

The image features a large, faint, grey watermark of the San José Police Department badge in the background. The badge is a five-pointed star with a decorative border. In the center of the star is a circular seal containing a bundle of wheat, with the words "SAN JOSÉ" at the top and "POLICE" at the bottom. The text "San José Police Department" and "Field Training and Evaluation Program" is overlaid on the badge.

San José Police Department
Field Training and Evaluation Program

FTO Manual

Revised June 2019

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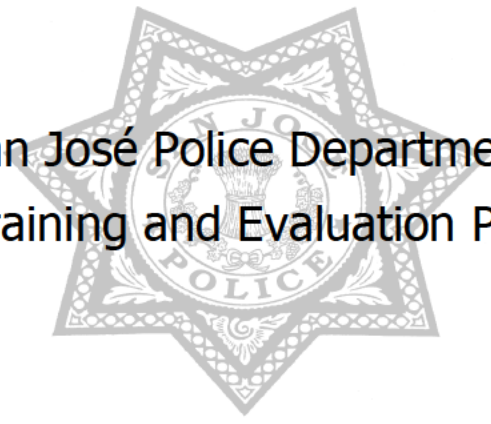
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ACKNOWLEDGMENT

The Field Training Officer's Manual, Recruit Officer's Manual and In-Service Training Guide of the San Jose Police Department are the result of the work of hundreds, perhaps thousands, of people. This printing is dedicated to those people, who include San Jose's Field Training Officers and supervisors, past and present, and the recruit officers, successful and unsuccessful, who have been hired since April 1972.

Edgardo Garcia
Chief of Police



San José Police Department
Field Training and Evaluation Program

Recruit FTO Manual Acknowledgement & Disclosure Admonishment

I, Officer/Sergeant _____ Badge # _____,
acknowledge receipt of the FTO Manual and understand that all testing material is
the sole property of the San Jose Police Department Field Training Program, and
is considered confidential material. I will not disclose any of the following
information, which includes but is not limited to: all weekly quizzes, the mid-term
examination, and the final examination. The Field Training Unit Commander has
the authority to deem any written material as confidential. I understand that if I
disclose any confidential written material regarding the Field Training Program to
anyone other than current Field Training Officers or Field Training Sergeants as
necessary will be grounds for discipline, up to and including separation from city
employment.

Signature/Badge #

Date

Issued by: _____
Name/Badge#

PREFACE

FIELD TRAINING AND EVALUATION PROGRAM San Jose Police Department

The San Jose Police Department Field Training and Evaluation Program is a 16-week training program designed with objective evaluations to ensure the standards of a competent solo beat officer are met.

Conventional methods for police officer candidate selection have come under scrutiny from the courts as well as other community groups. To satisfy these demands, concentrated examination of the pre-employment selection process as well as the post-employment probationary performance evaluations was required.

Historically, law enforcement has responded to internal and external demands for professionalization by raising the standards for entry level police officers. Legal challenges by disqualified candidates caused law enforcement to question the “validity” of their selection procedures. The end result of this process was the acceptance of the premise that a more stringent selection process must be valid and unbiased at the same time.

Currently, the probationary period is part of the selection process. In the past, however, little use was made of this phase to compensate for any pre-selection errors. The most common occurrence was the assignment of a recruit to a veteran police officer who was not necessarily qualified to be a trainer or evaluator. The inherent problem was an officer’s natural reluctance to negatively evaluate a fellow officer. A good part of this resistance was based on the training officer identifying with the recruit rather than with the department’s goals and objectives. Further complicating the situation was the department’s reluctance to “go along with” a training officer’s recommendation in those rare instances when he or she felt termination of employment was in order. This set of circumstances has resulted in various agencies operating with some personnel who were not qualified to be police officers. Finally, the San Jose Police Department, after a departmental survey, was faced with a mandate from the rank and file to “eliminate unqualified recruits during the probationary year.”

These events led to the development of the San Jose Police Department Field Training Program. The program is a joint operation of the Bureau of Field Operations and the Personnel and Training Division. Functionally, the Field Training Program is the primary responsibility of the Bureau of Field Operations.

It is the position of the San Jose Police Department that the demand for more professional police officers can best be answered by a formalized Field Training Program such as is outlined in this manual.

As a reader studies this manual, he or she will discover programs for both formal and informal field training as well as the operational formats for recruit evaluation. This integration of teaching and evaluation, coupled with a standardization of the Field Training Officer's duties and responsibilities, has the net result of placing accountability for recruit performance in the hands of the FTO. The institutionalization of the Field Training Program has resulted in the development of a more qualified police department serving the citizens of San Jose.

INTRODUCTION

FIELD TRAINING AND EVALUATION PROGRAM San Jose Police Department

This Field Training and Evaluation Program manual has been designed and developed to provide the Field Training Officer (FTO) with a reference guide to assist him/her in carrying out his/her duties and responsibilities in the program. The guidelines contained in this manual have been developed over several years and result from the evaluation of many recruits. Familiarization with this manual should provide you with all the information you will need to respond to these inquiries. If there is a desired clarification or a further explanation of any information or material contained herein, please contact the staff in the Field Training Office. It is the staff's belief that full utilization of this manual will ensure quality training and a fair and impartial evaluation of every recruit processed through the Field Training and Evaluation Program.

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TEN REASONS FOR IMPLEMENTING A FIELD TRAINING AND EVALUATION PROGRAM

1. A COURT-APPROVED PROCEDURE, WITHIN EEOC GUIDELINES, FOR DEALING WITH AFFIRMATIVE ACTION ISSUES IS PROVIDED.
2. INCREASED SUPPORT FOR MANAGEMENT AND ADMINISTRATIVE POLICIES.
3. THE POSSIBILITY OF NEGLIGENT RETENTION AND NEGLIGENT ADMISSION COMPLAINTS ARE REDUCED.
4. FINANCIAL SAVINGS IN THAT UNQUALIFIED PEOPLE ARE NO LONGER RETAINED IN THE ORGANIZATION.
5. AN AGENCY-WIDE STANDARDIZATION OF PROCEDURES, TRAINING AND EVALUATION IS DEVELOPED.
6. INDIVIDUAL COMPETENCY IS IDENTIFIED FOR PROMOTIONAL PURPOSES. SUPERVISORY SKILLS ARE PRACTICED BY LINE PERSONNEL BEFORE PROMOTION.
7. ANOTHER CAREER PATH IS CREATED FOR THE LINE OFFICER.
8. OFFICERS ARE MOTIVATED THROUGH INCREASED INVOLVEMENT IN DECISION-MAKING AND THE CREATION OF A PARTICIPATE CLIMATE.
9. THE PROGRAM PROVIDES RAPID AND EFFECTIVE ON-THE-JOB TRAINING.
10. FIELD TRAINING OFFICERS BECOME MORE CAPABLE, KNOWLEDGEABLE AND SAFER EMPLOYEES BECAUSE OF THEIR “ROLE MODEL” RESPONSIBILITIES.

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THE FTO TRAINING PHILOSOPHY

Field Training Officers have been entrusted with the responsibility of building, through the people we train, the San Jose Police Department of the future.

The responsibility of the Field Training program is two-fold:

First, we must embrace a training philosophy which ensures that every recruit officer is given the maximum opportunity to demonstrate that he or she can perform at a solo police officer level. To accomplish this, we must create a positive environment in which learning is maximized. Our approach must be objective and above all, professional. The example we set must be beyond reproach. We must evaluate in a sincere, straightforward manner, which emphasizes the positive as well as unacceptable aspects of recruit performance. At no time will we demean or ridicule a recruit. We realize that even the least capable recruit must be treated with respect and compassion. We must never treat a recruit in a way that deprives the recruit of his or her dignity. We will do what we can to ensure that the stress felt by the recruit is minimized, not induced by our own words or actions.

Second, we recognize our responsibility to the citizens of San Jose. This requires that we retain competent, pro-active police officers. Realizing that not everyone has the capability to perform the complex, demanding tasks of the patrol officer, we must remain fair and impartial in providing the training necessary to ensure the success of recruits in the FTO program. If after exhausting all training avenues a recruit does not meet the minimum standard, with supporting documentation, the FTO Commander will make the decision on recruit retention or termination. To do otherwise would be an injustice to our city and to the recruit.

To accomplish this task requires dedication and patience. Our feeling of accomplishment will come in watching our pupils succeed. If we have fully carried out our responsibilities, we will see many of them exceed our own accomplishments.

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The San Jose Police Department's Field Training Program logo symbolizes the changing ratio between training, in which the Field Training Officer teaches the new police officer; and evaluation, where the training officer observes the new officer perform as a solo beat officer.

The symbol shows the program beginning at the left and ending at the right. As the new officer moves through the cycle, he/she starts by receiving all training and no evaluation. At the end of the program, the Field Training Officer reduces the time given to training and the actions and knowledge of the new officer are compared to performance standards.

There is a wide band at the bottom symbolizing the San Jose Police Departments basic philosophy of continuous professional education. When in the evaluation-only phase at the end of the cycle, the new officer's performance is reviewed and suggestions for improvement are constantly provided.

