



manual

FIELD TRAINING AND EVALUATION PROGRAM

**rules
and
procedures**

ST. LOUIS COUNTY POLICE DEPARTMENT

**FIELD TRAINING AND EVALUATION PROGRAM MANUAL
RULES AND PROCEDURES**

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GOALS AND OBJECTIVES

The St. Louis County Police Department Field Training and Evaluation Program (**FTEP**) is a system with the goal of preparing the Probationary Police Officer (**PPO**) for solo patrol **and the completion of** a solo assignment in a safe, skillful, productive and professional manner. To achieve this goal, the **FTEP** has established the following objectives:

1. **PROVIDE A STRUCTURED PPO TRAINING PROCESS.** The **FTEP** provides a structured, on-the-job training program for **PPOs**. Field Training Instructors (**FTIs**) will serve as role models to **PPOs**. The key to the program is to transfer police knowledge, skills and abilities needed to perform solo patrol duties.
2. **ESTABLISH A PPO EVALUATION SYSTEM.** The ADORE Field Training Documentation program (**ADORE Program**) is a web-based system used to complete Field Training reports. These reports include: Daily Observation Reports, Weekly Reports, End of Phase Reports, Objectives Lists, Extension of Training Memorandums, and FTI Critiques.
3. **IDENTIFY UNDESIRABLE BEHAVIORAL TRAITS AND PROVIDE REMEDIATION.** **FTEP** provides an opportunity **for FTIs** to observe the abilities of the **PPO under field conditions**. If undesirable behavioral traits are identified, additional training will be provided to ensure that everyone who completes the program meets the Department's standards.

Adopted by Command Staff

By order of:

KG:tw:em:km:mw

COLONEL Kenneth Gregory
Chief of Police

Approved at the regular meeting of the Board of Police Commissioners on November 13, 2024.

COMMISSIONER
Chair

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Secretary

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I. GENERAL

The Field Training and Evaluation Program of the St. Louis County Police Department operates within the following guidelines in order to provide a **consistent** training process and an evaluation of the **PPO's** performance. This system allows for objective documented measurement of this performance. The overall administration of the program shall be the responsibility of the Field Training and Evaluation Coordinator.

A. Definitions:

1. *Field Training Instructor (FTI)*: A commissioned police officer who is responsible for the instruction and safe practices of a **PPO** and meets the guidelines as defined in section I.B.
2. *Probationary **Police Officer (PPO)***: A newly appointed commissioned police officer or a **police officer** placed on probation as a result of disciplinary action.
3. ***Training Day***: A training day is one shift in which the PPO is under the direct supervision of a FTI or under the direct supervision of another Division/Bureau/Unit Officer/Detective for the purpose of familiarizing the PPO with the operation of a specialized unit.
4. ***Training Week***: Four (4) training days. Field Training personnel should not confuse "working days and weeks" or "calendar days and weeks" with "training days and weeks." A **PPO** must complete four **Training Days** to be credited with a training week.
5. ***Training Phase***: Consists of four training weeks.
6. ***ADORE Program***: A web-based Field Training Documentation program used to complete Field Training reports. These reports include: Daily Observation Reports, Weekly Reports, End of Phase Reports, Objectives Lists, Extension of Training Memorandums, and FTI Critiques. The ADORE Program can be accessed through HUD or at:
<https://www.mdepeaceq2.com/StLouisCoMOTEP/peACEq/login.cfm>
7. ***Daily Observation Report (DOR)***: A report that is completed at the end of each training day in which the PPO is evaluated using the Standard Evaluation Guidelines. The Call Task Log is a part of the DOR.
8. ***Standard Evaluation Guidelines (SEGs)***: Performance standards used to evaluate the performance of a PPO in a specific performance categories. The SEGs allow for a PPO to be assigned a numerical rating between 1 and 7 for each performance category. The SEGs for each performance category articulate specific criteria for each of the following ratings: Not Satisfactory (1), Meets Standards (4), and Superior (7). The SEGs are attached as Appendix 1 to this manual.
9. ***Weekly Report***: A periodic report completed by the FTI at the end of each training week during the Training Phase. This report includes a Performance Chart, and performance indicators for the training week, as well as documentation of the PPO's strengths, areas for improvement, remedial efforts, and the FTI's recommendations.

10. **End of Phase Report:** A periodic report completed during the last week of a Training Phase. This report contains a Performance Chart and documentation of the PPO's strengths, areas for improvement, remedial efforts, and the FTI's recommendations. The End of Phase Report shall encompass the entirety of the Training Phase.
11. **Objectives List:** A list of topics and items that shall be addressed during Field Training.
12. **Lateral Transfer:** A PPO that has been hired with previous law enforcement experience as a commissioned police officer with another department.
13. **Field Training and Evaluation Coordinator (FTEP Coordinator):** The FTEP Coordinator is the supervisor assigned to the Division of Patrol – Ancillary Services Unit whose duties include overseeing the Field Training and Evaluation Program, including developing training protocols, and acting as the system administrator of the ADORE Program.
14. **FTI Sergeant:** The Field Training Sergeant, assigned by the Watch Commander, who has the dual responsibility of watch supervisor, and assisting in the training and evaluation of PPOs in FTEP.
15. **Recruit:** A non-commissioned employee who is training to become a commissioned PPO.

B. Field Training Instructor Requirements

Reference should be made to patrol procedure 090 entitled [Field Training Instructor Requirements and Selection](#) for further.

II. DUTIES AND RESPONSIBILITIES

A. PPO

The PPO's duties shall include:

1. **Observing and demonstrating policing skills and techniques communicated by the FTI, specifically those skills and techniques related to safe practices;**
2. **Developing a working knowledge** of rules and regulations governing the St. Louis County Police Department;
3. Attending evaluation meetings; and
4. **Completing an FTI critique of the Primary FTI and both Alternate FTIs at the appropriate time using the ADORE Program.**
 - a. **The PPO is expected to critique their Primary and Alternate FTIs to help FTIs maintain a high level of skill performance and interest.**

- b. The **FTI** critiques **shall** be reviewed by the Watch Commander, the Precinct Commander, and the **FTEP Coordinator** at the conclusion of the **PPO's** training phases.

