

GENERAL ORDER, OPERATIONS, NUMBER 20
APRIL 3, 2001
WATERLOO POLICE DEPARTMENT

A. SUBJECT:

Field Training/Evaluation Program

B. PURPOSE:

The Waterloo Police Department's Field Training and Evaluation Program is an extension of the law enforcement selection process that combines pre-field training with objective evaluations to insure that the standards of a competent law enforcement officer are met. The goal of the Field Training and Evaluation Process is to improve the overall effectiveness and efficiency of law enforcement service delivery by:

1. **Improving the overall applicant screening process.** The Field Training and Evaluation is one phase of the Department's overall applicant screening process designed to facilitate on-the-job observations and performance assessment.
2. **Establishing a probationary Police Officer appraisal system.** The program is designed to provide a valid, job related, post-Basic Training Academy evaluation of probationary law enforcement officer performance. The process utilizes a standardized and systematic approach to the documentation of the probationary officers' performance.
3. **Establishing a program review procedure.** The program provides an appraisal system to measure the effectiveness of the Department's selection and training processes by allowing feedback to the appropriate divisions/units regarding the probationary officer's strengths and weaknesses.
4. **Improving the probationary law enforcement officer training process.** The program provides post-Basic Academy training and on-the-job training to probationary law enforcement officers. Field Training Officers serve as role models for Probationary Officers in the development of the knowledge/skills/abilities needed to perform patrol duties and practical application of Police Academy materials.
5. **Establishing career opportunities within the Department.** The Field Training and Evaluation Program is another career path within the Police Department. It provides incentive for the demonstration of proficiency in the knowledge/skills/abilities needed to perform patrol functions. While performing the duties of the Field Training Officer (FTO), the Officer gains

experience and knowledge that increases leadership, training/evaluation skills and may enhance career opportunities.

6. **Establishing an improved in-service retraining program.** The program provides a system to provide re-training and orientation to sworn officers returning to Patrol from extended absences or assignments:
 - a. Sworn officers who have been absent from patrol for a period of 365 calendar days or more will be assigned to an FTO for a minimum five (5) day period. This period may be extended up to ten (10) days at the discretion of the Patrol Division Commander.
 - b. During the time such sworn officers are assigned with an FTO, they will not be subject to the formalized evaluations required of probationary officers in training. The FTO's function is to re-familiarize the officer with agency forms, updated policy/procedure/general orders, and in conjunction with the Field Training Coordinator (FTC) and/or Training Unit, insure that the returning officer is provided such opportunities as are necessary to meet or re-qualify in skill areas such as CPR, firearms, Asp Baton, etc.
 - c. Sworn officers returning to Patrol from extended absences or assignments will receive such retraining and orientation as part of their regularly scheduled patrol duties and as such will be assigned as part of a 2-officer unit and can be utilized to handle any double car assignments.

C. ORGANIZATION

1. **Patrol Division Commander**

- a. The Patrol Division Commander shall be the highest-ranking officer responsible for the daily operation of the Uniformed Patrol Division, unless otherwise designated by the Chief of Police.
- b. The Director of Training shall be responsible for the general control of evaluation of the field training and evaluation program.

2. **Director of Training**

- a. The Director of Training shall be the highest-ranking officer responsible for the daily operation of the Training Unit.
- b. The Director of Training shall coordinate, when appropriate, the preparation of a statement of probationary officer development to date

and submit it to the Patrol Division Commander with a recommendation to retain, recycle, or dismiss the probationary officer.

All other FTO members will be offered the opportunity to provide input into this evaluation.

The Patrol Division Commander will then submit the recommendation to the Chief of Police.

3. Field Training Unit Coordinator

- a. The Field Training Unit Coordinator shall be designated by the Chief of Police.
- b. The Field Training Unit Coordinator shall be responsible for assisting the Director of Training and the Patrol Division Commander with the general administration and evaluation of the Field Training and Evaluation Program and the staff monitoring of all probationary officers for the duration of their probationary period.
 - 1. The Coordinator shall monitor and evaluate the overall development of Probationary Officers during the probationary period for purposes of ascertaining any deficiencies and resolving them through training and retraining.