This logo reflects the philosophy of the Field Training Program:

- To objectively evaluate the new officer's performance based on the standardized guidelines.
- To gradually shift from training to evaluation, to promote the recruit's evolution to a solo beat officer.
- To provide the best training possible throughout the program.

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MANDATORY CONDUCT FOR FIELD TRAINING PERSONNEL

TRAINING

Any officer who becomes a Field Training Officer must commit to the philosophy of teaching. He or she must realize that training is the first priority and evaluation is secondary. The FTO should be willing to bear the responsibility for the progress of the recruit, or lack of it, until he or she is sure that other factors are the cause of the recruit's performance.

FTOs must keep the FTO program philosophy in mind at all times. This philosophy states that FTO personnel will make every effort to train and to direct each recruit in ways that maximize the opportunities for a recruit to succeed. They must remember that we attempt to ensure that each recruit receives the maximum opportunity to show that he or she can do the job. FTO Sergeants and FTOs will always attempt to set a positive training atmosphere for the recruit in which learning is maximized and in which the recruit will be able to perform to the best of his or her ability. As much as possible, any stress felt by the recruit should be caused by the task being taught and not from any unrelated comments or actions on the part of the FTO. It is impossible to eliminate stress entirely caused by evaluation, but it should be minimized as much as possible.

FTOs must conduct themselves in a professional manner at all times. They must teach department policy and procedures. FTOs should set an example by virtue of their knowledge, their department and their appearance. They should remember that the recruit will be a product of what he or she is taught and of the behavior that is demonstrated to him or her. For the FTO to say, "Do as I say and not as I do," is not acceptable. The productivity and appearance of the FTO must meet the department's standards. FTOs should attempt to be above standard in all areas.

SOLO BEAT (PATROL) OFFICER CONCEPT

FTOs will utilize the solo patrol officer concept to evaluate the recruit. (Solo "PATROL" Officer is the California P.O.S.T. standard adopted terminology.) They will keep in mind the proper ratio between training and evaluation. Evaluation will be given in an honest, straightforward and professional manner, which stresses positive as well as negative performance in accordance with the standardized guidelines.

DAILY OBSERVATION REPORTS

When completing the Daily Observation Report (DOR), FTOs shall refer to the standardized evaluation guidelines (SEGs). This will ensure standardization of evaluations in the program. The SEGs can be found by clicking on the specific SEG in LEFTA.

ACADEMIC TESTING

Recruits are expected to study the topics listed in the Recruit Manual Weekly Material Checklist. FTOs are expected to go over this weekly material with their recruits. FTO Sergeants shall quiz the recruits each week on the information in the Recruit Manual Weekly Material Checklist. The recruit will be required to accurately answer at least 80% of the sergeant's questions during this quizzing. The recruit's performance during these weekly review sessions shall be documented in the DOR and the Sergeant's Weekly Eval. Recruits should invest ample time to prepare for each quiz *on their own*. The preparation time will be supplemented through instruction by their assigned Field Training Officer.

There will be a Midterm Examination administered by the FTO Admin Office staff. The Midterm will cover the Recruit Manual Weekly Material Checklist through Week 6. Failure to pass the Midterm with a score of 80% will result in a formal Remedial Training Plan and a re-take of the examination.

There will be a Final Examination administered by the FTO Admin Office staff. The Final will cover all the information from the Recruit Manual Weekly Material Checklist. Failure to pass the Final with a score of 80% will result in minimum extension of one week, a formal Remedial Training Plan, and a re-take of the test. No recruit will progress to the Plainclothes/Evaluation Only Phase of the FTO program until they have passed the Final Examination.

The intent of the weekly quizzing, the Midterm and the Final is to ensure that the recruit has a clear understanding of requisite knowledge to perform as a solo beat officer and pass into Phase 3 (Probation).

USE OF NON-FTOs FOR FIELD TRAINING

Non-FTOs, who were previously trained as FTOs but not currently assigned, may be utilized to train a recruit in the field due to the unavailability of FTOs. The supervisor should attempt to obtain prior consent from the FTO Unit commander. If time does not allow for prior permission to be obtained, the unit commander should be advised of the use of the non-FTO and of the specific reason for such use as soon as possible.

When a non-FTO is utilized, a DOR will be completed to document the evaluation and training of the recruit for that specific shift. The DOR will only document the date, the fact that a non-FTO was utilized and any specific training given. This will be documented in narrative form.

EVALUATION-ONLY PHASE

During this phase of the training (last two weeks prior to solo duty), the FTO will be in plain clothes. "Plain Clothes" will be considered the patrol FTO's uniform of the day. The FTO will be dressed in a neat, professional manner and will adhere to all Department uniform and grooming standards. He or she will not wear clothing that is dirty, torn, or which has a poor

appearance. FTOs will wear and operate the Department-issued and required body-worn camera as detailed in SJDM sections L4430-L4446 referring to wearing and operating one's Department-issued body worn camera while in uniform, including "plain clothes" FTOs. As FTO-Recruit partner teams are considered single person units, each person (FTO and Recruit) will wear and operate his or her BWC whether or not he or she is directly involved in situations requiring activation as specified in SJDM L4435. When available, the FTO will store in their assigned patrol vehicle the black FTO "police" vest to utilize in the event of a critical incident. This will assist in identifying the FTO as a police officer while with the recruit.

REPORT WRITING

FTOs will not spend lengthy periods of time for report writing in the field. At no time will a recruit be left unsupervised while report writing at the end of shift.

MEALTIME (C-7)

FTOs must set an example by not taking excessive amounts of time for meals. They should also not accept half-price meals, as per department policy regarding gratuities. FTOs will not allow recruits to purchase the FTO's meal as this creates a conflict of interest.

COURT ATTENDANCE

While the recruit officer is in the FTO program, both the recruit and the FTO will be listed on all reports. The FTO is required to attend court with the recruit officer whenever the recruit officer goes to court on a police-related matter. The FTO will utilize the court appearances to demonstrate, train and evaluate the recruit. Attendance in court and performance in court should be documented on the next DOR. *In the event the FTO is unavailable, arrangements for a substitute FTO must be made ahead of time. Recruit officers WILL NOT attend court alone.

FIELD TRAINING

FTOs will not set up training scenarios without the approval of their supervising FTO Sergeant.

Recruits will always be told when a training situation is a mock situation. Recruits will never be "set up."

Loaded weapons will never be used in a training scenario nor will officers unload duty weapons in the field to conduct training scenarios.

FTOs will not attempt to agitate or anger civilians for the purpose of seeing how recruits deal with conflict.

Handcuffed prisoners will never be released in order to see how the recruit would handle a physical confrontation or for any reason other than a legitimate one, as per department policy.

From time to time, FTOs may be called upon to assist the FTO Program in updating training material (testing, quizzes, etc.). FTO input is invaluable in keeping this program current.

FTO/TRAINEE RELATIONSHIP

The relationship between the FTO and the recruit will be a teacher/student and/or supervisor/subordinate relationship. As part of this relationship, the following is expected:

- A) The hallmark of this relationship will be one of mutual respect. Recruits will be treated with respect at all times. They will be expected to respect the FTO and to follow his/her directions. Recruits will not be harassed, intimidated, intentionally embarrassed or treated in a demeaning manner. Name calling or use of derogatory terms by the FTO is not acceptable. FTOs will try not to show their anger or frustration while they are working with the recruit. Remember, praise in public, correct in private.
- B) While the recruit officers are going through the FTO training, FTOs will not associate with or socialize with the recruits off-duty. Any relationship with them shall be strictly professional.
- C) FTO personnel will not date or attempt to date recruit officers while they (the recruits) are in the FTO program. If an FTO Sergeant or FTO is related to a recruit officer or if he or she had a special relationship with the recruit officer which began before the recruit was hired by the City of San Jose, the FTO Unit Commander will be advised. Consideration can then be given to placing the recruit in a district other than the one in which the FTO Sergeant or FTO is working. If necessary, consideration may also be given to making the FTO officer a non-FTO until the recruit has completed his/her training. These restrictions are necessary to protect the integrity of the FTO program.
- D) FTOs are allowed to teach at the Police Academy.
- E) FTOs who are employed as instructors at the academy will maintain a professional demeanor at all times. They will not take advantage of their position to see the recruits socially. FTOs will not attend the recruit graduation party.
- F) FTO personnel will not engage in discriminatory or harassing behavior, as per department policy.
- G) FTO personnel will not engage in any form of sexual harassment, as per department policy.
- H) FTOs will not live with or rent rooms to any recruit while the recruit is on probationary status, nor enter into any financial arrangements with the recruit.
- I) FTOs will not accept gifts from nor give gifts to the recruits while they are in the FTO program.
- J) FTOs will review the recruit officer's biweekly time sheet and verify its accuracy prior to submitting it to the supervisor.

- K) FTOs will not share any confidential information regarding other recruits, test material, and/or department investigations.

VIOLATIONS OF FIELD TRAINING POLICY

Violation of Field Training policy and rules could result in disciplinary action, to include removal from the FTO program. FTO Sergeants are instructed to document any violations on a memorandum and to forward it to the FTO Unit Commander. If appropriate, this documentation should include a statement of the disciplinary action taken or recommended by the reporting FTO Sergeant.