B. **FTI**

The **FTI's two** primary responsibilities are to conduct normal patrol duties in their assigned beat, and to train the **PPOs** assigned to them by their Precinct Commander. The duties of the **FTI** shall include:

1. Train **and evaluate** the **PPO** during **Training** Phases I, II, III, and IV; **and**
2. **Train and evaluate the PPO** until the daily activities related to the tour of duty are completed; **and**
3. Ensure the **PPO** has read and is familiar with all **Department written directives** within the time period specified by General Order **002, *Written Directive System***; **and**
4. **Prepare in** a timely manner Daily Observation Reports, **Weekly Reports**, and End of Phase Reports on the **PPO's** performance, strengths, and **areas for improvement**; **and**
5. Attend evaluation meetings, **and legal processes (e.g., in custody warrant application, court appearances, preliminary hearings, etc.) with the PPO**; **and**
6. **If needed**, recommend remedial training, and assist in the development of remedial training that will enable the **PPO** to obtain the needed skills; **and**
7. Make every attempt to ensure the **PPO** is involved in as many different types of incidents as possible during **training phases I – IV, which should include** volunteering for assignments outside of their assigned beat; **and**
8. If during any of the training phases, an **FTI** observes **or becomes aware of the PPO engaging in activity that is in violation of M 001 entitled the *Conduct and Discipline Manual*, or any future versions**, the **FTI** shall bring the information to the immediate attention of the **FTI Sergeant** and Watch Commander. The circumstances **of the activity** shall be reflected in an inter-office memorandum **as soon as possible**.

C. **Field Training Sergeant**

The **Field Training Sergeant**, assigned by the Watch Commander, has dual responsibilities of acting as Watch Supervisor, and assisting in the training and evaluation of **PPOs** in the **FTEP**. As **PPOs** are assigned to the precinct for training, the **Field Training Sergeant** will oversee the successful implementation of **FTEP** by methods including:

1. **Whenever possible, observing the PPO's training days, calls for service, citizen contacts, and other assignments; and**

2. **Reviewing reports, citations, alarm reports, motor vehicle collision reports, and other reports written by the PPO to help identify any deficiencies such as spelling, grammatical, attention to detail, and general organization of thought; and**
3. **Monitoring the daily interactions between the FTI and the PPO to ensure a personality conflict does not arise, and the FTI maintains objectivity throughout the training program; and**
 - a. **If a personality conflict or a loss of objectivity is observed, the FTI Sergeant will immediately notify the Watch Commander. The Watch Commander and FTI Sergeant will then meet with the FTI.**
 - 1) **If the personality conflict is a result of the action of the PPO, then remedial training shall be considered.**
 - 2) **If the conflict is a result of the actions of the FTI then the Watch Commander and FTI Sergeant shall immediately counsel the FTI. If necessary, the Watch Commander shall recommend to the Precinct Commander that the assignment be changed, rotating the PPO to another FTI.**
 - b. **The decision to rotate the PPO to another FTI must be fully documented and both the FTI and PPO notified, by the Watch Commander, of the reasons for the decision. This process shall be followed to minimize misunderstandings and the possibility of a reoccurrence.**
4. **Ensuring Daily Observation Reports are completed and reviewed with the PPO. The FTI Sergeant shall electronically sign the Daily Observation Reports in the ADORE Program; and**
5. **Attending End of Phase meetings with the PPO, FTI, and Watch Commander, at which time the performance of the PPO will be reviewed and discussed.**

D. Watch Commander

The Watch Commander shall ensure the training and evaluation processes are accomplished for **PPOs assigned to their watch as the primary or alternate training Precinct. The Watch Commander will ensure a successful training and evaluation program by completing the following:**

1. **The Watch Commander shall review Daily Observation Reports, and electronically sign Weekly and End of Phase reports in the ADORE Program; and**
2. **Communicate regularly with the FTI Sergeant and FTI to ensure the goals of the training and evaluation program are being accomplished; and**
3. **Attend all End of Phase meetings where the performance of the PPO is reviewed and discussed. At the conclusion of the End of Phase meetings, the Watch**

Commander shall notify the Precinct Commander that the End of Phase reports are ready to be reviewed and signed; and

- 4. Ensure all documentation listed on the end of probation reporting procedure checklist is included prior to submitting the end of probation packet to the Precinct Commander.**

E. Precinct Commander

The Precinct Commander shall oversee the **FTEP** in their respective Precinct and have the following responsibilities:

- 1. Select FTIs and review their performance; and**
- 2. Assign FTIs, ensuring equitable distribution of PPOs to avoid burnout, and to encourage PPOs to train with new FTIs in consecutive training phases; and**
- 3. Meet with PPOs during the first week of assignment; and**
- 4. Review and electronically sign End of Phase Reports in the ADORE Program; and**
- 5. Conduct evaluation meetings as needed if determined by the Watch Commander and Precinct Commander concerning the PPO's progress at the end of each Phase.**

F. Commanding Officer, Division of Patrol

The Commanding Officer, Division of Patrol, shall have the following responsibilities:

- 1. Meet with the FTEP Coordinator to receive progress reports for PPOs in the training program; and**
- 2. Approve extension training, when necessary; and**
- 3. Review the PPO's training and evaluation reports and obtain recommendations from the FTEP Coordinator that the PPO has successfully completed the training program or that the PPO's training needs to be extended.**

G. FTEP Coordinator

The FTEP Coordinator is a supervisor, assigned to the Division of Patrol-Ancillary Services Unit, who will coordinate all aspects of the FTEP for the Division of Patrol and will also serve as a liaison to the Bureau of Human Resources. The coordinator's duties and responsibilities shall include, but not be limited to:

- 1. Work with the County Municipal Police Academy (CMPA) and the St. Louis County Police Department to ensure that FTIs and Watch Commanders are available to attend the CMPA Graduation and CMPA Family Night; and**

