

Wayne County Sheriff's Office



Probationary Officer

Field Training Manual

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Welcome

Congratulations on being hired as a police officer and welcome to the Wayne County Sheriff's Department. The *Field Training Program* is designed to give the new police officer all of the necessary knowledge, skills, and abilities to be a productive and successful member of the department. This program will provide evaluation, training and guidance for the probationary officer.

The Wayne County Sheriff's Department Field Training and Evaluation Program has been designed and implemented so the following objectives may be achieved:

1. To produce a highly and positively motivated police officer capable of meeting or exceeding the standards of performance required by the Wayne County Sheriff's Department.
2. To provide equal and standardized training to all newly hired police officers and to provide remedial training in those areas where deficiencies are identified.
3. To supplement the foundation of knowledge given at the Indiana Law Enforcement Academy, creating an environment in which the probationary officer may develop new skills as well as increase proficiency in those acquired in the academic setting.
4. To improve the Department's screening process by providing on-the-job observations of each probationary officer's performance.
5. To maintain an appraisal system which is valid and job related, utilizing a standardized and systematic approach to the documented measurement of probationary officer performance.
6. To establish career paths within the Department by providing qualified officers with additional training and opportunities to develop leadership skills.
7. To ultimately increase the overall efficiency and effectiveness of the Department by enhancing the climate of professionalism and competency demanded by the ethical standards of Law Enforcement.

Field training has a significant impact on the individual student in terms of imprinting attitudes, style, values, and ethics in carrying out the duties of police work that will remain throughout a career. Consequentially, it is probably the most effective influence on the future direction of a department. The law enforcement department head and his or her field training managers must, therefore, be certain that the field training program which introduces officers to the department not only develops the necessary technical skills but also reflects the policing philosophy of the department and the community that it serves.

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The field training staff has the monumental responsibility of building the future of the department through the people they train. To assure success in this task, the field training program must have a training philosophy that ensures that every student is given the maximum opportunity to show that he or she can do the job. In order to accomplish this, the program must create a positive environment in which learning is maximized and in which students are able to perform to the best of their ability. The approach must be fair, firm, friendly, and, above all, professional. The example set must be beyond reproach. Evaluation must be sincere and given in a straightforward manner emphasizing the positive as well as the negative aspects of performance. At no time should students be demeaned or ridiculed. Even the least capable student must be treated with respect and compassion. No student should ever be treated in a way that deprives that student of his or her dignity. Every effort must be made to ensure that the stress felt by the student is caused by the job and not from the words or actions of the field trainers.

The agency administrator and field training program staff have a responsibility to the community they serve. This responsibility requires that the departments train and retain only the most competent proactive officers. Not everyone has the capability to perform the complex, demanding tasks of a police officer. If the field training staff has done all it can and the student does not meet the acceptable standards, the department will have demonstrable grounds to terminate the student. Supreme dedication and patience is required to accomplish the field training task. The feeling of accomplishment will come in watching the students succeed. If the department and its field training staff have fully carried out their responsibilities, they may see their students exceed even beyond their own accomplishments.

This manual is used to instruct new officers not only in the various duties which they will perform during their careers, but also in the philosophy and training methods used to train them. All situations and problems which can be encountered in the Law Enforcement Career are not, and could not be included, but the information found in this manual will constitute a basis which will help the trainee to build a good foundation for his/her future activities on the job. The Field Training Program does not claim to produce fully experienced Law Enforcement Officers, however, its intent is to produce officers who can perform at the level of a competent solo officer by the standards of this Department.

In addition to the instruction that the PO will be receiving under the direct supervision of the Field Training Officer, it is recommended that the trainee do home studying on a voluntary basis. The broad background of knowledge needed by a law enforcement officer cannot be gained entirely at the Academy or in this program.

All POs shall have access to the Policies and Procedures Manual, and the General Orders for the Wayne County Sheriff's Department for reference and study. The PO is encouraged to review them in addition to the instruction provided by the FTO and must maintain a working knowledge of the policies, procedures and general orders.

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FROM: Sheriff Jeff Cappa
DATE: October 17, 2016
SUBJECT: FIELD TRAINING PROGRAM

POLICY STATEMENT:

The Wayne County Sheriff's Department, in keeping with the strictest levels of performance requirements, must always strive to maintain the highest standards of professionalism. Our goal is to employ highly trained police officers, who will proudly represent the Wayne County Sheriff's Office.

The Field Training Program has been developed and implemented to meet this responsibility. This program will remain a functional unit assigned to the Patrol Division.

The Duties and Responsibilities Checklist and Standardized Evaluation Guidelines are integral features of the program, providing a sound structure and a basic foundation for the probationary officer. The parameters of the training and evaluation will be determined by the Program Staff and in conjunction with the Field Training Commander and Field Training Supervisor. The standards of proficiency set by the Field Training Program are designed to ensure that each officer completing the training will have received the necessary instructions and guidance under field conditions to meet the standards of this Department.

The Wayne County Sheriff's Department is committed to the levels of the tenets of this program, and give full support to the Field Training Program concepts, which is absolutely necessary for successful achievement of the Department goal.

Jeff Cappa
Sheriff, Wayne County

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Law Enforcement Code of Ethics

As a LAW ENFORCEMENT OFFICER my fundamental duty is to serve people, to safeguard lives and property, to protect the innocent against deception, the weak against oppression or intimidation and the peaceful against violence or disorder; and to respect the constitutional rights of all men to liberty, equality and justice.