RECRUIT OFFICER FIELD TRAINING RULES

Recruit officers are to be respectful toward the Field Training Officers. The FTO's direction is to be accepted and followed at all times. If a recruit believes that a specific instruction or order is improper or an evaluation is not fair, he or she will discuss it with the FTO. If the recruit is still not satisfied, he/she can set up a meeting with the his/her FTO Sergeant. If the FTO Sergeant cannot resolve the problem, the FTO Sergeant will set up a meeting with the FTO Unit Commander.

Recruits will complete all assignments in a prompt, timely manner. They will follow all policy and procedures, as outlined in the Duty Manual.

Recruits will be prepared for all Recruit Manual assignments and will be responsible for all material. FTOs are to review the material with the recruit after the recruit has studied the material.

Recruits will not divulge any actual questions associated with academic testing with anyone, with the exception of their FTO or FTO Sergeant in an effort to clarify misunderstandings.

Recruits will be on time for all Overlap/Roll-Call Training functions. Close time constraints call for all training to start on time. Training will start whether recruits are present or not. It is the responsibility of the recruit to make up for any assignment/training missed due to the recruit's punctuality/absence.

While off duty, recruits will not respond to police calls, nor will they violate traffic laws while driving a district off duty while attempting to improve orientation.

Recruits will not conduct police investigations while off duty. Recruits will adhere to Duty Manual policy regarding any use of Police Department resources in any inquiry arising from an off-duty incident/occurrence.

Recruits will be receptive to criticism given by FTOs. Recruits may verbalize an explanation for their action. However, repeated rationalization, excessive verbal contradictions and/or hostility are not acceptable.

Recruits will have their electronic time sheet reviewed by his/her FTO for verification prior to review by his/her supervisor.

Recruits are reminded that any participation in extracurricular sports (organized baseball teams, football, etc.) is highly discouraged. Any off-duty injury a recruit might receive that causes a disability may have an adverse effect on his/her employment.

Recruits are also highly discouraged from patronizing any bar or nightclub establishment while in the FTO program. This does not preclude the recruit from attending special events such as weddings, birthday parties, or other family events.

ADDITIONAL TRAINING

The FTO Sergeant whose team is coordinating an additional training session is responsible for ensuring that the FTO and any role players have submitted and been granted release time (R/T) if they will not be available for duty on their shift. The FTO Sergeant will notify the briefing sergeant if a recruit will not be assigned a patrol duty on that given day as a result of the training.

The Sergeant coordinating any additional training is also responsible for ensuring that all related notifications (field supervisor, Communications and other agencies) have been made. The supervisor of the team coordinating the training session must be present during the entire training session. If he or she cannot be present, they must ensure that the training is supervised by another FTO Sergeant.

FTOs will be on time at the scheduled training sessions, to ensure proper preparation and to set an example for the recruits. An FTO will be assigned to each role-playing situation and has the responsibility of ensuring that the scenario is conducted as it was planned and that the recruits are not placed in a no-win situation.

Attire for all personnel participating in the training (role players, recruits, etc.) will be determined by the FTO Sergeant coordinating the training. Under no circumstance will one's attire be unprofessional or excessively unkempt.

LIMBO PERIOD

Limbo is the two-week period at the beginning of First Rotation. There is no evaluation during Limbo. All performance categories should be marked "Limbo" instead of receiving scores. There should be no "Most Acceptable" or "Least Acceptable" performance documented. All training should be documented in the Narrative portion of the DOR.

It is preferred that the first week of the limbo period be used for the FTO to demonstrate how the job is done. During this week, the recruit should not drive. He or she may be gradually eased into doing some tasks but should primarily observe.

SOLO WHILE ON AN FTO TEAM

A recruit having been released from FTO mid-pay period may remain in their FTO district for one week. The only purpose for this assignment is to allow the recruit to be transferred to their permanent assignment at the start of a pay period.

There is no “shadow” period. A recruit officer is either in FTO and under “direct and immediate supervision (physical presence)” of an FTO, as required by POST; or not in FTO and hence, a solo beat officer. There is no in between. Only the FTO Unit Commander and his or her chain of command may provide special permission for any other circumstance.

DUTIES AND RESPONSIBILITIES OF THE FIELD TRAINING OFFICER

FTOs must successfully complete a 40-hour POST-certified Field Training Officer Course prior to training new officers **and** complete 24 hours of update training every three years. This update training can be satisfied by completing a POST-certified Field Training Officer Update Course or by completing 24 hours of department-specific training in the same field training topics contained in the Field Training Officer Update Course.

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 and then complete the same 24 hours of update training, described above, while they remain in the FTO assignment.

The goal of the FTO Program is to develop a recruit officer into a solo patrol officer who is able to work a solo assignment in a safe, skillful, productive and professional manner. The Field Training Officer is the essential means by which the goal of the program is achieved.

The FTO has two primary roles to fulfill: police officer assuming full beat responsibility and trainer/evaluator of recruit officers.

FTO's beat responsibilities are clearly defined in other departmental publications including the Duty Manual, departmental general and special orders, and the written guidelines of the Bureau of Field Operations.

In the role as trainer, the FTO provides on-going instruction in the traditional sense, utilizing innovative and practical techniques.

The FTO must have the requisite skills necessary to become a reliable evaluator of a recruit's performance. The FTO is required to write daily evaluations of this performance and submit additional documentation as required.

Written evaluations begin in Phase 2. During the recruits' first two weeks, they will receive non-scored evaluations and suggestions from the FTO. All training provided will be documented on a Limbo DOR for each day. This Limbo period is designed to allow the recruit to become familiar with his/her new surroundings without the stress of daily written critiques. The recruit's SEG scored evaluation begins after the Limbo period.

The FTO prepares DORs, on a daily basis, documenting the relative progress of the trainee, presenting these reports to the FTO Sergeant. The FTO Sergeant then, in turn, provides a weekly evaluation of the trainee's performance.

The FTO is responsible to provide instruction on the weekly study material. The goal of providing the POST-required weekly material is to ensure the recruit understands the material and how to apply it in a practical or given situation. The FTO will prepare the recruit to take the weekly quizzes, midterm, and final examinations. The FTO is prohibited from divulging any actual test questions at any time.

During the Plain Clothes rotation, the recruit will operate in a quasi-solo capacity. The recruit will operate the police vehicle and carry on all police activities without the active participation of the FTO. The FTO shall avoid interfering with the recruit's police performance except in emergencies or situations that have developed beyond the recruit's ability to control. Whenever an FTO believes that a recruit has gained sufficient skill and knowledge to operate as a solo beat officer, he/she shall make such a recommendation to the FTO Sergeant. The FTO shall also document this recommendation in the final DOR. The final decision for a recruit's release to solo status lies with the Unit Commander and FTO Supervisor/Administrator/Coordinator (SAC).

The FTO, when directed by the FTO Admin Office staff, will be responsible for the documentation supporting either retention, or when the prospects for retention no longer exist, termination.

Finally, the FTO's own performance is also subject to evaluation. Each FTO will be evaluated by each recruit officer who was trained by that FTO. FTO performance will also be evaluated by the FTO Office. The FTO's professional and personal conduct should be exemplary.

DUTIES AND RESPONSIBILITIES OF THE FIELD TRAINING SERGEANT

The Field Training Sergeant has the dual responsibility of district supervision and the training and evaluation of personnel in the Field Training Program.

The Sergeant's role as a district supervisor is the same as other sergeants assigned to the Bureau of Field Operations. His/her duties include scheduling, distributing and supervising patrol personnel, awareness of district police problems and the development of possible solutions and the accomplishment of the overall police mission in his/her district.

As recruits are assigned to the Field Training Program, the duties of the FTO Sergeant become more complex. In addition to their other responsibilities, the FTO Sergeant must ensure that the training and evaluation processes are accomplished. Various sources of information are utilized to achieve these goals. DORs, oral communications with the FTO and with the FTO Admin Office staff, and personal observations of recruit performance are all used to summarize the recruit's weekly progress.

The FTO Sergeant is also responsible for the weekly review of the recruit's training manual to determine if it is up to date and properly filled out. If it is not current, the FTO Sergeant should ascertain why it is not, giving special attention to the possible need for remedial training.

Reports written by the recruit also serve to identify deficiencies, especially ones of spelling, grammar, neatness, attention to detail and the general organization of thought. FTO Sergeants should review reports written by recruits whenever possible.

Whenever possible, the FTO Sergeant should observe the recruit's various training sessions, calls for service, field contacts, etc. This will provide him/her with additional first-hand information concerning the recruit's performance and will allow him/her the opportunity to evaluate the instructional techniques of the FTO.

This latter evaluation must take place to ensure the topic areas are covered properly and that they follow the current departmental guidelines.

The FTO Sergeant must monitor the overall training and evaluation of recruits to ensure personality conflicts between the FTO and recruit do not arise and that the FTO maintains objectivity throughout his/her contact with the recruit. If personality conflicts or a loss of objectivity is observed, the FTO Sergeant shall immediately counsel the FTO. If necessary, he/she should make appropriate changes in assignment, rotating the recruit to another FTO within the team. The FTO Admin Office must be informed of and involved in the decision to change FTOs. The decision to rotate the recruit to another FTO must be fully documented and

both parties informed of the reasons for the decision in order to minimize misunderstanding and possible ill feelings.