2. **Coordinate with Precinct Commanders for the placement of each PPO in a Precinct and the assignment of FTIs to ensure there are no scheduling conflicts, and anticipate the completion dates of training phases; and**
3. **Serve as the System Administrator for the ADORE Program; and**
4. **Monitor the entry of evaluations into the ADORE Program by PPO's Watch Commanders and FTI Sergeants, ensuring evaluations are completed in a timely manner; and**
5. **Review Daily Observation Reports, Weekly Reports, and End of Phase Reports to ensure FTI compliance with training requirements; and**
6. **Maintain and update a list of all certified and active FTIs; and**
7. **Conduct and/or facilitate twelve (12) hours of FTI refresher training over the course of three (3) years; and**
8. **Assist with remedial training development and placement of PPOs, including the development of role plays if needed; and**
9. **Update the Division of Patrol Commanding Officer on the progress of the program, highlighting the successes and failures to adjust as needed.**

III. OPERATIONAL PROCEDURES

A. Assignment and Training Timeline

1. While a **recruit is attending the academy they are** assigned to the CMPA.
 - a. **The recruit shall be assigned to an FTI by the Precinct Commander and FTEP Coordinator.**
 - 1) The FTI, upon being notified **they have** been assigned a **recruit**, shall contact the **recruit before the recruit's** graduation from the CMPA.
 - 2) The FTI acts as the Department's liaison with the CMPA and contacts the Commander of the CMPA **and FTEP Coordinator**, as necessary.
 - b. The Commander **of the CMPA, shall** ensure the CMPA staff remains available to provide status updates regarding the **recruit's** performance and make themselves available for consultation during the entire term of the **PPO's** field training.
2. Upon graduating from the CMPA, the **PPO shall** be assigned to **a precinct within** the Division of Patrol.
 - a. The **PPO** then begins a **sixteen-week**, four-phase training and evaluation process (**Phases I-IV**) during which time, they shall be closely observed by their FTI, **FTI Sergeant, and Watch Commander.**
 - b. This training shall be followed by an Evaluation Phase (**Phase V**), unless **leading up to the PPO's one year of appointment as a commissioned officer an** extension **of** training becomes necessary.

3. **PPOs** with previous law enforcement experience **shall** participate in the **FTEP** upon **date of hire**.
 - a. Based on their training, experience and performance, these officers may be moved to Phase V after a period of four weeks **as opposed to sixteen weeks**. This **accelerated progression to Phase V** shall be based upon the recommendations made by the **FTI** Sergeant, Watch Commander, Precinct Commander, and approved by the **FTEP Coordinator and the Division** Commanding Officer.
 - b. Training Phases I through IV **are** condensed into a **four-week** period and only one End of Phase Report **must be submitted before any** recommendation to proceed to Phase V. The experienced officer should be placed with a Primary FTI for four weeks. If additional training is necessary, the FTI shall follow the procedures outlined for Extension Training.
4. **Throughout the duration of** field training, the **PPO** shall be assigned to routine patrol duties, to include **various** shifts and beats. The **PPO** shall also be detached to specialized units as available, including, but not limited to, Communications and Crime Scene Unit, to observe their interaction with the Division of Patrol.

B. Performance Expectations and Evaluations

1. The FTI shall train the PPO with the goal of preparing the PPO for solo patrol and the completion of a solo assignment in a safe, skillful, productive, and professional manner at the end of field training.
2. The FTI shall clearly explain policies, procedures, and practices related to officer safety, community policing, active bystandership, and other police related topics.
3. The FTI shall adapt to each PPO's learning style and adjust as needed.
4. The FTI has dual roles to fulfill, assuming responsibility for their assigned beat and for the training and evaluation of the PPO. This dual responsibility of the FTI may cause the PPO to be out of service for an extended period and may require the FTI to handle calls for service outside of their assigned beat.
5. The PPO and FTI shall function as a single officer unit. If a call for service requires a two-officer response (e.g., a Domestic Disturbance call) then another unit must be dispatched. Additionally, if a situation arises when an additional officer is needed, then back up must be requested so that the FTI can concentrate on instructing and evaluating the PPO.
6. When a new objective or task (e.g., packaging evidence) is introduced, the FTI shall demonstrate how to complete the task to the PPO. The PPO shall be trained on a task before the FTI's evaluation of the PPO's performance of a task. For example, the FTI shall not evaluate the PPO's performance on packaging evidence if it is the first time the PPO has seized evidence. Exposure to a police officer's work environment and duties must take place before evaluation.
7. The FTI is required to complete the following four reports using the ADORE Field Training Documentation Program:
 - a. **Daily Observation Reports (DORs);**

- b. Tasks and Objectives List;
- c. Weekly Performance Reports; and
- d. End of Phase Performance Reports.

C. Standard Evaluation Guidelines (SEGs)

1. PPOs shall be evaluated using the SEGs. The SEGs create objective and consistent criteria for the evaluation of multiple FTIs and PPOs. When used properly, SEGs show validity, reliability, and consistency in rating.
2. The PPO must meet all of the described criteria in order to receive each SEG rating.
 - a. For example, under the performance category of *General Appearance*, the SEG rating of Meets Standards (4) requires the following: “Neat, clean uniform and weapon, well-groomed hair, shined shoes.” Therefore, if the PPO appears for duty, with a neat, clean uniform and weapon, well-groomed hair, but has dull, un-shined shoes, then that PPO cannot earn a Meets Standard (4) rating for that duty day.
 - b. In a second example, under the performance category of *Observation of Work Hours*, the SEG rating of Not Satisfactory (1) requires the PPO meet the following criteria: “Frequently late for work or other assigned appointments. Abuses meal periods. Improper utilization of duty time.” If the PPO takes long meal periods and does not practice good time management, but reports for duty early, then the PPO cannot earn a Not Satisfactory (1) rating, because not all of the described criteria have been met.
3. The following is a list of issues and problems that may contribute to inconsistent evaluation of PPOs. FTIs should be mindful of this list in order to provide objective and consistent evaluations:
 - a. Leniency: tendency to rate PPOs more highly by disregarding some or all of the SEGs. This practice may have a negative impact on a PPO’s morale when they perceive that another PPO is performing at a lower level but is receiving higher ratings.
 - b. Central Tendency: raters tend to group their ratings in the middle of the scale.
 - c. Halo Effect: the assumption of excellence in one factor implies excellence in all factors.
 - d. Related Traits: when the FTI gives similar ratings to traits or behaviors, which only seem to be similar. Example: if the PPO is attentive on duty, then the PPO must have a high degree of initiative.
 - e. Overweighing: being unduly influenced by an occurrence, either good or bad, that occurred during a specific rating period.
 - f. Predictions: the FTI should not predict how the PPO will perform in future evaluations. For example, avoid writing “PPO Smith will improve their

report writing with more practice and experience” or “With additional experience, PPO Smith should be ready for solo patrol.”