I WILL keep my private life unsullied as an example to all; maintain courageous calm in the face of danger, scorn or ridicule; develop self-restraint and be constantly mindful of the welfare of others. Honest in thought and deed in both my personal and official life, I will be exemplary in obeying the laws of the land and the regulations of my department. Whatever I see or hear of a confidential nature or they confide that to me in my official capacity will be kept ever secret unless revelation is necessary in the performance of my duty.

I WILL never act officiously or permit personal feelings, prejudices, animosities or friendships to influence my decisions. With no compromise for crime and with relentless prosecution of criminals, I will enforce the law courteously and appropriately without fear of favor, malice or ill will, never employing unnecessary force or violence and never accepting gratuities.

I RECOGNIZE the badge of my office as a symbol of public faith, and I accept it as public trust to be held while I am true to the ethics of the police service. I will constantly strive to achieve these objectives and ideals, dedicating myself before God to my chosen profession . . . law enforcement.

Vision/Mission/Values/Goals

Vision Statement

The Wayne County Sheriff's Office will:

- É Provide the most effective law enforcement services within Indiana.
- É Deliver an exemplary service through an agency that is fully integrated internally and responsive to our community externally.
- É Ensure reliable, professional, and superior assistance to all our citizens to maintain and better their quality of life.
- É Implement strategies to prevent and reduce crime and to improve public safety.

Our Mission

- Uphold the law fairly and firmly
- Prevent crime
- Investigate crime effectively
- Arrest those who commit crime
- Maintain the public peace
- Improve public safety
- Improve public confidence and service quality
- Maximize the effectiveness of all our staff

Our Values

We hold ourselves accountable to the following Values:

- **INTEGRITY**- We will adhere to the highest moral and ethical standards. We will be honest and sincere in dealing with the community and each other.
- **PROFESSIONALISM**- We will conduct ourselves professionally and treat all persons with respect and compassion. We are committed to upholding the standards embodied in the Constitutions of the United States and the State of Indiana.
- **FAIRNESS AND CONSISTENCY**- We will treat all persons in a dignified and courteous manner and exhibit understanding of ethic and cultural diversity. Our decisions will be made objectively and impartially.

Our Goals

- Improve quality of service and appearance
- Bring offenders to account
- Reduce fear and enhance personal security
- Use force and authority fairly, efficiently, & effectively
- Satisfy citizen concerns/achieve legitimacy with the community & those detained
- Maximize the professionalism of all our staff
- Improve communication & the data gathering process within the agency
- Improve professional & community partnerships

Overview

Also see General Order 33.4.3 6 Field Training Program

While an Academy Graduate has received a thorough introduction to basic law enforcement subjects, that officer cannot be expected to immediately function as an experienced officer. Newly assigned officers must receive additional training in the field, where they can learn from officers who have already gained a great deal of practical patrol experience. The main objective of the Field Training and Evaluation Program is to prepare the Probationary Officer (PO) to be able to function as an independent officer. This is accomplished by aiding the PO in the application of information learned while attending the Indiana Law Enforcement Academy. It is conducted in a semi controlled field environment which will be under the direct supervision of a Field Training Officer (FTO).

The FTO is an experienced officer especially selected and trained to conduct this type of training. Each FTO has been carefully selected and trained to perform on-the-job training. It is the FTO's responsibility to know all subjects contained in the Field Training Manual to ensure that they are taught to the trainee and that the concepts of the program are carried out to its design.

The PO's will be monitored closely during this period of training not only for their safety and performance, but to ensure the standardization and equality of the training that is being received. The Field Training Program introduces a newly assigned officer to the personnel, procedures, policies, and purposes of the department as well as providing the initial formal and informal training specific to the day-to-day duties of its officers.

It is the responsibility of the FTO to thoroughly review the field training guide materials with the newly assigned officer (also referred to as the *student*) and to demonstrate proper patrol procedures. POs will be required to perform various law enforcement duties under the guidance and supervision of their assigned FTO and Field Training Coordinator/Manager (FTC/M). The student's performance will be evaluated daily by the FTO and monitored by the FTC/M through Manager Reports (MR) reviews. This one-on-one style of training, and the fact that the instructor/trainers must guide the training in real law enforcement situations, sets it apart from any prior academic endeavor.

The Field Training and Evaluation Program has two purposes in mind:

First: By continual evaluation of the student's performance under actual field conditions, specific weaknesses or deficiencies can be identified and remedial training programs developed to improve weaknesses and correct deficiencies.

Second: By continual evaluation, those individuals who are unable to attain the level of proficiency expected of the Wayne County Sheriff's Department may be identified and removed from employment.

Probationary Officer Status

During the Program, the student is constantly in a training and evaluation mode. The student should not be allowed to function as a solo officer lacking the direct supervision of a Field Training Officer. Furthermore, when an FTO/PO unit is dispatched, that unit shall be considered a single officer unit not a two-man car. Any call requiring multiple units shall not be handled solely by an FTO and their recruit. Additional units will be dispatched as needed.

Liability and Safety

Because the student is in a training status and is learning how to become a law enforcement officer, it cannot be assumed he knows anything about law enforcement. Until the student has demonstrated his/her understanding and ability to handle a situation, the FTO should be careful about exposing the recruit to critical tasks. Critical task meaning calls where the student may be exposed to high risk or liability. As the student progresses, his/her involvement should increase.

Additionally, the FTO and Department may be liable for injuries a student receives if he/she is unsupervised during a high-risk situation for which he/she has not been properly trained. Again, it should be emphasized that the FTO should be in constant control of the student.

Patrol Officer's Job Description

What is a patrol officer? What is a patrol officer expected to do? Most probationary officers already have an idea what is expected of them, however, the position is usually more extensive than they realize. The following is a job description of a patrol officer.