The FTO Sergeant and FTO must accept the importance of documentation of the recruit's training. Documentation addresses both deficient and acceptable performance and provides a ready reference in the event of a need for response to questions concerning the program and/or the recruit's performance in the program. Should the question of termination of a recruit officer arise, it is the responsibility of the FTO Sergeant currently supervising that recruit to ensure all training avenues have been exhausted. The FTO Sergeant should notify the FTO Commander at the earliest opportunity. Should a recruit's performance result in a gross violation of Department policy, or result in an injury to the recruit or another party, the FTO Unit Commander will be notified immediately.

The need for discipline within the FTO Program is more acute than perhaps anywhere else in the Police Department. The FTO selection process itself has led to the employment of personnel who seldom pose disciplinary problems. If problems do arise, action must be swift and sure. The failure to effectively discipline personnel leads to interference with the primary goals of the program and the expenditure of time and effort that would be better utilized elsewhere.

The FTO Sergeant's training role is ongoing, extending naturally into those periods when no recruits are assigned to his/her supervision. FTOs are charged with preparation and presentation of both roll call and in-service training classes. The FTO Sergeant must be capable of providing assistance and advice to the FTOs in these areas. He/she must also be aware of the possible need for occasional program revision, reorganization, and evaluation.

A fully effective FTO Sergeant will constantly strive to improve the overall operation of the program and will work with all other program participants towards the goal of organizational excellence.

DUTIES AND RESPONSIBILITIES OF THE FIELD TRAINING LIEUTENANT

The POST Field Training Program SAC training requirement states that every peace officer promoted, appointed, or transferred to a supervisory or management position overseeing a field training program shall successfully complete a POST-certified Field Training Supervisor/Administrator/Coordinator (SAC) Course prior to or within 12 months of the initial promotion, appointment, or transfer to such a position. Departments in the POST program are only required to appoint one SAC; however, it is recommended that all officers with direct day-to-day responsibility over FTOs and trainees attend the SAC Course.

The Field Training Lieutenant has the command responsibility for the Field Training and Evaluation Program. He/she has responsibility for the direct supervision of the FTO Sergeants. Two organizational plans have been used since 1972. In one plan, the FTO Lieutenant has tactical as well as functional control over the Field Training personnel and the geographical areas in which they work. This requires him/her to perform tactically the same role as other uniformed division lieutenants. In this model, the FTO Lieutenant works the same shift and has the same days off each week. The second strategy involves his/her assignment as Field Training and Evaluation Program Commander only, working a "flex-time" schedule to ensure frequent contacts with all teams, across the week and around the clock. In this latter model, the FTO Lieutenant relinquishes tactical field command. His/her input to the Bureau of Field Operations is generally related to Field Training and Evaluation Program matters only. San Jose Police Department currently practices the second model.

In addition to the beat responsibility within a district, the training teams must ready the recruit officer for solo-beat responsibility. The recruit goes through extensive field training, examination and evaluation procedures during his/her weeks in the Field Training and Evaluation Program. The recruit is closely scrutinized during this training period and is evaluated daily by his/her FTO and weekly by his/her FTO Sergeant. The FTO Lieutenant reviews each of these evaluations. Failure to pass from Phase 2 to Phase 3 results in non-attainment of solo status and termination or continued retention in the FTO program.

The FTO Lieutenant is responsible for maintaining all records relating to the recruit's development. Most training files are saved electronically in LEFTA but other hard copy files are saved in the FTO Admin Office.

After the recruit leaves Phase 2, the FTO Lieutenant has the responsibility of seeing to it that the patrol sergeants, who now have the direct supervision of the probationary officer, complete eight evaluations. The first four are biweekly evaluations and the last four are monthly evaluations. The evaluations conclude at the 10-Month Oral interview.

If any of the patrol sergeants detect problems in the probationary officer's performance, it is their responsibility for directing the FTO Lieutenant's attention to them. Appropriate action is to be taken at that point to correct any deficiencies in the officer's performance.

The FTO Lieutenant is also responsible for setting up the 10-Month Oral interviews. This interview is conducted in the tenth month of the probationary officer's career. It is intended to provide a final review of the officer's performance prior to the completion of the probationary period. It is conducted in the tenth month of probation so that if major deficiencies are discovered, they can be corrected in the remaining two months of probation.

The FTO Lieutenant reports to the Support Services Division Captain who, in turn, is responsible for keeping the Bureau of Field Operations Deputy Chief informed of the status of all recruits. If a recruit is not performing at the minimum standard of the department, the FTO Lieutenant has the responsibility for the compilation of all memoranda and reports for review by the BFO Deputy Chief. If, upon review, recommendations are made for termination, corrective action or remedial training, these recommendations are directed to the Chief of Police with an explanation of the reasons for the action taken.

The FTO Lieutenant works closely with his/her FTO Sergeants on all training and in-service training. Training lesson plans and records are prepared for FTOs and the FTO Sergeants and are retained in a central file for current and future use. The FTO Admin Office maintains these files.

The FTO Lieutenant is responsible for calling staff meetings of the FTO Program personnel. The FTO Lieutenant will coordinate and facilitate the side evaluation meetings held prior to each recruit rotating to the next shift. These meetings will also be used to address unit policies and procedures, and provide unit direction to the FTO Sergeants and FTOs.

If there is a period when no recruits are assigned to the FTO program, it is the FTO Lieutenant's responsibility to oversee a review and evaluation of the program and to implement any organizational changes. The FTO Lieutenant will additionally be responsible for maintaining and updating the FTO page on the Department's intranet.

This overview of the duties and responsibilities of the FTO Lieutenant has been written as a general summary so that future Lieutenants may assume the responsibility of Field Training Program Commander with a minimum of difficulty. The incoming Unit Commander should receive some training and guidance by the departing Unit Commander.

FIELD TRAINING AND EVALUATION PROGRAM PERSONNEL SELECTION

The Field Training and Evaluation Program became operational in June of 1972. At that time, the program was authorized a strength of sixteen FTOs and two FTO Sergeants. In July of 1973, the program was expanded to strength of thirty-four FTOs and four FTO Sergeants. In November of 1973, that number was again increased to forty-two FTOs and six FTO Sergeants. In 1975 there were forty-eight FTOs in the program. Although the field training personnel increased threefold in four years, the selection process has remained essentially the same.

Prospective FTOs and FTO Sergeants are required to submit an FTO application for consideration. All qualified applicants are considered for the position regardless of perceptions of their abilities and experience as police officers. Vacant FTO positions are filled adhering to the current Officer/Sergeant Transfer Policy.

Each applicant may be interviewed to determine his/her suitability for the position of Field Training Officer or FTO Sergeant. Additionally, FTO applicants must minimally possess a POST Basic certificate. All qualified applicants, who are accepted into the FTO program, will be required to attend the POST-certified Field Training Officer Course.

The applicant's interest and desire are examined as is his/her educational background, maturity, teaching prowess, law enforcement experience and interpersonal relationships. The attempt is made to establish the applicant's ability to train on a one-to-one basis and to determine whether he/she is capable of establishing the kind of rapport necessary to a successful teaching/learning process.

To augment the application process, each applicant's former and current supervisors are contacted regarding his/her performance in patrol activities. The applicant's Personnel file and Internal Affairs record are also checked. This and other pertinent information is studied before the decision for selection to the FTO program is made.

Finally, applicants not selected for the program are encouraged to seek a private interview with the FTO Lieutenant to learn why they were not selected and what they might do to ensure a more favorable consideration in the future. Unsuccessful candidates are encouraged to resubmit applications as future openings in the program occur.

Page 31 lists the minimum entry requirements for the position of Field Training Officer (as presented in current FTO job announcement memorandums):

ENTRY CRITERIA

- Applicant must possess a POST Basic Certificate.
- Applicant must have completed three years “beat patrol” as a San Jose police officer by final filing date.
- Lateral Officers must have three years “beat patrol” with their previous agency and two years as a San Jose police officer.
- A work history which indicates above-average initiative and self-motivation.
- No sustained Internal Affairs complaints which would directly relate to the candidate’s suitability for the program for one year prior to application and appointment to the FTO program. All IA cases are reviewed by the FTO Lieutenant prior to selection as an FTO.
- A knowledge of the FTO’s basic responsibilities.
- Positive recommendation by present and prior supervisors at time of application and appointment to the FTO program.
- Positive review of applicant’s personnel, I.A. and attendance records.
- The demonstrated ability to write clear and complete reports.
- The ability to pass the selection process.

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FIELD TRAINING AND EVALUATION PROCESS PERFORMANCE CRITERIA

The conception and implementation of the Field Training and Evaluation Program embraces a variety of unique program-specific features which are part of established policy.

SIDE EVALUATIONS

Prior to each rotation, each training officer participates in a side evaluation. The relative progress made by each of the recruit officers assigned to that FTO is discussed. The sessions are composed of the Field Training Officers, the Field Training Sergeants, the Field Training Lieutenant, and the Field Training Administration.

