Daily Supervisory Review shall document if a corrective action plan is used to improve performance.

5. Review Log

- a. The Review Log is used to facilitate the flow of information back to the Field Training Officer from the assigned supervisor.
- b. The log is used whenever the assigned supervisor discovers a discrepancy or has a question regarding Daily Observation Report Notebook documentation.
- c. The Review Log should be kept in the front of the Daily Observation Report Notebook.
- d. The Field Training Officer should check for log notations in the Daily Observation Report Notebook at the beginning of every shift.
- e. Upon review of a log entry, the Field Training Officer shall address the concern and then initial the entry.

6. The Training Unit will evaluate Field Training Officer performance based on several factors including the following:

- a. The quality of the Daily Observation Reports and other documentation submitted by the Field Training Officer

- b. Field Training Officers performance in the training of critical skill areas and coaching techniques.
- c. The assigned supervisors' and Command Staff's assessment of a Field Training Officer's performance

F. EMPLOYMENT STATUS PROCESS

1. A recommendation for termination may be initiated at any time during the probationary period when performance is not at an acceptable level. The following points outline the termination process.
 - a. Any recommendations for termination are forwarded to the service area or Special Response Team commander to whom the probationer is currently assigned.
 - b. The service area or Special Response Team commander and the Training Unit commander will gather all supporting data related to the recommendation.
 - c. The service area or Special Response Team commander and the Training Unit commander will prepare a detailed report concerning the recommendation for the Chief of Police.
 - d. If the Chief of Police concurs with the recommendation, the probationer shall be terminated.
2. The probationary period will conclude at the one-year anniversary of employment if the probationer is performing at satisfactory levels.

G. FIELD TRAINING AND EVALUATION DOCUMENTATION

1. Upon successful completion of the probationary period, Field Training and Evaluation Program documentation will be filed as follows:
 - a. The Probationer's Daily Observation Report Notebook shall be maintained in a designated secure area until the end of Step Five and then it shall be retained in the Training Unit.
 - b. The Probationer's Daily Observation Report Notebook and any Evaluation Program files are confidential and shall be reviewed only by authorized persons.
2. Field Training Manual and Evaluation Program files of terminated

employees consisting of the Daily Observation Report Notebook, including the Daily Observation Reports, shall be secured, and maintained until such time as the statute of limitations for personnel action has expired.

3. Field Training and Evaluation Program Documents

- a. “Checkout Ride” Evaluation Forms
- b. Daily Training Plans
- c. Daily Observation Report Continuation Sheets
- d. Daily Observation Reports
- e. Daily Supervisory Reviews
- f. End-of-Step Reports
- g. Mirror Citation Forms
- h. Performance Improvement Plans (Memorandum)
- i. Performance Assessment Worksheets
- j. Report Evaluation Cover Sheets
- k. Review Logs
- l. Standard Evaluation Guidelines
- m. Training Tasks
- n. Weekly Summary Reports