1. Patrols assigned area in vehicle and on foot; **PERFORMS ACTIVE COMMUNITY PROBLEM IDENTIFICATION AND SOLVING**; attend neighborhood meetings; maintains high patrol visibility to assist in crime prevention; actively performs routine beat patrol, concentrating on high incident areas, to detect possible criminal activities or needs for service; regularly checks businesses and residential areas; monitors radio broadcasts by Communications and other officers to ensure awareness of activities in area and to provide assistance, if needed; identifies, reports, and responds to suspicious activities or needs for service.
2. Performs duties relating to service and assistance (lost child, arguments, injured persons, walk-away, lock-outs, prowlers, abandoned vehicles, dog bites, civil law disputes, alarms, vehicle inspections, etc.); responds to scene through radio runs, notification, or observation; evaluates situation to determine needs (assistance from others, other agency contact, ambulance, etc.); identifies and implements appropriate course of action.
3. Prepares reports (case/incident reports, supplemental report, probable cause affidavits, accident reports, arrest slips, property slips, inter-departments, etc.) relating to activities in accordance with General Orders; observes and records events; checks reports for accuracy; submits to appropriate personnel; maintains personal notebook of activities.
4. Performs duties relating to traffic enforcement; observes traffic violations; stops vehicles; checks registration and licenses for status; advises driver of violation committed and need to maintain safe driving practices; conducts or requests breathalyzer tests, if indicated; issues citations and makes arrests to enforce law, advising violator of rights; conducts search of arrested violator; ensures arrested violator is transported to appropriate detention area and vehicle is secured.
5. Performs duties relating to disturbances and domestic violence; responds to scene through radio runs, notification, or observation; assesses scene to determine situation needs (assistance from others, ambulance, accident investigator, fire rescue, etc.); assists in extraction of victims and provision of first aid; secures scene to prevent further incidents; conducts investigation, gathering evidence, taking statements, and preparing diagrams; conducts or requests breathalyzer tests, if indicated; issues citations and makes arrests to enforce law, advising violator of rights; conducts search of arrested violator; ensures arrested violator is transported to appropriate detention area and evidence is secured; releases vehicles and clears scene.
6. Performs duties relating to criminal investigation and apprehension; secures crime scene; responds to scenes of possible criminal activity through radio runs (responds to run,

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using siren and red lights in emergencies), or observation; assesses scene to determine situation needs (assistance from other officers, ambulance, detective, K-9, etc.); provides assistance to victim(s); notifies Communications of descriptions for broadcast; assists in pursuit (foot and vehicular) and/or apprehension of suspects; interrogates suspects, advising of Constitutional rights; makes arrests using only that force necessary; conducts search of arrested suspects; ensures suspects are transported to appropriate detention area and evidence is secured; advises victims of procedures to follow in prosecution; advises control of status of initial response; marks back in service upon completion of activities.

7. Performs duties relating to accident investigation and assistance; responds to accident scene through radio runs, notification, or observation; assesses scene to determine situation needs (assistance from others, ambulance, accident investigator, fire rescue, etc.); assists in extraction of victims and provision of first aid; secures scene to prevent further incidents; conducts investigation, gathering evidence, taking statements, and preparing diagrams; conducts or requests breathalyzer tests, if indicated; issues citations and makes arrests to enforce law, advising violator of rights; conducts search of arrested violator; ensures arrested violator is transported to appropriate detention area and evidence is secured; releases vehicles and clears scene.
8. Testifies in court; prepares for testimony, reviewing reports and notes; meets with victims, witnesses, detectives, defense attorneys, and representatives from Prosecutor's Office to review case; obtains appropriate evidence from Property Room; appears in court as required; presents testimony in accordance with Departmental policy.
9. Performs variety of police-community relations functions; meets and talks with citizens, providing information and advising of safety measures; visits local businesses to determine needs for service; assists motorists, providing directions; talks with juveniles in beat to establish rapport; makes presentations to neighborhood organizations and block clubs; participates in departmental ride-along program to provide citizens with first-hand knowledge of police operations.
10. Attends training session (in-service, defensive driving, firearms, LETN and platoon meetings) to obtain information on new procedures and maintain compliance with departmental standards.
11. Prepares for daily duties; attends roll calls to obtain information relating to operations and administrative functions; reviews crime information sheets and information from other officers to plan patrol duties; reviews personal notes of beat information (location of businesses, business hours, entrances/exits of businesses prone to criminal activity, elderly persons residing in area, areas noted for locating stolen property); receives work direction from supervisors.

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12. Assists in traffic control (both pedestrian and vehicular) at scenes of special events or disasters (i.e., sporting events, concerts, parades, fires and accidents) to ensure orderly flow of traffic.
13. Maintains liaison with detectives, officers on adjoining sectors, other Departmental personnel, deputy prosecutors, and personnel in adjacent jurisdictions, to share information and coordinate activities.
14. Maintains uniform and equipment in accordance with General Orders and SOPs; maintains supply of forms and reports needed to perform duties; ensures vehicle is kept in good working order; maintains weapons in accordance with departmental policy.
15. Serves search and arrest warrants and criminal summonses issued by courts, securing location and maintaining officer safety.
16. Performs other duties as directed.

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Required Skills for Patrol Officers

WORKING CONDITIONS: Permanent shift with rotating days off; field conditions; exposure to extreme weather conditions, armed and/or dangerous persons, arrest of felons, individuals with contagious diseases, and hazards associated with emergency driving and traffic control.