4. One of the most difficult tasks facing the FTI is the **consistent** application of numerical ratings **to each of the behaviors being evaluated**.
 - a. FTI's **will** have different perceptions **of the positive negative impact of a single behavior**. While a standardization of ratings is an acute necessity, an attempt to standardize perceptions is impossible.

For example, FTI "A" based on a negative experience of **their** own, sees a **PPO** exposing a weapon to a suspect as **a behavior that requires the FTI to give the PPO a 1 (Not Satisfactory) rating in the performance category of Officer Safety: Suspects/Prisoners** while FTI "B" sees the same behavior as **deserving of 2 (Needs Improvement) rating**. As long as both officers see the performance as unacceptable, there is no concern.

A lack of standardization occurs when one **FTI's rating of 1-3 indicates that a PPO fails to meet standards in a performance category while another FTI rates the PPO's performance in that category as a 4 (Meets Standards) or higher**.

5. **Differences in perceptions are acceptable** unless these perceptual differences **result in** unacceptable and acceptable ratings for the *same* behavior.
6. **A PPO's failure to respond to training may also result in a reduction in ratings**. A **PPO** who performs **a task** at a less than acceptable level might be assigned **a rating of 1 (Not Satisfactory), 2 (Needs Improvement), or 3 (Below Standards)** for that task. The FTI is under an obligation to **rectify the issue and assess the PPO's performance of the same task when the opportunity to do so occurs**. If the FTI has retrained the **PPO but the PPO** continues to fail, a reduction in the **PPO's rating is appropriate**.

D. Completing The Daily Observation Report

1. The Daily Observation Report (DOR) is completed using the ADORE Program. The DOR shall be completed by the end of each training day. Every performance category on the DOR shall have a response, either in the form of a rating on the scale of 1-7 or a 0, which indicates the performance category was “Not Observed”. Any comments related to the rating shall be factual in nature. The rating shall be based on the PPO's performance in each performance category during that training day, and that rating shall be based on the SEG.
2. DORs shall be reviewed by the FTI and PPO at the end of each Training Day. This allows for the PPO to receive immediate feedback into their performance for the day. The FTI and PPO shall electronically sign the DORs to indicate their review of the Report.
3. The DOR will be reviewed and signed by the FTI Sergeant.

E. Using The Standard Evaluation Guidelines (SEGs)

1. The performance of the PPO is rated on a scale of 1 through 7:

1 – (Not Satisfactory): Unacceptable and failure in performance.

2 – (Needs Improvement): Close to 1, and just a little better than Not Satisfactory.

3 – (Below Standards): Close to 4, but not yet Meeting Standards

4 – (Meets Standards): The minimum acceptable level of performance that is expected of a solo patrol officer working in a safe, productive and professional manner.

5 and 6 – (Above Standards and Near Superior): Above the minimum standards.

7 – (Superior): Exceptional performance that far exceeds expectations.

0 – (Not Observed): This rating is used when behaviors or tasks are not observed. For example, a PPO may be rated “0” in the category *Driving Under Stress Conditions* if the PPO did not drive in an emergency situation. This is frequently used during the first week of Field Training.

2. Every rating of 1-3 and 6-7 must be accompanied by comments to justifying the high or low rating. Further, any rating of 1-3 requires the FTI to document the specific deficiencies exhibited by the PPO, the training implement to address the deficiencies, and the amount of time spent on the training to address the deficiencies.

F. Call Task Log

The Call Task Log is a portion of the DOR that includes a list of tasks and assignments that a PPO may encounter during a training day. The PPO may perform tasks listed on the Call Task Log in the following four ways:

1. *Observed* – the PPO observed another officer handle this assignment (e.g., watched the FTI conduct a traffic stop); or
2. *Performed* – the PPO handles the task assigned to them (e.g., The PPO handles the assignment); or
3. *Role-Played/Discussed* – the FTI either discusses or role plays an assignment that the PPO may encounter in the future (e.g., the FTI discusses with the PPO what information must be included in a report of a departmental vehicle involved in a vehicle collision, or practices making safe approaches on vehicle stops); or
4. *Assisted* – The PPO actively assists another officer on the task (e.g., The PPO assists another officer handling a Domestic Assault incident)

G. Not Responding To Training (NRT)

1. An NRT is an indication of a problem that has repeatedly occurred in the past and has been identified through a culmination of the PPO’s past DOR’s and Weekly Reports. An NRT has been the object of appropriate remedial effort, however the remedial effort did not produce the desired result.

2. The NRT is applicable only after the FTI has identified and trained the PPO in response to a specific deficiency. All training given must be supported by appropriate documentation. This includes documented remedial training in response to a SEG rating below a “Meets Standards” (4). The NRT should not be a surprise to the PPO, as there should be repeated ratings and documentation of the PPO’s poor performance on previous DORs and Weekly/End of Phase Reports.
3. The FTI’s use of NRT allows them to report the continued failure of remedial training, and the failure on the part of the PPO to improve, while maintaining the integrity of prior ratings.

Example: The PPO is exhibiting poor officer safety techniques and is initially given a rating of 3. The FTI documents the PPO’s deficiencies and trains the PPO, but the PPO continues to show the same poor safety techniques, and is then given a rating of 2. Both ratings indicate the PPO is not meeting minimum acceptable standards. The PPO might claim it is contradictory that their initial poor performance was given a 3, but then a subsequent similar performance was rated a 2. The NRT provides an explanation for the decrease in rating.

4. An NRT indicates that the PPO is in danger of failing the FTEP unless their performance improves in a specific performance category.

