


EAST LANSING POLICE DEPARTMENT

POLICY AND PROCEDURE

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SUBJECT: FIELD TRAINING AND EVALUATION PROGRAM
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CHIEF OF POLICE:



24.1 PURPOSE

The purpose of this policy is to establish formal, written guidelines for the East Lansing Police Department's Field Training and Evaluation program.

24.2 ORGANIZATION

A. FIELD TRAINING COMMANDER:

The Police Administration is ultimately responsible for the general function and evaluation of the Field Training Program, however, all the program paperwork will be routed through the Patrol Lieutenant for their review.

B. FIELD TRAINING COORDINATOR:

1. Shall be the Sergeant assigned to supervise departmental training, as designated by the Chief of Police. The Sergeant shall be responsible for the following:
 - a. Monitors the progress and professional development of all probationary employees, with an emphasis on early detection and resolution of performance and/or knowledge deficiencies.
 - b. Plans, directs and evaluates all programs, assignments and remedial work plans for the probationary employees, to identify or correct performance and/or knowledge deficiencies.
 - c. Serves as a liaison between F.T.O. Cadre and the various divisions of the Police Department, including the Administration.
 - d. Oversees the activities, training and meetings of the Field Training and Evaluation Cadre, and arranges for necessary support services.
 - e. Responsible for the coordination, when appropriate, of the preparation of a statement of probationary officer development to date, to submit to the Chief of Police, with the recommendation to retain or dismiss the probationary officer. All other Field Training Unit personnel and Patrol supervisors will be offered the opportunity to provide input into this evaluation.

- f. Responsible for the evaluation of effectiveness of each individual Field Training Officer as a trainer.

C. FIELD TRAINING SERGEANT:

1. Sergeants from each shift of the Uniform Division, as designated by the Chief of Police. The Sergeant's shall be responsible for the following.
 - a. Supervise the training and evaluation of all probationary officers at the shift level, during the program. Monitor the progress of all probationary officers on the shift, attempting to detect and mediate, in as timely a manner as possible, any deficiencies related to knowledge or performance.
 - b. Review all Daily Observation Reports and other written materials relevant to all probationary officers on the shift.
 - c. Prepare a weekly evaluation of all probationary officers on the shift, while they are participating in the training program.
 - d. Prepare a monthly evaluation of all probationary officers on the shift, until completion of the officer's probationary period.
 - e. Serve as a liaison between other shift supervisors and F.T.O.s to resolve training related difficulties.
 - f. Attend Field Training Cadre meetings, to provide/receive first hand information concerning probationary officer performance and an opportunity to evaluate the instructional techniques of the Field Training Officers to insure that program standards are being met.

D. FIELD TRAINING OFFICER:

1. All F.T.O.s shall be sworn officers, assigned to the Uniform Division, who have met all posted qualifications, and, are appointed by the Chief of Police. All Field Training Officers shall receive F.T.O. training consistent with this program.
2. Selected F.T.O.s shall participate in the background investigation and oral interview process for prospective probationary officers as applicable.
3. The F.T.O.'s training days shall be taken into consideration when the rating supervisor is compiling their performance evaluation.
4. The F.T.O. may be released from field training and evaluation duties under one or all of the following circumstances:
 - a. At the direction of the Chief of Police, the F.T.O. Coordinator or F.T.O. Commander.
 - b. Removal from road patrol duties through temporary assignments outside of the Uniform Division. Upon return to patrol duties, the officer will continue with F.T.O. training.
 - c. At the request of the F.T.O., after being reviewed and approved by the F.T.O. Coordinator, F.T.O. Commander and Chief of Police.

5. Responsibilities:
 - a. Train and evaluate probationary officers assigned to them according to established Departmental procedures and program guidelines.
 - b. Complete a Daily Observation Report (DOR) each day and discuss this report with the probationary officer being evaluated.
 - c. Attend F.T.O. meetings and training sessions to assure that program standards are being met, that training and evaluation is being completed in a fair and uniform manner and that appropriate instruction techniques are being utilized.

24.3 PROGRAM STRUCTURE

A. ASSIGNMENT TO THE PROGRAM:

1. All probationary officers shall be assigned to the Uniform Division, unless otherwise ordered by the Chief of Police.
2. Each probationary officer assigned to the Uniform Division shall be placed in a field training and evaluation assignment, under the supervision of an F.T.O. and a Field Training Sergeant.
3. Probationary employees assigned to organizational units other than the patrol division will, not initially, be assigned an F.T.O. However, all new officers, regardless of previous law enforcement experience, shall complete the entire field training and evaluation program before going off from probationary status.
4. The Unit Commander may recommend continuing the field training assignment for a probationary officer beyond the predetermined time. This will not be done without the approval of the Chief of Police.

B. PROGRAM STEPS:

The field training and evaluation program shall be divided into four steps for a total of not less than forty-four (44) training days. Probationary officers are credited with a training day, only when a DOR is completed by an assigned F.T.O. When a probationary officer and an F.T.O. are assigned together during the first four steps of the training program, they shall be considered a one-person unit for the purposes of staffing and patrol functions.