Major Worker Characteristics:

- A. Knowledge of: 1) *Wayne County Sheriff's Department Rules and Regulations*; 2) *Wayne County Sheriff's Department General Orders Manual*; 3) law enforcement theories, methods, and procedures; 4) patrol theories, methods, and procedures; 5) criminal, traffic, and juvenile laws; 6) laws and procedure of search and seizure, arrest, interrogation and confession, evidence, and crime scene protection; 7) interview procedures and methods; 8) court policy and procedures; 9) officer safety procedures; 10) law enforcement information systems (IDACS and NCIC); 11) police report writing; 12) juvenile delinquency; 13) crime prevention; 14) community relations; 15) community service agency functions; 16) crisis intervention; 17) first aid; 18) city geography; 19) defensive driving techniques; 20) firearms responsibility; 21) police radio procedures; 22) Mobile Data Terminal use; 23) has the ability to use department computer systems when required. 24) ability to use radio communications system.
- B. Ability to: 1) apply principles to solve practical problems; 2) analyze problems quickly and take appropriate action under stress; 3) handle sensitive and hostile public contacts; 4) communicate effectively, both orally and in writing; 5) observe and record events accurately and completely; 6) write routine reports; 7) establish rapport with juveniles.
- C. Skills in operation of: 1) automobile under emergency conditions 2) issued equipment, weapons, and chemical agents.
- D. Other requirements: 1) maintenance of physical condition needed to effect arrests, subdue resisting individuals, chase fleeing suspects, lift and carry equipment and injured persons, force entry into buildings, climb flights of stairs, scale fences, stand or sit for long periods of time, endure exposure to extreme weather and disease, perform lifesaving procedures (CPR, etc.); 2) effective audio-visual discrimination and perception; 3) maintenance of mental alertness needed to observe activities and implement appropriate action; 4) emotional and psychological stability.

Probationary Officer Duties

A probationary officer has certain duties required during the *Field Training Program*. While the foremost duty is for the probationary officer to learn, it is not the sole duty. The following are required duties for the probationary officer.

- A. Probationary officers are expected to enter the *Field Training Program* with the knowledge and skills, which are required by graduation for the Indiana Law Enforcement Academy (ILEA), and Probationary Officer Training School.
- B. Probationary officers shall be responsible for completing all assignments.
- C. Probationary officers shall be expected to progress through extensive field training and evaluation periods during their assignment to the *Field Training Program*.
- D. Probationary officers shall comply with all Department General Orders, Rules and Regulations, Board of Public Safety Standards, and State laws.
- E. Probationary officers work schedules and assignments are at the direction of the FTC/M or his/her staff.
- F. Probationary officers shall check their mailbox, voice mail, and E-mail each shift.
- G. Abide by all Probationary Officer Training Rules.
- H. Probationary officers will have available to them all necessary issued equipment, tickets, reports and other forms used by the department while on duty.
- I. Probationary officers will come to work in a timely manner and be prepared to study and learn.
- J. Probationary officers will complete all homework assigned to them by the date required by the instructor.
- K. Probationary officers will photocopy any Citations, Warnings, Affidavits, and any other paperwork to be turned in with DOR at the end of shift. All forms, citations, and reports will be attached during Phase One and Phase Four. The staff or FTO may require attachments later as needed for review of training progress. This material will be added to the student officer's FTO file.

Role/Expectations of Probationary Officer

Role of the Probationary Officer

The role of the Probationary Officer is to demonstrate the ability to perform at a solo patrol officer level by the end of the field training program. This is the standard by which the student will be measured throughout the training program.

The student's primary responsibility while assigned to the field training program is to devote his/her full attention and efforts toward successfully completing that program. This may be a very intense and stressful time in the student's life. The field training program staff will make every effort to provide the tools necessary for the student to succeed in this task. Students must simply give their best effort each and every moment they are assigned to the program.

Expectations of Probationary Officer

Students are to be respectful to the FTOs and other program staff. The FTO's direction is to be accepted and followed at all times. If the student believes that a specific order is improper, or an evaluation is not fair, he/she should discuss it with the FTO. If the student is still unable to resolve the issue, the student should ask to meet with the FTC/M. If the student still has a concern or problem, the student may ask the FTC/M to set up a meeting with the field training commanding officer. The FTC/M shall notify the commanding officer and a meeting shall be scheduled.

Students will complete all assignments in a prompt, timely manner. They will follow all policy and procedures, as outlined in the department General Orders, Rules and Regulations and Board of Public Safety Standards.

Students should ask questions when they arise. FTOs are an information resource and students should not wait for the FTO to cover an area of concern they may have. **Students are expected to make mistakes.** They should not be overly concerned with errors when they are made. Instead they must channel their efforts into recognizing and correcting the error(s).

When off duty, students should not respond to police calls, ride-along with on duty officers nor should they conduct police investigations unless the situation is life threatening. Students should discuss these types of situations with their FTO and follow department policy when dealing with off-duty situations.

Students will receive Daily Observation Reports, Weekly Manager's Reports, and Phase Summary Reports. Students should use these forms to track their progress and to help identify any areas requiring additional effort on their part. Students should be open and honest during these reviews. Should any problems arise that cause concern, they should be discussed during these times.

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Students shall be receptive to constructive criticism given by FTOs and field training program staff. They may verbalize an explanation for their action; however, repeated rationalization, excessive verbal contradictions and hostility are not acceptable and are counterproductive to the field training program itself.

Student's relationships with field training program staff (including other students, FTOs, and FTC/M) shall be respectful and strictly professional, both on and off duty, while they are going through the training program. Dating and socializing should be prohibited unless the relationship began before the student was hired or assigned and the department head or field training program commanding officer is aware of the relationship. Department policy, regarding these issues and when appropriate, should be fully explained and adhered to by all involved.