H. Completing the Objectives List

1. There are two components of the Objectives List in the ADORE Program: Administrative Checklist and Issued Items.
 - a. *Administrative Checklist*: A checklist that pertains to the procedures, policies, practices and organization of the Department.
 - b. *Issued Items*: A list of uniforms, equipment, and passwords that are issued to new officers.
2. These two lists ensure that important items are issued, and important topics are taught and reviewed during the FTEP. By completing this list, FTI’s remain aware of what topics and tasks need to be addressed as the PPO moves from one training phase to the next. Both the FTI and PPO are required to electronically sign each item on the Objectives List once each item is completed.

I. Completing The Weekly Reports

1. Weekly Reports are found in the ADORE Program under Periodic Reports. Weekly Reports shall be completed before the end of the shift on the fourth training day of each week. The Weekly Report shall contain the date range of the training week to produce the Performance Chart. The Performance Chart reflects all the entries for the DORs of the week.
2. Weekly Reports contain performance indicators that include the number of radio calls responded to, self-initiated assignments completed, reports written, arrests made, and summons/citations issued by the PPO during the training week.
3. Comments shall be entered documenting the PPO’s significant strengths and areas for improvement, as well as the FTI’s remedial efforts taken and

recommendations. Comments entered into the Weekly Report shall only reflect what was observed during the relevant training week and should be justified by previous factual entries in the DORs. Predictions of what the PPO's future performance should be is to be avoided.

4. The Weekly Report shall be reviewed and electronically signed by the FTI and PPO at the end of the shift of the fourth training day of each training week. Additional comments may be added to the report by the FTI Sergeant and the Watch Commander. The electronic signatures of the FTI Sergeant and Watch Commander are required after their review.

J. Completing the End of Phase (E.O.P.) Reports

1. E.O.P. Reports shall be completed during the last week of each training phase in Training Phases I-IV. Each E.O.P. Report shall contain the date range of the prior Training Phase in order to produce the Performance Chart.
2. The E.O.P. Report shall include a Performance Chart of the Daily Observation Reports completed during the prior Training Phase documenting any progress or regression during that phase of training.
3. The E.O.P. Report shall be presented to the Watch Commander before the final training day of the Training Phase for review and will be discussed at an End of Phase meeting that includes the Watch Commander, FTI Sergeant, FTI, and PPO.
4. Comments shall be entered documenting the PPO's significant strengths, areas for improvement, remedial efforts, and the FTI's recommendations. Comments entered into these categories shall only reflect behaviors observed throughout the entire Training Phase and should be justified by previous entries in the DORs. Predictions of the PPO's future performance shall be avoided.
5. The E.O.P. Report will be reviewed and electronically signed by the FTI and PPO after the End of Phase Meeting. Comments may be entered into the report by the Watch Commander and Precinct Commander. The Watch Commander and Precinct Commander shall electronically sign the E.O.P. Report after review.

IV. TRAINING AND EVALUATION PHASES

- A. Consistency in the training provided to each PPO is important for the purpose of consistent and effective evaluation. In order to ensure consistency of training across the department, the following training schedule shall be adhered to, and specific topics shall be addressed during each training week. This does not preclude the FTI's addressing any topic before the scheduled training week if circumstances present itself.
- B. Field Training shall be divided into four Training Phases, with each Training Phase being four training weeks long, for a total of sixteen training weeks. Below is a schedule of the training weeks, including which tasks need to be covered during each training week.
- C. Phase I (Weeks 1-4) Overview:

1. The PPO shall report for duty at their assigned Precinct and contact their Primary FTI. The FTI shall review this Manual with the PPO and explain the evaluation process on the first day of training.
2. **DETACHMENT:** The PPO shall be detached for one shift at the Bureau of Communications during Phase I. The FTI shall complete a DOR for this date, noting the detachment in the comments.
3. **Week 1 (DORs P1-P4):**
 - a. **Week 1 is an observation week**, with the first four training days **designed to be a familiarization period. During the first week of training the PPO learns primarily by observing rather than by doing. The PPO may perform simple tasks**, remember, simple to the experienced FTI may not mean the same thing to the PPO.
 - b. **A DOR shall be completed for each training day of Week 1. No evaluation shall take place, with a rating of 0 (Not Observed) assigned for all performance categories. Comments in each performance category shall reflect the tasks and topics covered each day. The Call Task Log shall be completed for each day. Significant incidents and situations that the PPO experiences shall be noted in the comments of the DOR.**
 - c. During **Week 1**, police functions are performed by the Primary FTI or the PPO, concurrent with their abilities. The primary responsibility of the FTI during this time shall be to acquaint the **PPO** with routine duties and police functions, **and ensure the PPO is properly equipped with all issued equipment and passwords. The PPO and FTI shall sign off on the Issued Items list of the Objectives List in ADORE. If any equipment is missing the FTI shall assist the PPO in obtaining the missing items.**
 - d. **Items on the Objectives List completed this week will also be documented in the Weekly Report.**
4. **Week 2 (DORs P2-P8):**

The FTI begins to evaluate the PPO. The PPO shall review the following policies: Mission Statement/Values, Duty to Intervene/Officer Wellness, and Response to Resistance.
5. **Week 3 (DORs P9-P12):**

The PPO begins to drive the patrol car at the beginning of Week 3. The PPO shall review the following policies: Emergency Vehicle Operations and Pursuits.
6. **Week 4 (DORs P13-P16):**

The End of Phase Report is completed before the last day of Week 4, and a meeting with the Watch Commander, FTI Sergeant, FTI, and PPO to discuss the PPO's performance during Phase I shall be held before, at least 2 days prior, the end of the last training day of Week 4.

D. **Phase II (Weeks 5-8) Overview:**

1. During Phase II, the **PPO** is assigned to an alternate FTI, on a different shift, within the same precinct. The **PPO** shall assume all driving responsibility and shall begin handling more **complex** calls **for service**.
2. **Remedial** training might be indicated **during Phase II**, and the **FTI and PPO shall give** additional attention to areas of deficiency **by reviewing policies, procedures, and conducting role play scenarios as needed**.
3. DETACHMENT: **The** PPO shall spend one shift with the Crime Scene Unit during Phase II. The FTI shall complete a DOR for this date, noting detachment **in the comments**.
4. **Week 5 (DORs P17-P20):**

The PPO shall review the following policies: Mission Statement/Values, Duty to Intervene/Officer Wellness, Response to Resistance, and Pursuit.