The side evaluation proceeds as each FTO presents his/her evaluation of the recruit officer to the group. The FTO's attention is focused on the major strengths and weaknesses possessed by the recruit officer. Plans for remedial training are discussed. The Side Evaluation Report in LEFTA should be completed by the FTO ahead of the Side Evaluation. The recruit officer should be shown the Side Evaluation Report in order for the recruit to be aware of the strengths and weaknesses the FTO is documenting.

Built into the structure of the assessment group is an atmosphere of candid criticism. Most often the examples used by an FTO, in anchoring his/her verbal or written judgment of a recruit, are based on field situations. These field situations, of course, vary in basic nature. Further, these field situations often require the participation of another FTO and his/her recruit as a "fill unit." Given this quite common occurrence, an opportunity for a different perception of another FTO's recruit's performance is afforded. On a group/interaction basis, these different perceptions and subsequent debate provide a catalyst for the internal health and on-going objectivity of judgment rendered on recruits. As any one recruit progresses through the program, the decision of retention or separation from the department is a direct product of these assessment sessions.

At the discretion of the FTO Unit commander, the side evaluations may be held with the FTO Sergeants only. If this occurs, the sergeants will ensure the recruits' current and next assigned FTO meet on a one-on-one basis to discuss the recruits' strengths and weaknesses, as well as any remedial training completed and suggestions for future remedial training.

The roles played by the FTO Sergeants and the FTO Lieutenant vary as a function of their levels of responsibility. Briefly outlined, some of the contributions of these individuals at the group assessment level include:

1. Assure on-going continuity in quality of training.
2. Maintain a keen sensitivity to the compatibility of the trainer/trainee relationship. Specifically, each FTO represents a composite of background, training, technical specialties and work experiences. This composite is intentionally and systematically matched with the recruit officer's profile to maximize the conditions which would lead to optimum learning. Part of this procedure is the capability to reassign recruits should original assignment decisions prove faulty.
3. Recommend remedial programs tailored to the individual needs of the recruit officers.

EVALUATION PROCESS SCHEDULE

The evaluation procedures employed in the Field Training and Evaluation Program are multifaceted in that they utilize input from a variety of verbal and written sources.

The suggested procedure leading to the recommendation for Termination of Employment is outlined.

See the following:

- Evaluation Schedule
- Distribution of Reports and Evaluations
- Procedure for Recommending Termination of Employment

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EVALUATION SCHEDULE

DAILY	FTO completes “Limbo” DORs for the first two weeks of First Rotation and Evaluation DORs for the remaining weeks of First, Second, and Third Rotation.
WEEKLY	FTO Sergeant completes a Sergeants Weekly Evaluation for each week of the recruit’s field training beginning with the third week of First Rotation and continuing to the last week of Plain Clothes.
AT THE END OF EACH ROTATION	FTO completes Side Evaluation Report and both FTO & FTO Sergeant attend Side Evaluation session.
PHASE 3	After entering Phase 3, the recruit’s next supervisor will complete eight (8) Probationary Officer Evaluations (four bi-weekly and four monthly) continuing to the 10 Month Oral interview.
TEN-MONTH ORAL INTERVIEW	Board action is required to advance the recruit from Phase 3 to retention as a permanent employee (off probation). The recruit’s current supervisor will complete a 10-Month Assessment form as part of this process.

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DISTRIBUTION OF REPORTS AND EVALUATIONS

PHASE 1

Weeks 1 - 29

Police Academy
POST San Jose Specific Academy

PHASE 2

FIRST ROTATION

Limbo

LEFTA DORs Limbo 1-8

Two-Week Limbo Period (non-graded/training DORs only)

Weeks 1 - 4

LEFTA DORs 1 – 16

DORs by FTO and Sergeants Weekly Evaluation by FTO
Sergeant

SECOND ROTATION

Weeks 5 - 8

LEFTA DORs 1-16

DORs by FTO and Sergeants Weekly Evaluation by FTO
Sergeant

THIRD ROTATION

Weeks 9 - 12

LEFTA DORs 1-16

DORs by FTO and Sergeants Weekly Evaluation by FTO
Sergeant

If the recruit is performing at solo-beat level, they will proceed to Plain Clothes.

PLAIN CLOTHES

Weeks 13 – 14

LEFTA DORs 1-8

DORs by FTO and Sergeants Weekly Evaluation by FTO
Sergeant

If the recruit is not performing at solo-beat level, they will not proceed to Plain Clothes and will begin their extension.

EXTENSION

Weeks 13+

LEFTA DORs 1-16+

DORs by FTO and Sergeants Weekly Evaluation by FTO
Sergeant

PHASE 3

Weeks 1 - 8

Weeks 9 - 25

Weeks 26 - 28

Biweekly evals by District Sergeant

Monthly evals by District Sergeant

Ten Month Oral Board meets during this period to recommend retention as a permanent employee or retention in Phase 3.

Week 29

First formal Performance Evaluation due to Police Personnel.

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PROCEDURE FOR RECOMMENDING TERMINATION OF EMPLOYMENT

During Phase 2 of the Field Training and Evaluation Program, if it is concluded by consensus that a recruit is recommended for termination, it becomes necessary that all memoranda are gathered having a bearing on the eventual decision. The memoranda, summarizing the recruit's performance shall be directed to the Field Training and Evaluation Program Lieutenant and shall include conclusions concerning retention or dismissal. A memorandum should reflect only the writer's point of view and should not be unduly influenced by other opinions of the recruit's performance. The memorandum shall reflect the positive, as well as the negative, aspects of his/her work. These memoranda shall be held in strict confidence.

Although the FTO is encouraged to continually keep the recruit apprised of his/her level of performance, it is not the FTO's role to notify the recruit of his/her impending termination (even though the FTO recommends such action be taken). The decision to terminate will be made only after all reports on file are reviewed by the supervisors involved and by the program Lieutenant. The FTO Lieutenant is responsible for notifying the recruit of the intention to recommend his/her termination from the department.

The recruit should be informed of his/her right to speak to anyone he/she wishes in the chain of command, including the Deputy Chief of the Bureau of Field Operations and the Chief of Police. If the recruit expresses such a desire, appointments shall be made with the appropriate persons.

When documentation supports the recruit's separation from City service, he/she should be informed of the alternatives (termination or resignation). Even though a recruit may elect to resign, then or at any other time in the program, all memoranda and other reports/evaluations shall be completed and maintained in his/her file for possible future reference.

The recruit's training file is confidential and shall be reviewed only by personnel connected with the Field Training and Evaluation Program. All others outside the Field Training and Evaluation Program requesting review of any file may be allowed to access the recruit's training file only after obtaining permission from the FTO Admin Staff. Agencies conducting background checks on our former employees shall be directed to the program Lieutenant for information. Access to a recruit's file will be granted only when the agency has a release, signed by the recruit, in their possession.

Form 100-4, Notice of Separation from City Service, is to be completed whenever the recruit leaves City employment. This form is typically completed by Police Personnel who must be notified immediately when a recruit resigns or is terminated from the program. The date of last day on payroll and date order is effective is usually the same date. The "resignation" or "termination" block should not be completed until the officer indicates his/her choice of separation from the police department.

PROGRAM REORGANIZATION and UPDATING

No program can expect to retain its viability without an internal procedure for updating and revision. The Field Training and Evaluation Program is dependant on involved personnel to keep information updated.

1. Standardized teaching methods and evaluative procedures should be frequently checked for adherence to prescribed guidelines. This is currently taking place through POST accreditation/certification.
2. The Recruit Officer Weekly Material Checklist should be updated as the need occurs. Written examinations should also be reviewed and updated as necessary. Suggestions for updating should be solicited from past and present FTOs and recruit personnel.
3. An FTO refresher course should be developed for the purpose of program review and to ensure all personnel are familiar with the standardized methods of instruction and evaluation. The FTO Program currently conducts a POST-approved 40-hour FTO School annually or as needed.

FIELD TRAINING AND EVALUATION PROGRAM CERTIFICATION

The Field Training and Evaluation Program was first certified by the Commission on Peace Officer Standards and Training on January 20, 1975 and re-certified on numerous occasions. The most recent certification occurred in January 2018.

Section 832.3 PC requires an agency to have a certified Field Training Program if that agency assigns personnel to the field without the benefit of academy training. Although San Jose Police Department's recruit personnel attend a POST-approved training academy, this program certification assures the meeting of state requirements, should the need for emergency field deployment of recruit officers arise.

CHAIN OF COMMAND

The Field Training and Evaluation Program Commander is a Lieutenant. All activities directly related to the training program move upward from the recruit level through the FTO and FTO Sergeant to the Field Training Program Office where it reaches the Field Training Program Commander. The Lieutenant reports to the Support Services Division Captain.

All non-training issues are directed to the Bureau of Field Operations' normal chain of command. While an occasional need may precipitate the shifting of an FTO or FTO Sergeant away from the geographic control of the Field Training Program Commander, he/she continues to maintain staff control over his/her personnel. The Commander retains control over activities related to training and evaluation of recruit officers.

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DEVELOPMENT OF STANDARDIZED GUIDELINES

DAILY OBSERVATION REPORT (DOR)

In this section, thirty specific kinds of police behavior are discussed in great detail. These performance criteria became the basis for the evaluation form currently in use in the San Jose Police Department's Field Training and Evaluation Program.