Training and Testing Methods

The *Wayne County Sheriff's Department Field Training Program* is written with performance-based objectives (training performance goals). The field training staff determines a schedule and/or manner for training and testing new officers. Because of the very nature of patrol work, not every field incident that the Wayne County Sheriff's Department Manual requires a student to perform will occur within the time frame of the program. The FTO should improvise by volunteering when possible, for assignments that will assist in meeting the training objectives. In some cases, it may be necessary for the FTO to set up a scenario exercise or rely on the student's verbal or written explanation of handling the situation coupled with his/her performance in similar incidents.

Initially, the student will be provided with, and allowed the opportunity to study written documents, policy directives, training study guides, or general orders that the student is responsible for knowing. The FTO should then proceed through the field training officers Manual discussing, instructing, or demonstrating each performance objective. The FTO will encourage the student to take increasing responsibility for field performance based on the nature of incidents and the amount of experience the student has in the program. This responsibility ultimately includes the satisfactory completion of each performance objective. It is the intention of the field training program to have the new officers demonstrate their satisfactory completion of or competency in these performance objectives (training goals) through actual, on-duty handling of field situations. This is, for obvious reasons, the preferred method of demonstrating that the student comprehends and can apply what has been taught. Based on a variety of reasons (calls for service, type of agency, demographics, location, etc.), students may have to demonstrate successful comprehension and competency through alternative ways. The methods for "competency demonstration" used in the *Wayne County Sheriff's Department Field Training Program* are:

(1) **Department Constructed Knowledge Tests.** Some portions of the field training program will require department constructed knowledge tests that measure the skills and knowledge required to achieve one or more training goals. These tests may be in written or verbal format. With the department constructed knowledge written test, students must earn a score equal to or greater than the minimum passing score established by the department. Students who fail a

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written department constructed knowledge test (POTC final examination, Phase exams, daily quizzes and final evaluation) on the first attempt should: (a) be provided with an opportunity to review the test results in a manner that does not compromise test security; (b) have a reasonable time, established by the department, to prepare for a single retest; and (c) be provided with an opportunity to be retested with an department constructed, parallel form of the same test. If the student fails the retest, it will be the **department's responsibility to terminate** the student from the field training program. Special Note - These tests should be standardized to ensure accuracy and fairness as much as possible.

(2) **Scenario Tests.** Some portions of the field training program may require scenario tests which are job simulation tests that measure the skills and knowledge required to achieve one or more training goals. When a scenario test is used, students should demonstrate their competency in performing the tasks required by the scenario test. Competency means that the student performed at a level that demonstrates that he or she is able to perform as a solo patrol officer (after final evaluations). A qualified field training officer and staff will provide input in making this determination to assist the FT Coordinator. If a student has demonstrated competency during POTC when tested, during field rotations or during final evaluation field day the FT Coordinator shall evaluate the student's overall ability. It will be the **department's responsibility to terminate** the student from the field training program if the student has failed to perform at the level of a solo patrol officer in the view of the FT Coordinator. Special Note - Officer Safety must be of the utmost concern during the use of any simulated / scenario exercises. At no time are loaded weapons to be used in any scenario testing during the field training program.

(3) **Field Performance Tests.** Most portions of the field training program will require field performance tests which are generally in the form of calls for service, traffic enforcement, arrests, self-initiated activity, etc. When field performance tests occur, students must demonstrate their competency in performing the tasks required of a solo patrol officer. A qualified field training officer should make this determination. Students who fail to clearly demonstrate competency during a field performance test should be provided additional training/remedial training. The additional training/remedial training should be provided and documented by a qualified field training officer, up to final evaluation. The FT Unit shall determine the duration of and subject matter covered in the additional training/remedial training. If the student does not respond to additional training/remedial training and fails to demonstrate competency on subsequent and/or field performance tests (Final Evaluation), it will be the **department's responsibility to terminate** the student from the field training program.

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Standardized Evaluation Guidelines

Because law enforcement has a wide variety of techniques and procedures, it is extremely important that standardization of performance appraisal occurs. Evaluation without standardization is not possible. In order to promote standardization of the evaluation process, there is a need to articulate and document reference points. These reference points need to be properly articulated to explain the rationale supporting a numerical score, such as "1" (Unacceptable), "3" (Acceptable), or "5" (Superior) along with "NO" (Not Observed) or "NRTö (Not Responding to Trainingö).

Each probationary officer shall be evaluated in a number of categories which, when taken together, reflect the totality of the job for which the probationary officer was hired (these categories are designed to reflect general law enforcement patrol duties). When possible, these categories should be rooted in a Job Task Analysis that has been completed specifically for the department. Job Task Analysis is the process of obtaining information about a job, and its requirements, in order to determine the knowledge, skills, and behaviors that are required for satisfactory performance of the job in question.

The evaluation procedure is based on the behavioral anchor approach, which uses Behavior Anchored Ratings. Once the relevant job-related categories have been determined, *What* is to be evaluated has been identified. *How* to rate these categories now becomes the issue. *How* is based upon the employee's performance as measured against Performance Categories/Standardized Evaluation Guidelines. The SEGs, as they are called, have been established to ensure each FTO's rating of a student will be equal and standard throughout the program. They are designed to provide a definition, in behavioral terms, of various levels of performance. The Performance Categories SEGs must be applied equally to all students, regardless of their experience, time in the program, or other incidental factors.

The Performance Categories/Standardized Evaluation Guidelines and the explanations for Unacceptable, Acceptable, and Superior reflect the operational standards for the department. The SEGs have been chosen to accurately reflect the levels of knowledge and skill in the department. The categories selected for rating should, (1) cover the totality of what an employee is required to do and (2) should be anchored in behaviorally descriptive terms.