5. **Week 6 (DORs P21-24): Observe the PPO in the performance of their duties.**
6. **Week 7 (DORs P25-28): Observe the PPO in the performance of their duties.**
7. **Week 8 (DORs P29-P32):**

The E.O.P. Report must be completed prior to the last day of Week 8. The PPO, the primary FTI, the alternate FTI, FTI Sergeant, and the Watch Commander will meet to discuss the PPO's performance during Phase II, at least 2 days prior, to the end of the last training day of Week 8. Any deficiencies that could affect the completion of Field Training shall be discussed during the meeting. A decision will be made by the Precinct Commander prior to the meeting to extend the PPO's Phase II training or to continue following the standard training schedule.

E. Phase III (Weeks 9-12) Overview

1. The PPO is reassigned to a different Precinct **and an alternate FTI. The location of the PPO's new assignment** shall be determined by the Commanding Officer, Division of Patrol. **The PPO shall continue to build on** the primary responsibilities they have learned up to this point, in addition to any new responsibilities within the new precinct.

2. Week 9 (DORs P33-P36):

The PPO shall review the following policies: Mission Statement/Values, Duty to Intervene/Officer Wellness, Response to Resistance, and Pursuit.

3. **Week 10 (DORs P37-P40): Observe the PPO in the performance of their duties.**
4. **Week 11 (DORs: P41-P44): Observe the PPO in the performance of their duties.**
5. **Week 12 (DORs P45-P48):**

The E.O.P. Report must be completed before the last day of Week 12, and a meeting with the Watch Commander, FTI Sergeant, FTI, and PPO to discuss the PPO's performance during Phase III shall be held before the end of the last training day of Week 12.

F. Phase IV (Weeks 13-16) Overview:

1. The PPO shall return to their original precinct with their primary FTI. The first two weeks of this phase are training weeks in which the PPO is expected to **demonstrate skills acquired in Phases I, II and III**. It is designed as a "polishing" phase in which the **PPO should** integrate their acquired skills into **their** daily performances. The **PPO** should be handling most calls **for service** and writing required reports **with minimal involvement of the FTI**.

Emphasis shall be on safety, critical issues, performance under stress, ability to initiate positive action independently when required, **problem solving**, and judgment. Significant deficiencies in performance **should have been observed and addressed in prior Training Phases**. For all practical purposes, training should be considered complete at the conclusion of **Phase IV**.

2. **Week 13 (DORs P49-P52):**

The PPO shall review the following policies: **Mission Statement/Values, Duty to Intervene/Officer Wellness, Response to Resistance, and Pursuit**.

3. **Week 14 (DORs P53-P56): Observe the PPO in the performance of their duties.**

4. **Week 15 (DORs P57-P60) and Week 16 (DORs: P61-64):**

- a. **During the final two weeks of Phase IV**, the FTI's role shall be to observe and evaluate **the PPO's progress toward the goal of performing solo patrols and solo assignments in a safe, skillful, productive, and professional manner**. **The PPO will operate the patrol car and carry on all police related activities** and the FTI shall not participate in police functions during this period, unless **the FTI's** failure to participate creates a situation that is unsafe or detrimental to police efficiency or public relations.
- b. **If the PPO is unsure how to handle an assignment or complete a task, the FTI should direct the PPO to use resources available to them to make decisions and take action. The FTI may allow the PPO to "fail" on tasks, and after completion, while evaluating the PPO's performance, advise what went wrong and direct the PPO to correct the issue referring to relevant policies and procedures.**
- c. **The End of Phase Report is completed before the last day of this training day of Week 16 , and a meeting with the Watch Commander, FTI Sergeant, FTI, and PPO to discuss the PPO's performance during the Phase IV shall be held before the end of the last training day of Week 16.**

G. Phase V: Post Field Training Evaluation

The **PPO** shall remain assigned to the Division of Patrol and within the same Precinct unless otherwise approved by the **Commander of the Division of Patrol, or designee**. If the **PPO** is transferred to another Division while in Phase V, all references in this manual to the Commanding Officer, Division of Patrol shall be transferred to the **PPO's** Commanding Officer. All responsibilities of the Precinct or Watch Commander shall be transferred to the **PPO's** Commander, or if none exists, to a supervisor chosen by the **PPO's** Commanding Officers.

1. The Evaluation Phase is the period of probation in which the **PPO** is not under the direct supervision of an FTI.
2. The PPO is evaluated on their ability to apply what has been learned and to function as a **solo** patrol officer **and in accordance with the Performance Evaluation Report Manual. The Performance Evaluation Report (F-186R) form shall be used.**
3. **Performance Evaluations during Phase V will be conducted in the following intervals after the PPO completes Phase IV of Field Training.**
 - a. **Four Weeks**
 - b. **Four Weeks**
 - c. **Four Weeks**
 - d. **Three Months**
 - e. **Three Months (Final Evaluation of Probationary Status).**
4. The Probationary Review Board shall review all evaluations and reports including statistical data generated during the probationary period. An interview shall be conducted by the Board, with the **PPO**. If deemed necessary, the FTI, Sergeant, Watch Commander, and Precinct Commander may also be interviewed by the Board.
5. At the conclusion of the evaluation by the Board, a recommendation shall be made by the Board to the Chief of Police as to the disposition **and status** of the **PPO**.

APPENDIX 1:

STANDARD EVALUATION GUIDELINES

The following guidelines shall be used as a basis to complete the Daily Observation Reports. The task of evaluating and rating a probationary Police Officer's performance shall be based on these guidelines, which serve as a means of program standardization and continuity.

CRITICAL PERFORMANCE TASKS:

Driving Skill: Stress Conditions:

- 1 - **Not Satisfactory:** Involved in accident(s). Unnecessary use of red lights and siren. Excessive and unnecessary speed. Fails to slow for intersections and loses control on corners.
- 4 - **Meets Standards:** Maintains control of vehicle. Evaluates driving situations and reacts properly; (i.e., proper speed for conditions).
- 7 - **Superior:** High degree of reflex ability and competence in driving skills.