1. Step One: Sixteen training days. Structured training and evaluation with the first F.T.O. Included in this step will be several days of orientation prior to the start of the formal evaluation period.
2. Step Two: Sixteen training days. Structured training and evaluation continue with a second F.T.O. The probationary officer is placed on a different shift. The officer is gradually given greater responsibility for the workload, based on experience, training and performance until performing a majority of the workload.

3. Step Three: Up to Twelve (12) training days. Structured training and evaluation continue with a third F.T.O. The probationary officer is placed on a different shift. The officer is given responsibility for the majority of the workload.
4. Step Four: Up to Twelve (12) training days. The probationary officer is expected to perform 100% of the workload. The probationary officer may take up to five training days at the beginning of this step, where the probationary officer will be in a training review period with the F.T.O. in uniform. The remaining seven training days will be the "Shadow Phase." The F.T.O. is dressed in plain clothes, and observes and evaluates field performance. Immediate field action is taken by the F.T.O. only in the interests of safety for officers and/or citizens or when a police action would otherwise be jeopardized. If the schedule permits, the officer works with the same F.T.O. that he/she was assigned during Step One. The formal field training program is completed after the successful conclusion of this step.

C. BALANCE OF PROBATIONARY PERIOD:

1. The probationary officer will be evaluated monthly by a Field Training Sergeant for the remainder of his/her probationary period.
2. If scheduling permits, the probationary officer will be assigned to work with either an F.T.O. or a Field Training Sergeant at least one day per month. There will be no formal evaluation completed during this "Check Out Ride" (COR).

D. EXTENSIONS OF TRAINING AND EVALUATION:

1. During the course of training, probationary officers will be required to perform and be evaluated in real life situations. Probationers will also be required to perform and be evaluated in planned scenarios and additional training given by a FTO and other members of the department.
2. Decisions to extend a probationary officer's training and evaluation period are made by the Field Training and Evaluation Cadre with the approval of the F.T.O. Commander and Chief of Police.
3. Decisions to extend a probationary officer's training and evaluation period shall be based on performance and/or knowledge documented in the DORs and Supervisor's weekly evaluations. Training extensions shall be for a ten day working period, unless extenuating circumstances exist.
4. Performance Improvement Plan (PIP):
 - a. If a probationary officer's training and evaluation period is extended, a Performance Improvement Plan shall be developed and carefully reviewed with the officer. The PIP will describe the specific course of action to improve performance. The PIP shall state what will be done, who is responsible for doing it, and when is it to be

completed.

- b. The Field Training Coordinator shall give the probationary employee the reasons for the extension in writing. The probationary employee will also be advised of the sanctions for unsuccessful completion of the PIP.

E. DISCHARGE PROCESS:

A recommendation to discharge a probationary officer, from the field training program may be initiated at any time during the program if his/her performance is unsatisfactory. The following process will be followed for all discharge recommendations:

1. All DORs, Supervisor's weekly evaluations, PIPs and other written documentation of the probationary officer's performance shall be compiled for review by the Field Training Coordinator.
2. A Field Training Supervisor shall prepare a detailed report describing the probationary officer's performance and deficiencies. The reasons for the discharge recommendation will be specifically indicated in this report.
3. The Field Training and Evaluation Cadre shall review the discharge recommendation report at a special meeting. If the Cadre concurs with the recommendation, the report shall be forwarded to the Field Training Unit Commander. Upon the approval of the Chief of Police, the Commander will initiate the established department dismissal procedures.
4. Upon initiation of dismissal procedures, the probationary employee shall be placed on a suspension without pay, pending action by the Chief of Police.

F. IN-SERVICE TRAINING FOR SWORN OFFICERS:

Sworn officers, who have been out of the Uniform Patrol Division for a period of one year or more and are returning to road patrol duties, will be assigned to an F.T.O. for the purposes of retraining and orientation. The amount of time which the officer is assigned with an F.T.O. shall be a minimum of three working days. Additional time is at the recommendation of the shift Lieutenant with the approval of the Police Administration.

1. While sworn officers are assigned for retraining, they will not be evaluated and no DORs will be completed.
2. A veteran officer working with an F.T.O. shall be considered a two person unit for the purposes of manpower allocation and patrol duties.
3. Officers transferring from the Uniform Division to other departmental positions shall be assigned to an employee already serving in the division, for the purposes of training and orientation. The officer will not be evaluated, and no DORs will be completed. The amount of time spent on training and orientation shall be up to the discretion of the Lieutenant

commanding that division.

24.4 PROGRAM RECORDS

- A. All field training and evaluation records pertaining to probationary officers assigned to the program shall be maintained in the officers' DOR notebooks. These notebooks shall be kept in the Field Training and Evaluation field cabinet.
- B. Field training and evaluation records are confidential and shall be reviewed only by members of the Cadre, or persons with a "need to know" with the approval of the Field Training Coordinator.
- C. When a probationary officer completes the Field Training and Evaluation Program, or is discharged from the department, his/her field training and evaluation records shall be maintained by the Commander of the Field Training Unit, or his/her designee.