Historically, these performance criteria evolved from an analysis of the narrative comments of Field Training Officers about present and previous recruit officer performance. Upon the analysis of these scores, it was determined that there was a common reference point between all Field Training Officers which resulted in the development of specific scores for specific behavior in each of the described performance criteria. In order to promote standardization of the evaluative process, there was a clear need to articulate and document these undefined reference points. In other words, the discussed common reference points used in the evaluation process needed to be articulated to explain the rationale behind a numerical score of "1," "4," or "7" in each of the 30 Standardized Evaluation Guideline (SEG) performance criteria.

To accomplish this task and to promote standardization of the evaluation process, an extensive study of the evaluation process itself was launched. More specifically, the Field Training and Evaluation Program Curriculum Committee, through a well-designed questionnaire, identified and analyzed the specific behavior criteria employed by seventy past and present Field Training Officers. These seventy FTOs were directed to put "into words" the exact behavioral criteria to which they were referring when they gave a numerical rating of 1, 4, etc. As a result of the study, specific criteria were established to be used in the evaluation of recruit performance.

The end result of the study was the formulation of the DAILY OBSERVATION REPORT (DOR) and the STANDARDIZED EVALUATION GUIDELINES IN LEFTA.

Because law enforcement, like so many other professions, has within it a wide variety of techniques and procedures, it becomes very important that standardization of performance evaluation takes place. Evaluation without standardization is not possible.

SCALE VALUE APPLICATION (listed as 1 through 7 on the DOR)

Perhaps the most difficult task facing the rater is the application of the numerical value that represents the behavior he/she is evaluating. The rater's dilemma usually involves his/her rating philosophy versus that of another and the question of who is right. The following explanations should clarify the issue and ease the concern of the rater and the ratee.

The first principle of value application that must be accepted is that each of us has different perceptions on nearly everything in the life experience. While a standardization of rating is an

acute necessity, an attempt to standardize perceptions is doomed to fail from the start. For example:

FTO “A”, based on a prior negative experience of his/her own, might see a recruit’s exposure of his/her weapon to a suspect as worth a “1” rating. FTO “B”, on the other hand, might see the same recruit behavior as “3” level performance. Should the recruit, or we, really be concerned? Our answer is “No.” As long as both officers see the performance as “unacceptable” under the SEG Officer Safety.

A lack of standardization ensues when “A” sees the behavior as unacceptable (scale values 1, 2 or 3) and “B” who sees the same behavior as acceptable (scale values 4 through 7). Again, we have no difficulty accepting differences in officers’ perceptions unless these perception differences vary from the unacceptable values to values reflecting acceptable performance.

The second principle that may come into play in the above example has to do with the value assigned as a result of a recruit not responding to training. A recruit who performs at a less than acceptable level might be assigned a “2” or “3” for that task. The FTO is under an obligation to remedy that mistake and assess the recruit’s performance when he/she has the opportunity to perform the same task next. If, after the FTO’s specific training, the recruit once more fails to perform, a reduction in the scale values might be appropriate.

STANDARDIZED EVALUATION GUIDELINES AND THE EVALUATION PROCESS

What are the STANDARDIZED EVALUATION GUIDELINES?

Standardized Evaluation Guidelines (SEGs) are performance standards and descriptions of how well a recruit must perform in order to pass the Field Training Program satisfactorily.

How many guidelines are there?

The SEGs are broken down into 30 measurable behaviors. On the daily observation report, these 30 behaviors are broken down into five categories:

1. Critical Performance Tasks
2. Frequent and Other Performance Tasks
3. Knowledge
4. Attitude/Relations
5. Appearance

When do we use them?

1. To show validity, all recruits are evaluated on the same basis.
2. To show reliability, it measures consistently.
3. By using the guidelines, there is consistency in scoring in each of the 30 measurable behaviors.
4. We do not subjectively score/rate in categories or inject personal bias.

Leniency

There is a tendency to rate recruit officers higher when not following the SEGs. The practice may have a negative impact on a recruit's morale when he or she perceives that another recruit officer is performing at a lower level but is receiving higher scores.

Central Tendency

Raters tend to group their ratings in the middle of the scale. FTOs are required to rate according to recruit officer performance.

The Halo Effect

It is the assumption that excellence in one factor implies excellence in all factors.

Related Traits

When the FTO gives similar ratings to traits or behaviors, which only seem to be similar. Example: if the recruit is attentive to duty, then he/she must have a high degree of initiative.

Overweighing

Being unduly influenced by an occurrence, either good or bad, that occurred during a specific rating period being rated.

How we use the STANDARDIZED GUIDELINES:

The Rating System:

1: Unacceptable.

2: Close to a 1 and is just a little better than unacceptable.

3: Close to a 4 but not yet minimally acceptable.

4: The minimum acceptable level. It is an officer able to work a solo assignment in a safe, skillful, productive and professional manner.

5 and 6: Above acceptable and like a bonus score recognizing work that is above the minimum acceptable level.

7: Superior performance.

Scores of 2 and below and 6 and above must be justified through documentation in the narrative portion of the DOR.

N.R.T. (Not Responding to Training):

This rating is applicable after the rater has identified and trained on a specific behavior deficiency. All training given must be supported by appropriate documentation in the related subject area. This includes documented remedial training. The numerical score in this subject area should be “1”, “2”, or “3”. A below standard score that signifies improvement from a previous score does not reflect an NRT.

An NRT rating must be justified through documentation in the narrative portion of the DOR.

N.O. (Not Observed):

An N.O. is behavior or task that is not observed. ***It should be used infrequently as most behaviors and categories are observed, even minimally, during the regular course of a shift.*** All SEGs rated as N.O. require documentation as to the reason the behavior or task was not performed.

Training Time:

All minutes spent training a recruit on a specific behavior or task will be documented. When a recruit begins FTO, they will have a high number of training minutes as they are trained on nearly every task. There can be no more than 600 total training minutes in one day (10 hours = 600 minutes). As the recruit progresses through FTO, the training minutes will diminish.

Remedial Training Plan:

Any remedial training given must be documented on a Remedial Training Plan. The report will identify the specific performance deficiency and the training plan created to address the deficiency. The specific performance identifying the need for remedial training will be documented in the DOR on the date the behavior is identified. Progress or lack there of will be documented in subsequent DORs. Repeated failure to improve in the performance area will be reflected by an “NRT” (see above) and a numeral score of “1”, “2”, or “3”.

FTOs should make every effort to ensure all remedial training problems are identified and corrected early.

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DOR REVIEW WITH THE RECRUIT

The review of the completed DOR will occur between the FTO and his/her assigned recruit at the end of the shift. Review the following:

1. Proofread the completed DOR.
2. Determine what you want to accomplish when you discuss it with the recruit.
3. Discuss the evaluation in private.
4. Place primary interest on the recruit's development and growth.
5. Be open minded to the opinions of the recruit.
6. Cover the recruit's strengths first.
7. When discussing weaknesses, tell the recruit how to improve.
8. When you have covered all the points, the recruit has responded, and plans of action have been developed for the future, have the recruit electronically sign the DOR.
9. You will then electronically sign the DOR and send to your assigned FTO Sergeant.

DOR NARRATIVE SECTION/FTO CHECKLIST

FTOs should consider the following when filling out the DOR narrative:

1. Set the stage/scene.
2. Include case numbers (mandatory).
3. Consider using verbatim quotes.
4. Remember your audience.
5. Critique performance, not style.
6. Do not predict.
7. Report facts.
8. Check your spelling, grammar, etc.
9. Document all training minutes.
10. THINK REMEDIAL!

DOR SEQUENCE

ROTATION 1

LIMBO (2 WEEKS): RIDES 1-8

WEEK 1: RIDES 1-4

WEEK 2: RIDES 5-8

WEEK 3: RIDES 9-12

WEEK 4: RIDES 13-16

SIDE EVALUATION

ROTATION 2

WEEK 5: RIDES 1-4

WEEK 6: RIDES 5-8

WEEK 7: RIDES 9-12

WEEK 8: RIDES 13-16

SIDE EVALUATION

ROTATION 3

WEEK 9: RIDES 1-4

WEEK 10: RIDES 5-8

WEEK 11: RIDES 9-12

WEEK 12: RIDES 13-16

SIDE EVALUATION

PLAIN CLOTHES (IF NO EXTENSION)

PLAIN CLOTHES WEEK 1: RIDES 1-4

PLAIN CLOTHES WEEK 2: RIDES 5-8

EXTENSION*

WEEK 1: RIDES 1-4

WEEK 2: RIDES 5-8

WEEK 3 (PLAIN CLOTHES): RIDES 9-12

WEEK 4 (PLAIN CLOTHES): RIDES 13-16

*Example shown is a two-week extension. If extension is longer than two weeks, extension weeks will continue.

LENGTH OF EXTENSION IS DETERMINED BY RECRUIT'S PERFORMANCE.

----- DOR sequence subject to change -----

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STANDARDIZED EVALUATION GUIDELINES

The task of evaluating and rating a recruit officer's performance must be based on the following numerical scale value definitions. As guidelines, these definitions serve as a means of program standardization and continuity.