4. Field Training Sergeant

- a. The Field Training Sergeant has the dual responsibility of Watch supervisor and the training and evaluation of recruit officers assigned to the watch. The Field Training Sergeant(s) shall inform the other Watch supervisors/command personnel of the progress of recruit officers assigned to the Watch. All Patrol Sergeants shall receive training in the supervision of the field training process.
- b. The Field Training Sergeant must insure that the training and evaluation process is properly administered. Various sources of information should be utilized to achieve these goals, including (but not limited to) daily observation reports, oral communications with the Field Training Officers, tests, and personal observations of recruit officer performance to assist in the summary of weekly progress.
- c. The Field Training Sergeant is also responsible for the weekly review of the Probationary Officer's Training Manual to determine if it is current and properly completed. If it is not current, the Field Training

Sergeant should ascertain why it is not, giving special attention to the possible need for remedial training.

- d. Reports written by the probationary officer also serve to identify deficiencies, especially ones of spelling, grammar, neatness, attention to detail and the general organization of thought. The Field Training Sergeant is responsible for the review of these reports along with the Field Training Officer.
- e. The Field Training Sergeant shall make certain the "Supervisor's Weekly Training Report" is completed and placed in the recruit officer's "Daily Observation Reports (DOR) Notebook".
- f. The Field Training Sergeant must monitor the overall training of recruit officers assigned to the watch to insure that Field Training and Evaluation program standards are being met.

5. Field Training Officer

- a. All Field Training Officers shall receive formal FTO training consistent with this program.
- b. The Field Training Officer shall be responsible for the training and evaluation of the probationary officers when assigned to them, as directed by the Patrol Division Commander.
- c. The Field Training Officer shall be a sworn officer who has met all posted qualifications of the Police Department's Field Training and Evaluation Program guidelines and successfully completes the Field Training Officer Selection process.
- d. The Field Training Officer has two primary roles to fulfill: that of police officer assuming full patrol responsibility and that of a trainer and evaluator of recruit officers.
- e. The Field Training Officer may be released from field training and evaluation duties as follows:
 - 1. At the request of the individual concerned.
 - 2. By removal of assignment from Patrol duties.
 - 3. At the direction of the Chief of Police.

D. ASSIGNMENT OF PROBATIONARY OFFICERS

- 1. Assignments.

- a. Probationary officers shall be assigned to the Patrol Division unless otherwise ordered by the Chief of Police.
 - b. Each probationary officer who is assigned to the Patrol Division shall be placed in a Field Training and Evaluation assignment under the supervision of a Field Training Sergeant and Field Training Officer as defined in this order.
 1. The field training assignment shall be predetermined and will be varied only when a probationary officer needs retraining.
 2. The Patrol Division Commander may continue the field training assignment of a probationary officer beyond the predetermined time, should the need for further training and evaluation be apparent with the approval of the Chief of Police.
 3. Probationary officers assigned to organizational units other than the Patrol Division shall not be assigned to FTO's.
2. The Field Training and Evaluation Program shall be divided into the following:
- a. Two weeks of Skills Triathlon and Orientation In-Service training.
 1. This will serve the purpose of assuring the department that the probationary officer has the basic skills needed to perform duties in the field.
 2. During this time period, the probationer will spend at least one day in the crime lab and two days in investigations.
 - b. Step One - Weeks 1-3
 1. The probationer will be assigned to his/her first and final step FTO. Step One will be a minimum of eighteen working days and fifteen Daily Observation Reports (DOR's) will be completed, documenting the probationer's structural training and evaluation.
 2. "Working Day" is defined as: all training/evaluation days during which the Probationary Officer is assigned to an FTO and completes 50% of the scheduled watch.
 - c. Step Two - Weeks 4-6
 1. The probationer will be assigned to his/her second step FTO. Step Two will be a minimum of eighteen working days and fifteen DORs will be completed.
 - d. Step Three - Weeks 7-9
 1. The probationer will be assigned to his/her third step FTO. Step Three will be a minimum of eighteen working days and fifteen DOR's. The guide manual must be completed before

the probationer is released from Step Three.

e. Step Four - Weeks 10-12

1. The probationer will be re-assigned to his/her first step FTO.
2. The first week will be a review week where the probationer goes over what has been instructed and evaluated the previous nine weeks. A minimum of five DOR's will be completed during this week.
3. The second and third week of Step Four will be "Shadow Phase". Shadow Phase is where the FTO wears plain clothes and the Probationary Officer is required to perform 100% of the workload. A minimum of ten DOR's will be completed in Shadow Phase.
4. The Probationary Officer (P/O) shall certify for a solo assignment upon completion of this phase.