Orientation Skill: Stress Conditions:

- 1 - **Not Satisfactory:** Becomes disoriented when responding to stressful situations. Is unable to relate present location to desired destination. Is unable to use **navigation aid** under stress.
- 4 - **Meets Standards:** Aware of present location. **Uses navigation aid** effectively under stressful conditions. Demonstrates good sense of direction in tactical situations.
- 7 - **Superior:** Always responds quickly to stressful calls by the most appropriate route. Does not **need** to refer to **navigation aid**. Rarely disoriented during tactical situations.

Field Performance: Stress Conditions:

- 1 - **Not Satisfactory:** Becomes emotional and panic stricken, unable to function, loses temper.
- 4 - **Meets Standards:** Exhibits calm and controlled attitude, does not allow situation to further deteriorate.
- 7 - **Superior:** Maintains control and takes appropriate action under any circumstance.

Officer Safety: General:

- 1 - **Not Satisfactory:** Frequently fails to exercise officer safety. Exposes weapons to suspect (i.e., ASP Baton, mace, handgun). Fails to keep gun hand free during enforcement situation. Stands directly in front of violator's car door. Fails to control suspect's movements. Does not maintain sight of violator while writing citation. Fails to use illumination when applicable. Fails to advise dispatcher when leaving vehicle. Fails to maintain good physical condition. Fails to **use** or maintain personal safety equipment properly. Does not foresee potentially dangerous situations. Points weapon at other officers. Stands too close to vehicular traffic. Stands in front of **the** door **to a residence of other structure** when knocking.
- 4 - **Meets Standards:** Understands principles of officer safety and applies the same.
- 7 - **Superior:** **Consistently** exercises safe practices and tactics.

Officer Safety: Suspects/Prisoners:

- 1 - **Not Satisfactory:** Frequently violates officer safety standards as detailed in Section IV., A.,4. Fails to "pat search" or confronts suspicious persons while **they are** seated in **the** police vehicle. Fails to handcuff potentially hazardous prisoners or felons. Fails to thoroughly search prisoners or their vehicles. Fails to maintain position of advantage with prisoners to prevent attack or escape.
- 4 - **Meets Standards:** Displays awareness of potential danger from suspicious persons and prisoners, maintains position of advantage.
- 7 - **Superior: Consistently** maintains position of tactical advantage and is alert to changing situations.

Control of Conflict: Voice Command:

- 1 - **Not Satisfactory:** Improper voice inflection (i.e., too soft, too loud, confused voice command or indecisive, poor officer bearing).
- 4 - **Meets Standards:** Speaks with authority in calm, clear voice.
- 7 - **Superior: Consistently gives the** appearance of complete command through voice tone and bearing.

Control of Conflict: Physical Skill:

- 1 - **Not Satisfactory:** Uses too little **force** or too much force for given situation. Unable to use proper restraints.
- 4 - **Meets Standards:** Maintains control without excessive force.
- 7 - **Superior:** Excellent knowledge and ability to use restraining holds. Always Prepared to use necessary force and possesses above average physical conditioning.

ROUTINE PERFORMANCE TASKS

Driving Skill: Non-Stress Conditions:

- 1 - **Not Satisfactory:** Continually violates traffic code (red light, stop signs), involved in preventable accidents, lacks dexterity, and coordination during vehicle operation.
- 4 - **Meets Standards:** Has ability to maintain control of vehicle while being alert to activity outside of vehicle. Practices good defensive driving techniques.
- 7 - **Superior:** Sets good example of lawful, courteous driving while exhibiting good manipulative skill required of a police officer (i.e., operate radio - **using** spotlight).

Orientation Skill: Non-Stress Conditions:

- 1 - **Not Satisfactory:** Unaware of their location while on patrol. Does not understand proper use of map book. Unable to relate current location to destination. Not familiar with the precinct and beat structure.
- 4 - **Meets Standards:** Knows of current location in most situations. Can quickly use **navigation aid**

to find streets and then determine shortest route to get there.

- 7 - **Superior:** Retains prior street information and **can** get to destination by shortest route **without navigation aid.**

Report Writing: Organization/Details/Classification:

- 1 - **Not Satisfactory:** Unable to **organize** events into written form. Unable to determine proper report classifications.
- 4 - **Meets Standards:** Converts field situations into a logical sequence of thought to include all elements of the crime, knows standard report classifications.
- 7 - **Superior:** A complete and detailed account of what occurred from beginning to end, written, and organized allowing any reader to comprehend the occurrence, consistently classifies reports correctly.

Report Writing: Grammar/Spelling:

- 1 - **Not Satisfactory:** Misspelled words, incomplete sentence structure.
- 4 - **Meets Standards:** Grammar **and** spelling are satisfactory in that errors in this area are rare and do not impair understanding.
- 7 - **Superior:** Very neat, **consistently free of** spelling mistakes and excellent grammar.

Report Writing: Appropriate Time Used:

- 1 - **Not Satisfactory:** Requires excessive time to complete basic simple reports.
- 4 - **Meets Standards:** Completes basic reports in acceptable time.
- 7 - **Superior:** Completes basic reports in no more time than that of a skilled veteran officer (articulate this depending on the type of report, what you consider normal time to complete).

Field Performance: Non-Stress Conditions:

- 1 - **Not Satisfactory:** Seemingly confused and disoriented as to what action should be taken in a given situation.
- 4 - **Meets Standards:** Able to assess situation and take proper action.
- 7 - **Superior:** Requires no assistance and always takes proper course of action.

Self-Initiated Field Activity:

- 1 - **Not Satisfactory:** Does not see or avoids **suspected criminal** activity. Does not follow-up on **information received in briefings or bulletins.** Rationalizes **rather than examines** suspicious circumstances.
- 4 - **Meets Standards:** Recognizes and identifies suspected criminal activity **and** makes cases from routine activity.
- 7 - **Superior:** Catalogs, maintains, and uses information given at briefings and from bulletins for

reasonable **suspicion or probable** cause to stop vehicles and persons, and makes subsequent **appropriate** arrests.