1. DRIVING SKILL: STRESS CONDITIONS

- #1. Unacceptable: Involved in accident(s). Unnecessary Code 3. Fails to activate Code 3 equipment when necessary. Excessive and unnecessary speed. Fails to slow for intersection and/or properly clear intersection lane-by-lane. Passes vehicles on the right. Loses control of the vehicle.
- #4. Acceptable: Maintains control of vehicle. Evaluates driving situations and reacts properly (i.e., proper speed for conditions). Adheres to department policies and procedures regarding Code 3 driving. Practices defensive driving techniques.
- #7. Superior: High degree of reflex ability and competence in driving skills. Anticipates driving situations in advance and reacts appropriately.

2. ORIENTATION SKILL: STRESS CONDITIONS

- #1. Unacceptable: Becomes disoriented when responding to stressful situations. Is unable to relate his/her location to his/her destination. Is unable to use map or GPS under stress. Is unable to determine directions of the compass during stressful tactical situations.
- #4. Acceptable: Reasonably aware of his/her location. Is able to utilize map or GPS 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. Rarely has to refer to map or GPS. Never disoriented during stressful situations.

3. FIELD PERFORMANCE: STRESS CONDITIONS

- #1. Unacceptable: Becomes emotional and panic-stricken, unable to function, loses temper, or displays cowardice. Over/under reacts.
- #4. Acceptable: Exhibits calm and controlled attitude, does not allow the situation to further deteriorate. Determines a proper course of action and takes it.
- #7. Superior: Maintains calm and self-control in even the most extreme situations. Quickly restores control of the situation and brings order under any circumstances without assistance. Determines best course of action and takes it.

4. OFFICER SAFETY: GENERAL

- #1. Unacceptable: Frequently fails to exercise officer safety. (Although category states “frequently,” some officer safety mistakes are so egregious that a score of “1” is warranted even for a single violation, i.e., accidental discharge of duty weapons.)
 - a. Exposes weapons to suspect.
 - b. Fails to keep gun hand free during enforcement situations; keeps hands in pockets.
 - c. Stands directly in front of violator’s car door; stands between police and violator’s vehicle during stop.
 - d. Fails to control suspect’s movements.
 - e. Does not maintain sight of violator while writing citation.
 - f. Failure to use illumination when necessary or uses it improperly.
 - g. Fails to advise Communications when leaving a vehicle or update Communications when appropriate (i.e. updated location).
 - h. Fails to utilize or maintain personal safety equipment properly; loses equipment; accidentally discharges duty weapon or Taser.
 - i. Does not foresee potentially dangerous situations.
 - j. Points gun at other officers.
 - k. Stands too close to vehicle traffic.
 - l. Stands in front of door when knocking.
 - m. Fails to have weapon ready when appropriate.
 - n. Fails to cover other officers; fails to practice contact & cover.
 - o. Fails to search police vehicle prior to duty or after transporting.
 - p. Fails to check equipment.
- #4. Acceptable: Understands principles of officer safety and generally applies same.
- #7. Superior: Foresees potential danger and eliminates or controls it. Always maintains a safe position. Always watchful on approach to a call or stop and able to do the same for his/her partner. Does not become paranoid or overconfident.

5. OFFICER SAFETY: WITH SUSPICIOUS PERSONS AND PRISONERS

- #1. Unacceptable: Frequently violates officer safety standards as detailed in #4, Officer Safety-General, and in addition, fails to “pat search” or confronts suspicious persons while seated in 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. Acceptable: Generally displays awareness of potential danger from suspicious persons, suspects, and prisoners; maintains position of advantage.
- #7. Superior: Foresees potential danger and eliminates or controls it. Always maintains position of advantage. Alert to changing conditions and prevents opportunities for danger to develop.

6. CONTROL: VOICE COMMAND

- #1. Unacceptable: Improper voice inflection (too soft, too loud). Indecisive or confused voice commands or does not give commands when necessary. Resorts to profanity in an attempt to control situation. Poor officer bearing.
- #4. Acceptable: Speaks with authority in a calm, clear voice. Effectively uses verbal commands to control subjects. Voice commands usually result in compliance.
- #7. Superior: Completely controls situations with voice inflection, appropriate word selection, and command bearing. Restores order in even the most trying situation through voice and language usage.

7. CONTROL: PHYSICAL SKILL

- #1. Unacceptable: Cowardly, uses too little or too much force for given situation. Does not attempt physical control when situation calls for it. Unable to use proper physical restraints. Physically weak.
- #4. Acceptable: Maintains control through the proper use of force. Not afraid to confront a potential conflict. Able to use the proper physical restraints effectively, including control holds and/or handcuffing. Maintains control while pat searching. Good physical condition.
- #7. Superior: Excellent knowledge and ability to use physical restraining holds. Always prepared to use appropriate and necessary force. Above average physical conditioning.

8. DRIVING SKILL: NON-STRESS CONDITIONS

- #1. Unacceptable: Frequently violates traffic laws (red light, stop signs, etc). Involved in preventable accidents, drives too fast for conditions, lacks dexterity and coordination during vehicle operation. Unable to operate vehicle safely while performing tasks necessary for a beat officer (i.e. radio operations and comprehension and an awareness of surroundings).
- #4. Acceptable: Obeys traffic laws during normal vehicle operations. Maintains 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 officer (i.e. operating radio, utilizing GPS or APBs).

9. ORIENTATION SKILL: NON-STRESS CONDITIONS

- #1. Unacceptable: Unaware of location while on patrol. Does not understand proper use of map or GPS. Unable to relate location to destination. Spends too much time getting to destination and/or gets lost. Not familiar with the district and/or beat. Does not understand block numbering system and/or “SEE/NOW.”
- #4. Acceptable: Reasonable knowledge of location in most situations. Is able to use map or GPS effectively and in a timely manner. Can relate location to destination. Arrives at locations within reasonable amount of time utilizing a practical route.
- #7. Superior: Remembers locations from previous visits and seldom needs to consult a map or GPS to find a location. Is aware of the most efficient routes to destinations and utilizes them to save time. High level of orientation to the district and beat.

10. PROPER FORM SELECTION: ACCURACY/COMPLETENESS

- #1. Unacceptable: Unable to determine proper form for given situations; forms incomplete or inaccurate. Citations provide incorrect information (violation section, court assignments/dates, etc).
- #4. Acceptable: Knows most standard forms and understands format. Completes forms with reasonable accuracy and thoroughness. Citations contain accurate information.
- #7. Superior: Consistently and rapidly completes forms without assistance and a high degree of accuracy.

11. REPORT WRITING: ORGANIZATION/DETAILS

- #1. Unacceptable: Incapable of organizing events into written form. Omits pertinent details in the report.
- #4. Acceptable: Writes complete reports, organizing information in a logical manner. Reports contain the required information and details and accurately reflect the incident.
- #7. Superior: A complete and detailed account of what occurred from beginning to end; written and organized so as to assist any reader in comprehending the incident.

12. REPORT WRITING: GRAMMAR/SPELLING/NEATNESS

- #1. Unacceptable: Reports are illegible. Excessive misspelled words, incomplete/poor sentence structure, word usage is incorrect.
- #4. Acceptable: Reports are legible. Grammar, spelling, and neatness are satisfactory, errors are rare and do not impair understanding.
- #7. Superior: Reports are typed and very neat; no spelling mistakes and excellent grammar.

13. REPORT WRITING: APPROPRIATE TIME USED

- #1. Unacceptable: Requires excessive amount of time to complete a report (versus a solo beat officer).
- #4. Acceptable: Completes reports within a reasonable amount of time.
- #7. Superior: Completes complex reports very quickly and efficiently without assistance from FTO.

14. FIELD PERFORMANCE: NON-STRESS CONDITIONS

- #1. Unacceptable: Seemingly confused and disoriented as to what action should be taken in a given situation. Does not or cannot complete tasks.
- #4. Acceptable: Able to assess situation and take proper action. Able to complete routine patrol tasks.
- #7. Superior: Properly assesses routine situations, including unusual or complex ones. Requires no assistance in determining the best course of action and taking it. Able to complete even the most complex tasks.

15. SELF-INITIATED ACTIVITY

- #1. Unacceptable: Does not regularly patrol beat and district. Avoids or fails to self-initiate activity. Rationalizes suspicious activity and fails to act on it. Patrol time does not result in stops or stops rarely result in citations, FIs, or on-view arrests. Rarely conducts follow-up or searches when there is an opportunity to do so.
- #4. Acceptable: Actively patrols beat and district. Generally, recognizes suspicious activity and acts on it. Makes cases from routine activity. Stops generally result in citations, FIs, or arrests. Conducts follow-up or searches when there is an opportunity to do so.
- #7. Superior: Proactively patrols beat and district. Seeks out suspicious activity and acts on it. Recalls and uses information from briefings, APBs, or Watch Bulletins for probable cause in making stops and subsequent arrests and searches. Regularly makes quality cases from routine activity. Stops result in citations, FIs, or on-view arrests. Conducts follow-up or searches whenever there is an opportunity to do so.