The language in the Performance Categories SEGs cannot include everything that would represent the various levels of performance. The descriptors are designed to serve as examples to direct the rater's thinking in a certain direction. If every conceivable aspect of behavior in each category were included, it would be unlikely that the FTO could become conversant with all the language due to the sheer volume of information. It is of paramount importance that each rater (FTO) uses the Standardized Evaluation Manual lines in the rating (evaluation) process.

See öPerformance Categoriesö at <https://www.co.wayne.in.us/sheriff/fto>

Evaluations

Each PO's progress is recorded by means of written evaluations. The evaluation process is as important as the training process. Evaluations have many purposes. The obvious purpose is to record and document a probationary officer's progress, but there are other purposes as well. Evaluations are excellent tools for informing the probationary officer of his performance level at a particular point in time. They are also excellent devices for identifying training needs and documenting training efforts. Further, they chronicle the skill and efforts of the FTO as well. In a word, evaluation represents feedback.

Collectively, over the duration of the program, evaluations tell a chronological story, category by category. They tell of a probationary officer's successes and failures, improvements and digressions, and of the attempts to manage each of these occurrences. These documents are critical in the career of each probationary officer and should be treated as such. Honest and objective evaluations of students shall be a prime consideration of all members of this program.

Written evaluations include Daily Observation Report (DOR), Supplemental Daily Observation Report (S/DOR), Weekly Manager Report (WMR), and Phase Summary Report (PSR). The DOR is the most crucial of the written evaluations. These evaluations must be consistent, objective, and administered in a manner that promotes good performance and progress throughout the program. The learning goals and performance objectives in the field training manual, the judgment used by the probationary officer, and the skills, knowledge, and competency demonstrated in performing the job-related duties of a patrol officer will serve as the basis for these evaluations.

A Behavior / Performance Categories Task Reference Number is placed next to each rating and is used to better document the student's performance. These control numbers assist in the documentation of actual performance in each Performance Category by stating just what the student did on each task.

As has been presented, each category (listed on the DOR) is accompanied by a set of Performance Categories SEGs. The Wayne County Sheriff's Department uses a rating scale with 5 points. All students are evaluated utilizing the solo patrol officer standard as "Unacceptable, Acceptable or Superior". We have also added the "Performance Task Reference Number" (TRN), to support each rating on the 5-point scale.

The FTO's role is to examine the probationary officer's performance and choose the appropriate description as provided in the relevant Performance Categories SEG. The FTO selects the description that "fits" the behavior that they are evaluating, i.e., 1, 3, 5, or "NO" anchor. The most difficult part of the evaluation process for FTOs is to surrender their own opinion of what the student's performance should be. FTOs **MUST** rate the student pursuant to the language in the manual lines if the student's performance is consistent with the language of that manual line. FTOs shall have no discretion in this matter. It is the only way that objective evaluations will be accomplished.

Program Phases

The FT program will be divided into phases, which the new officer will be required to pass. The phases of the *Wayne County Sheriff's Department Field Training Program* are outlined below.

Orientation Phase During this 9 day phase officers will spend time in various divisions throughout the department for the purpose of familiarizing the Probationary Officer to Those areas. At the end of this phase there will be 3 days of classroom instruction.

Pre-Basic Phase This is a 40 LETB course.

Academy Phase is only required for those new officers who are not already ILEA certified. FTOs will periodically check on the status of the new officer while he is attending the ILEA Academy and an FTO will attend the new officer's graduation from the Academy.

Observation Phase is a 51-hour phase taught over the course of 1 six-day rotation. The probationary officer will be assigned to a specific shift and FTOs during the period of this phase. This phase is instructional. During this phase the probationary officer is not evaluated. The FTO will be responsible for 100% of the workload. The probationary officer will spend this time observing the FTO and other officers during their normal course of duty. The purpose of this phase is to familiarize the probationary officer with the normal duties of a solo patrol officer as well as providing an opportunity to focus on orientation and radio traffic in a low stress environment.

Phase One is a 153-hour phase taught over the course of 3 six-day rotations. The probationary officer will be assigned to a specific shift and FTOs during the period of this phase. This phase is primarily instructional. **To pass Phase one the new officer will be required to demonstrate acceptable performance on all required categories of the DORs, complete all of the assigned Tasks for the phase, and pass a written exam with a score of 100%.** If a new officer is incapable of completing the phase in the time allotted then the new officer may be extended up to 2 six-day rotations within the phase. If a new student is excelling in the phase then after 2 six-day rotations they may advance to the next phase with approval from the Field Training Unit.

Phase Two is a 153-hour phase taught over the course of 3 six-day rotations. The probationary officer will be assigned to a specific shift and FTOs during the period of this phase. This phase is primarily instructional. **To pass Phase Two the new officer will be required to demonstrate acceptable performance on all required categories of the DORs, complete all of the assigned Tasks for the phase, and pass a written exam with a score of 100%.** If a new officer is incapable of completing the phase in the time allotted then the new officer may be extended up to 2 six-day rotations within the phase. If a new student is excelling in the phase then after 2 six-day rotations they may advance to the next phase with approval from the Field Training Unit.

Phase Three is a 153-hour phase taught over the course of 3 six-day rotations. The probationary officer will be assigned to a specific shift and FTOs during the period of this phase. This phase is primarily instructional. **To pass Phase Three the new officer will be required to demonstrate acceptable performance on all required categories of the DORs, complete all of the assigned Tasks for the phase, and pass a written exam with a score of 100%.** If a new officer

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is incapable of completing the phase in the time allotted then the new officer may be extended up to 2 six-day rotations within the phase. If a new student is excelling in the phase then after 2 six-day rotations they may advance to the next phase with approval from the Field Training Unit.