E. EXTENSION OF TRAINING

1. The P/O's field training and evaluation period may be extended twice upon the recommendation of the FTO, FTC, or Patrol Division Commander.

F. EVALUATION PROCESS

1. Daily Observation Report
 - a. Completed by the Field Training Officer each patrol watch starting with the second (2nd) working day of Step One.
2. Weekly Evaluation Report
 - a. Completed by the designated Field Training Sergeant for each training and evaluation period (i.e., 48-hour period).
3. Written Examinations
 - a. Probationary officers may complete written examinations during the Field Training and Evaluation period; a score of 70% will be required as a passing grade for all examinations.
4. Weekly Evaluation Report
 - a. Shall be completed by the Field Training Sergeant with collaborative assistance from FTO's with administrative assistance from the Field Training Coordinator.
 1. The weekly evaluation reports will be reviewed by the Field Training Coordinator and the Director of Training and made available to the Field Training Officers (FTO's) for review/discussion.

2. The weekly evaluation reports will be placed in the "DOR Notebook" after being reviewed and signed by the probationary officer.
3. The Field Training Coordinator shall facilitate an evaluation of the probationary officer's performance and forward same to the Director of Training and the Patrol Division Commander for review and submittal to the Chief of Police.

G. EMPLOYMENT CONFIRMATION BOARD

1. Shall consist of a minimum of four (4):
 - a. Chief of Police or designee
 - b. Patrol Division Commander
 - c. Director of Training
 - d. Field Training Unit Coordinator
 - e. Field Training Sergeant
 - f. Field Training Officer

H. SELECTION PROCESS OF FIELD TRAINING OFFICERS

1. The Police Department shall post notice of Field Training Officer openings.
2. Written application shall be made to the Field Training Board on the approved application forms.
3. Field Training Officer Minimum qualifications.
 - a. Two (2) years employment as sworn officer with the Police Department of which six (6) months of the twelve months prior to the FTO application date were served in uniform patrol service delivery.
 - b. Acceptable Departmental performance evaluations.
4. All qualified applicants shall be assessed by a selection board composed of four (4) members; one of which shall be an active Field Training Officer. The FTO candidate must successfully attain a passing assessment. Final Field Training Officer selection shall be made by the Chief of Police or designee.

I. EMPLOYMENT STATUS PROCESS

1. At any time during the probationary period a Probationary Officer is not performing at a satisfactory level, a recommendation for termination may be initiated.

2. Memorandums and recommendations for termination are forwarded to the Patrol Division Commander.
 - a. The Field Training Officer and Field Training Sergeant will prepare a detailed report and forward it to the Field Training Coordinator when the Probationary Officer is not performing at a satisfactory level.
 - b. The Field Training Coordinator will prepare a detailed report and forward it via the chain of command to the Chief of Police with recommendation.
3. The Chief of Police will affect the administrative decision reference the requested dismissal.
 - a. If the Chief of Police concurs with the recommendation, the Probationary Officer shall be administratively relieved of duty by the Patrol Division Commander (or designee) and scheduled for an Employment Status Hearing within 72 hours of such notification.
 - b. The Chief of Police shall preside over the Employment Status Hearing at which time the Patrol Division Commander, the Director of Training and the Field Training Coordinator shall present the reasons for the termination recommendation and the Probationary Officer shall be afforded an opportunity to respond to the Field Training Unit's Report of Recommendation.
4. The Chief of Police (or designee) shall make the final decision reference dismissal within 48 hours of the Employment Status Hearing.

J. DISPOSITION OF FIELD TRAINING EVALUATIONS

1. Upon completion of Employment Status Board action, the probationary officer's Field Training and Evaluation Program reports will be filed as follows:
 - a. Department personnel file
 1. Employment Status Board Action Report
 - b. All other Field Training and Evaluation Program files
 1. Shall be maintained in the Departmental Training files by Officer name.
2. Field Training and Evaluation Program files are confidential and shall be reviewed only by persons with a "need to know" upon approval of the Chief of Police.

BY ORDER OF:

Thomas J. Jennings
Chief of Police