16. PROBLEM SOLVING/DECISION MAKING ABILITY

- #1. Unacceptable: Acts without thought or is indecisive. Relies on others to make his/her decisions. Is unable to reason through a problem and come to a conclusion. Cannot recall previous solutions and apply them in similar situations.
- #4. Acceptable: Is able to reason out problems and come to an acceptable decision in routine situations. Perceives situations as they are and makes reasonable decisions based on information available. Makes decisions without assistance. Relates past solutions to present situation.
- #7. Superior: Able to reason through even the most complex situations and make appropriate decisions. Excellent perception in foreseeing problems and arriving at advanced decisions.

17. RADIO: USE OF COMMUNICATION CODES/PROCEDURES

- #1. Unacceptable: Misinterprets communication codes, definitions, or fails to use them in accordance with department policy and procedure. Does not understand or use proper codes/language.
- #4. Acceptable: Follows policy and procedure. Has good working knowledge of majority of communication code definitions.
- #7. Superior: Always follows proper procedure and policy. Superior knowledge of communication codes and uses same with ease in all receiving and sending situations.

18. RADIO: LISTENS & COMPREHENDS TRANSMISSIONS

- #1. Unacceptable: Repeatedly misses his/her call sign and is unaware of traffic on adjoining beats. Frequently has to ask Radio to repeat transmission or does not comprehend message.
- #4. Acceptable: Copies most radio transmissions directed to him/her and is generally aware of adjoining beat traffic.
- #7. Superior: Always comprehends radio transmissions directed to him/her. Always aware of and quickly reacts to traffic on adjoining beats.

19. RADIO: ARTICULATION OF TRANSMISSIONS

- #1. Unacceptable: Does not preplan before transmitting message. Over/under modulation, speaks too rapidly or slowly, resulting in operator constantly asking for repeat.
- #4. Acceptable: Uses proper procedure with short, concise transmissions.
- #7. Superior: Always uses proper procedure with clear, calm voice, even under stress situations. Transmissions are well thought out.

20. KNOWLEDGE OF DEPARTMENT POLICIES AND PROCEDURES REFLECTED BY VERBAL/WRITTEN/SIMULATED TESTING

- #1. Unacceptable: Fails to display knowledge of Department policies and procedures. Unable to answer FTO's questions.
- #4. Acceptable: Familiar with most commonly applied departmental policies and procedures and complies with same. Able to answer most of FTO's questions.
- #7. Superior: Exceptional working knowledge of departmental policies and procedures, including those seldom used. Able to answer all of FTO's questions.

21. KNOWLEDGE OF DEPARTMENT POLICIES AND PROCEDURES REFLECTED IN
FIELD PERFORMANCE

- #1. Unacceptable: Fails to display knowledge of Department policies and procedures. Unable to answer FTO's questions.

- #4. Acceptable: Familiar with most commonly applied departmental policies and procedures and complies with same. Able to answer most of FTO's questions.

- #7. Superior: Exceptional working knowledge of departmental policies and procedures, including those seldom used. Able to answer all of FTO's questions.

22. KNOWLEDGE OF PENAL CODE REFLECTED BY VERBAL/WRITTEN/SIMULATED
TESTING

- #1. Unacceptable: Doesn't know elements of basic code sections. Does not recognize violation(s) when encountered in the field. Incorrectly identifies violation(s). Searches are not legal; evidence is seized illegally; arrests are unlawful. Unable to answer FTO's questions.

- #4. Acceptable: Recognizes elements of commonly used sections; relates elements to observed activity. Correctly identifies violation(s). Conducts proper searches; evidence seized legally; makes lawful arrests. Understands reasonable cause, probable cause and consent and properly all. Able to answer most of the FTO's questions.

- #7. Superior: Outstanding knowledge of codes, and the ability to apply them to both normal and unusual activity. Able to identify and apply obscure violation(s). Searches, seizures, and arrests are always lawful and follow proper procedure. Always able to answer all the FTO's questions.

23. KNOWLEDGE OF PENAL CODE REFLECTED IN FIELD PERFORMANCE

- #1. Unacceptable: Doesn't know elements of basic code sections. Does not recognize violation(s) when encountered in the field. Incorrectly identifies violation(s). Searches are not legal; evidence is seized illegally; arrests are unlawful. Unable to answer FTO's questions.
- #4. Acceptable: Recognizes elements of commonly used sections; relates elements to observed activity. Correctly identifies violation(s). Conducts proper searches; evidence seized legally; makes lawful arrests. Understands reasonable cause, probable cause and consent and properly all. Able to answer most of the FTO's questions.
- #7. Superior: Outstanding knowledge of codes, and the ability to apply them to both normal and unusual activity. Able to identify and apply obscure violation(s). Searches, seizures, and arrests are always lawful and follow proper procedure. Always able to answer all the FTO's questions.

24. KNOWLEDGE OF VEHICLE CODE REFLECTED BY VERBAL/WRITTEN/SIMULATED TESTING

- #1. Unacceptable: Doesn't know even the most often used sections in the code. Does not recognize violations when committed and/or incorrectly identifies violations. Unable to use reference material to identify appropriate violations. Unable to answer FTO's questions.
- #4. Acceptable: Working knowledge of commonly used sections; relates sections to observed traffic violations. Able to use reference material to identify appropriate violations. Able to answer most of the FTO's questions.
- #7. Superior: Outstanding knowledge of commonly used sections, including lesser known violations. Quickly and effectively applies codes to both normal and unusual traffic-related situations. Able to answer all of the FTO's questions.

25. KNOWLEDGE OF VEHICLE CODE REFLECTED IN FIELD PERFORMANCE

- #1. Unacceptable: Doesn't know even the most often used sections in the code. Does not recognize violations when committed and/or incorrectly identifies violations. Unable to use reference material to identify appropriate violations. Unable to answer FTO's questions.
- #4. Acceptable: Working knowledge of commonly used sections; relates sections to observed traffic violations. Able to use reference material to identify appropriate violations. Able to answer most of the FTO's questions.
- #7. Superior: Outstanding knowledge of commonly used sections, including lesser known violations. Quickly and effectively applies codes to both normal and unusual traffic-related situations. Able to answer all of the FTO's questions.

26. ACCEPTANCE OF FEEDBACK: VERBAL/BEHAVIOR

- #1. Unacceptable: Rationalizing - argumentative - refuses to make corrections - considers critique negative and a personal attack. Blames prior training for his/her mistakes.
- #4. Acceptable: Accepts critique in positive manner and applies it to improve performance and further learning.
- #7. Superior: Solicits critique/feedback in order to improve performance and further learning. Does not argue or blame others for mistakes.

27. ATTITUDE TOWARD POLICE WORK

- #1. Unacceptable: Views police work as only a job (versus a career). Uses job to boost ego. Abuses authority ("badge heavy"). Demonstrates little dedication to the principles of the profession. Lacks motivation and does not attempt to improve performance. Late for briefing, training, court, etc.
- #4. Acceptable: Expresses active interest in new career and its responsibilities. Displays an eagerness to learn. Demonstrates fair and equitable enforcement of the law. On time and prepared for briefing, training, court, etc.
- #7. Superior: Utilizes off-duty time to further professional knowledge; maintains high ideals toward professional responsibilities. Always arrives early and prepared for briefing, training, court, etc.

28. RELATIONSHIPS WITH CITIZENS

- #1. Unacceptable: Abrupt, belligerent and overbearing, introverted or uncommunicative. Overlooks or avoids “service” aspects of the job. Overly sympathetic, ineffective, prejudicial, or biased. Fails to explain actions to citizens. Does not follow up on citizen requests. Fails to address community concerns in district and beat.
- #4. Acceptable: Courteous, friendly and empathetic; communicates in a professional and unbiased manner. Fully explains police actions to public contacts and follows-up on public inquiries and requests. Is “service” oriented and contacts the public in non-enforcement situations. Addresses community concerns in district and beat.
- #7. Superior: Establishes rapport and is always objective. Always appears to be at ease in any person-to-person situation. Leaves citizens feeling that the officer is interested in serving them. Solicits input from community members and proactively addresses their concerns.

29. RELATIONSHIPS WITH OTHERS: FTO/SGT/DEPT MEMBERS

- #1. Unacceptable: Constantly argues with FTO or other superior officers. Insubordinate. Fails to adhere to the chain of command. Criticizes other department members. Considers himself/herself superior. Is not a “team player.” Gossips. Resists instruction.
- #4. Acceptable: Is able to establish a good teacher-student relationship with FTO. Understands and adheres to the chain of command. Respects superior officers and other department members. Is a “team player.” Accepts critique with a mature attitude.
- #7. Superior: Establishes excellent teacher-student relationship with FTO. Understands the chain of command and always adheres to it. Actively assists other department members with their duties. Actively solicits critique of his/her performance.

30. GENERAL APPEARANCE: SPECIFY IF NECESSARY

- #1. Unacceptable: Fails to present a professional image. Overweight, dirty shoes, unkempt uniform, hair not groomed/or in violation of department policy, offensive body odor. Equipment is missing/or not in working condition. No command bearing.
- #4. Acceptable: Presents a professional image. Neat, clean uniform, well-groomed hair, shined shoes. Equipment is clean and in good condition. Displays a command bearing.
- #7. Superior: Displays exceptional command bearing. Uniform is neat, tailored, and clean. Shoes and leather are shined and/or polished.