Phase Four is a 153-hour phase taught over the course of 3 six-day rotations. The probationary officer will be assigned to a specific shift and FTOs during the period of this phase. This phase is primarily an observation/evaluation phase. The new officer will be operating at a 100% level and the FTO's responsibility is to override the new officer only in the event of an emergency. **To pass Phase Four the new officer will be required to demonstrate acceptable performance on all required categories of the DORs, complete all of the assigned Tasks for the phase, and pass a written exam with a score of 100%.** If a new officer is incapable of completing the phase in the time allotted then the new officer may be extended up to 2 six-day rotations within the phase. If a new student is excelling in the phase then after 2 six-day rotations they may advance to the next phase with approval from the Field Training Unit.

Probationary officers should be aware that upon completion of this phase of their training, they will be prepared to operate as a solo officer. This training will be under the direct supervision of a Field Training Officer (FTO). The probationary officer's performance will be monitored closely during this period of training. Not only will he/she be monitored for safety, but also to ensure the standardization and equality of training that is being received.

Shadow Phase is a 102-hour phase taught over the course of 2 six-day rotations. The probationary officer will be assigned to a specific shift where an FTO is available during this phase. This phase is an observation/evaluation phase intended to verify the teaching process. The new officer will be operating alone in the vehicle. An FTO will be assigned to back up the new officer on all calls or stops that would require a backup officer. The FTO will evaluate the student on all observable activity. If problems arise within the Shadow Phase then the new officer can be assigned up to 2 six-day rotations of additional training with an FTO in the vehicle. The new officer will then attempt the Shadow Phase again. If they are unable to complete the shadow phase with acceptable levels in all observable categories then they will not be recommended to graduate from the program.

Phase Transition Requirements

Administration Phase: At the end of the Administration phase, probationary officers will be required to demonstrate acceptable levels of knowledge with regards to information instructed during this phase.

Orientation Phase: At the end of the P.O.T.C. phase, new officers will be required to demonstrate acceptable levels of knowledge with regards to information instructed during this phase.

ILEA Basic Course: Probationary Officers will be required to pass the ILEA Basic Course, prove that they have previously passed the ILEA Basic Course, or proved that they have passed an equivalent course.

Phase One: To advance from phase one a new officer must consistently perform at an acceptable level or greater in the emphasized performance tasks for phase one. The performance for the last work week of the phase will be used to determine if ratings are of an acceptable level. The emphasized performance tasks for phase one are: Driving Skill (Moderate/Emergency), Location/Orientation (Location/Route/Map), Vehicle/Pedestrian Stops (Tactics/Technique), Driving Skill (Normal/Speed Control), Radio (Transmission/Reception/Procedure/MDT), Reports: Accuracy/Organization/Time, Acceptance of Criticism (Verbal/Behavioral), Attitude Toward Police Work, Public Interactions (Behavior Toward Citizens), Relationship with Department Members, General Appearance (Specify if Needed). The Field Training Staff will review any unacceptable performance during the evaluation week to determine if the performance was an isolated event based error or a continuation of prior mistakes. The FTS will make the final determination as to whether or not the performance is at a consistently acceptable level.

To advance from phase one a new officer must complete all of the assigned tasks listed on the Task Frequency List. The required tasks and the number necessary to complete for phase one are: Driving Skill: Moderate / Emergency (2), Location / Orientation: Location / Map / Route (12), Vehicle / Pedestrian Stops: Tactics / Techniques (12), Radio: Transmission / Reception / Procedure / MDT (12)

To advance from phase one a new officer must pass a written examination with the score of one hundred percent (100%)

Phase Two: To advance from phase two a new officer must consistently perform at an acceptable level or greater in the emphasized performance tasks for phase two. The performance for the last work week of the phase will be used to determine if ratings are of an acceptable level. The emphasized performance tasks for phase two are: Field Performance (Non-Stress Condition), Officer Safety (Contact/Cover/Pat-Down), Prisoner Control (Verbal/Physical/Search), Self-Initiated Field Activity, Arrest (Laws/P.C./Explanation/Disposition), Knowledge of Motor Vehicle Code, Knowledge of Patrol Procedures, Accident Investigation. The Field Training Staff will review any unacceptable performance during the evaluation week to

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determine if the performance was an isolated event based error or a continuation of prior mistakes. The FTS will make the final determination as to whether or not the performance is at a consistently acceptable level.

To advance from phase two a new officer must complete all of the assigned tasks listed on the Task Frequency List. The required tasks and the number necessary to complete for phase two are: Prisoner Control: Verbal / Physical / Search (2), Self-Initiated Activity (12), Arrest: Laws / P.C. / Explanation / Disposition (6), Knowledge of Vehicle Code (10), Interview Skills (10).

To advance from phase two a new officer must pass a written examination with the score of one hundred percent (100%)

Phase Three: To advance from phase three a new officer must consistently perform at an acceptable level or greater in the emphasized performance tasks for phase Three. The performance for the last work week of the phase will be used to determine if ratings are of an acceptable level. The emphasized performance tasks for phase three are: Stress Control (Verbal/Behavioral), Decision Making (Problem Solving), Field Performance (Stress Condition), Interview/Interrogation Skills, Knowledge of Departmental Policies and Procedures, Knowledge of Criminal Code. The Field Training Staff will review any unacceptable performance during the evaluation week to determine if the performance was an isolated event based error or a continuation of prior mistakes. The FTS will make the final determination as to whether or not the performance is at a consistently acceptable level.

To advance from phase three a new officer must complete all of the assigned tasks listed on the Task Frequency List. The required tasks and the number necessary to complete for phase three are: Decision Making: Problem Solving (5), Interrogation Skills (1), Knowledge of Departmental Policies and Procedures (5).