Problem Solving/Decision Making Ability:

- 1 - **Not Satisfactory:** Acts without thought or is indecisive. Relies on others to make decisions.
- 4 - **Meets Standards:** Reasons out problems and relates it to what was taught. Has good perception and ability to make decisions.
- 7 - **Superior:** Excellent perception in foreseeing problems and arriving at advanced decisions.

Radio: Appropriate Use of Radio Terminology:

- 1 - **Not Satisfactory:** Misinterprets communication codes and radio terminology definitions or fails to use it in accordance with set policy, fails or refuses to improve.
- 4 - **Meets Standards:** Has good working knowledge of majority of communication code definitions and radio terminology.
- 7 - **Superior:** Uses communication codes and radio terminology with ease in all receiving and sending situations.

Radio: Comprehends Transmission:

- 1 - **Not Satisfactory:** Repeatedly misses car number and is unaware of traffic on adjoining beats. Frequently asks the dispatcher to repeat transmission or does not comprehend message.
- 4 - **Meets Standards:** Copies most radio transmissions and is always aware of adjoining beat radio traffic.
- 7 - **Superior: Consistently** comprehends radio transmissions and quickly makes a written record, always aware of, and quickly reacts to radio traffic on adjoining beats.

Radio: Articulation of Transmissions:

- 1 - **Not Satisfactory:** Does not preplan before transmitting message. Under or over modulation resulting in dispatcher constantly asking for repeat.
- 4 - **Meets Standards:** Uses proper procedure with short concise transmissions.
- 7 - **Superior: Consistently** uses proper procedure with clear, calm voice even during stressful situations.

KNOWLEDGE

Department Policies and Procedures:

- 1 - **Not Satisfactory:** Has little knowledge of Department policies and procedures and makes no attempt to learn.
- 4 - **Meets Standards:** Familiar with Departmental policies and procedures.
- 7 - **Superior:** Exceptional working knowledge of Departmental policies and procedures.

Criminal Code:

- 1 - **Not Satisfactory:** Has little knowledge of basic sections, does not learn, no attempt at improvement.
- 4 - **Meets Standards:** Working knowledge of commonly used sections, relates elements to observed criminal activity.
- 7 - **Superior:** Comprehensive knowledge of Criminal Code and ability to apply it to both normal and unusual criminal activity.

Traffic Code and Ordinances:

- 1 - **Not Satisfactory:** Has little knowledge of elements of basic sections, does not learn, no attempt at improvement.
- 4 - **Meets Standards:** Working knowledge of commonly used sections, related elements to observed traffic/ordinance related activity.
- 7 - **Superior:** Comprehensive knowledge of commonly used sections, relates it and applies it to both normal and unusual traffic/ordinance related situations.

Reflected in Field-Performance Tests:

- 1 - **Not Satisfactory:** After receiving training, unable to apply training to practical situations.
- 4 - **Meets Standards:** After the FTI instructs in proper procedure, probationary officer is usually able to apply instructions.
- 7 - **Superior:** After training, probationary officer makes no mistakes.

ATTITUDE/RELATIONSHIPS

Acceptance of Feedback: Verbal/Behavior:

- 1 - **Not Satisfactory:** Rationalizing - argumentative - refuses to make corrections - considers **feedback** as negative.
- 4 - **Meets Standards:** Accepts **feedback** in positive manner and applies it to further learning processes.
- 7 - **Superior:** Solicits **feedback** to improve performance, never argues or blames others for own actions.

Attitude Toward Police Work:

- 1 - **Not Satisfactory:** Takes police work as only a job; abuses authority, **demonstrates little interest in or understanding of best policing practices.**
- 4 - **Meets Standards:** Expresses active interest towards the job. **Demonstrates an understanding of the value of best policing practices.**
- 7 - **Superior:** **Uses** time to further professional knowledge. Maintains high ideals **and demonstrates thorough understanding of the reasons for their** professional responsibilities

and best practices.

Public Contacts:

- 1 - **Not Satisfactory:** Abrupt, belligerent, and overbearing, introverted and uncommunicative.
- 4 - **Meets Standards:** Courteous, friendly, and empathetic. Communicates in a professional and unbiased manner.
- 7 - **Superior:** Establishes rapport and is always objective. **Consistently** appears to be at ease in any person-to-person situation.

Employee Contacts:

- 1 - **Not Satisfactory:** Argues with FTI or other superior officers. Belittles FTI/Supervisors in front of or to others. Fails to adhere to the chain of command. Insubordinate.
- 4 - **Meets Standards:** Establishes a good teacher-student relationship with FTI. Understands and adheres to the chain of command. Respects superior officers.
- 7 - **Superior:** Establishes excellent teacher-student relationship. Possess thorough understanding of chain of command and consistently adheres to **chain of command**.

GENERAL ATTRIBUTES

General Appearance: (Specify if Necessary):

- 1 - **Not Satisfactory:** Dirty shoes and uniform, long unkempt hair, dirty weapon.
- 4 - **Meets Standards:** Neat, clean uniform and weapon, well groomed hair, shined shoes.
- 7 - **Superior:** Tailored clean uniform. Military creases, professional bearing.

Observation of Work Hours:

- 1 - **Not Satisfactory:** Frequently late for work or other assigned appointments. Abuses meal periods. Improper utilization of duty time.
- 4 - **Meets Standards:** Observes work hours **and** meal periods **and arrives** punctually to begin assignments. **Is rarely late and** offers a reasonable explanation **for lateness**.
- 7 - **Superior:** Consistently observes work hours. **Arrives prepared for duty**.

Initiative:

- 1 - **Not Satisfactory:** Unwilling to proceed with work without continual supervision. Does not strive to perform well or submit new ideas.
- 4 - **Meets Standards:** Recognizes job functions and proceeds with work with a minimal amount of supervision.
- 7 - **Superior:** Recognizes work to be done, assumes responsibilities and takes appropriate action. Produces high volume of quality work due to self-initiative. Suggests ways to improve operations.