To advance from phase three a new officer must pass a written examination with the score of one hundred percent (100%)

Phase Four: To advance from phase four a new officer must receive and consistently perform at an acceptable level or greater in all the performance tasks listed on the DOR. The performance for the last work week of the phase will be used to determine if ratings are of an acceptable level. The Field Training Staff will review any unacceptable performance during the evaluation week to determine if the performance was an isolated event based error or a continuation of prior mistakes. The FTS will make the final determination as to whether or not the performance is at a consistently acceptable level.

To advance from phase four a new officer must complete all of the assigned tasks listed on the Task Frequency List. There are no required tasks for phase four, however, there are tasks that are required to be completed prior to the end of phase four. These tasks and the number necessary to complete prior to the end of phase four are: Loud Party / Disorderly Conduct Calls (6), Traffic Accidents (6), Domestic Violence Calls (6), Operating While Intoxicated (2), Use of Dictaphone (12).

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To advance from phase four a new officer must pass a written examination with the score of one hundred percent (100%)

Shadow Phase: At the end of the shadow phase, probationary officers will be required to demonstrate acceptable levels of knowledge with regards to information instructed throughout the course of the FT program. New officers will be required to demonstrate their ability to function as a solo officer.

The probationary officer must maintain an acceptable level of performance throughout the program. While in Phase Two the probationary officer must maintain acceptable level in required categories from Phase One. The progression of reaching acceptable levels then maintaining them is essential to pass the *Field Training Program*.

The probationary officer must work four out of six days in a workweek before that week will be counted for advancement and grading purposes. In the event that the probationary officer is graded only once in a required category during the grading period, and that grade was unacceptable, the *Field Training Staff* may look at previous weeks performance in that category to avoid an event bias. If the above situation occurs the *Field Training Staff* may recommend the advancement of the probationary officer to the next phase if prior performance in that category was acceptable, and the probationary officer is not deficient in any other required category.

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Probationary Officer Data Sheet

Date of Appointment ____/____/____

PERSONAL INFORMATION

NAME (Last ó First ó Middle)	PIN #
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HOME ADDRESS

	S	M	D	Sep	
TELEPHONE NUMBER	MARITAL STATUS			CHILDREN	(Age[s])

DATE of BIRTH	PLACE of BIRTH	AGE
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EDUCATION

HIGH SCHOOL	CITY/STATE
-------------	------------

COLLEGE/UNIVERSITY	MAJOR/MINOR
--------------------	-------------

OTHER EDUCATION

EMPLOYMENT HISTORY

FROM (Date)	TO (Date)	EMPLOYER	POSITION
-------------	-----------	----------	----------

FROM (Date)	TO (Date)	EMPLOYER	POSITION
-------------	-----------	----------	----------

FROM (Date)	TO (Date)	EMPLOYER	POSITION
-------------	-----------	----------	----------

MILITARY EXPERIENCE

PRIOR MILITARY EXPERIENCE	BRANCH
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LENGTH OF SERVICE	RANK	DUTIES
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POLICE EXPERIENCE

FROM (Date)	TO (Date)	ORGANIZATION	POSITION
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FROM (Date)	TO (Date)	ORGANIZATION	POSITION
-------------	-----------	--------------	----------

FROM (Date)	TO (Date)	ORGANIZATION	POSITION
-------------	-----------	--------------	----------

BACKGROUND INFORMATION

CITIES LIVED IN SINCE BIRTH

FOREIGN LANGUAGES SPOKEN	FLUENCY LEVEL
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ORGANIZED SPORTS PLAYED

SPECIAL SKILLS/LICENSES/CERTIFICATES

HOBBIES/SPECIAL INTERESTS

Why do you want to be a police officer?

Why do you want to work for the Wayne County Sheriff's Department?

Acknowledgement of Understanding

As a probationary officer with the Wayne County Sheriff's Department, I understand that I am required to graduate from the *Field Training Program*. Failure to graduate from the program will result in the termination of my employment with the Wayne County Sheriff's Department.

I also understand that the requirements for graduation from the *Field Training Program* are located in writing in this manual. The Field Training Officers will attempt to teach me all of the necessary skills for acceptable completion of the program; however, it is my responsibility to learn those skills.

I have been informed that my performance will be evaluated in job related activities during the program. That evaluation will include Daily Observation Reports, Daily Observation Supplemental Reports, Weekly Managers Reports, and Phase Summery Reports. My performance and evaluations will be shared with members of the Field Training Staff to increase my educational opportunities.

I have also been advised that during my training I will be assigned to various shifts and Field Training Officers. I understand that the Field Training Officer is my immediate "Supervisor." I will follow his/her directions/orders at all times during any police incident.

During the program any requests for time off must be cleared through the Field Training Staff.

I acknowledge that the training requirements for the Field Training Program have been explained to me and I understand what is expected of me in order to successfully complete this program.

Trainee Signature_____ Date_____

I verify that on _____ I reviewed the Field Training Program manual with _____ relative to the requirements for successful completion of the program.

Program Supervisor_____ Date_____

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Affidavit of completion of Training

I acknowledge that during the Field Training Program, all areas of concern as outlined in this manual, were explained, demonstrated or performed during the course of the program.

Trainee Signature_____ Date_____

On _____, the aforementioned Officer successfully completed the Field Training Program as outlined in the Wayne County Sheriff's Department Field Training Program.

Primary Training Officer_____ Date_____

Program Supervisor_____ Date_____

Signature of Probationary Officer:_____ Date:_____

Signature of Field Training Officer:_____ Date:_____