

	<b>KENOSHA POLICE DEPARTMENT</b>			
	<b>POLICY AND PROCEDURE</b>			
	<b>33.1 Field Training and Evaluation</b>			
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**I. PURPOSE**

The purpose of this policy is to provide officers of the Kenosha Police Department with guidelines in the organization and operation of the Field Training and Evaluation Program developed to train new Patrol Operations officers or non-supervisory officers returning to Patrol Operations after extended absences or non-uniform assignments.

**II. POLICY**

It is the policy of the Kenosha Police Department that the Field Training and Evaluation Process is an extension of the law enforcement selection process combining on-the-job training with objective performance assessment to insure that the standards of a competent law enforcement officer are met. The mission of the Field Training and Evaluation Process is to improve the overall effectiveness and efficiency of law enforcement service delivery by:

**A. Improving the overall applicant screening process**

Field Training and Evaluation is a logical extension of the Department's overall applicant screening process. It is designed to facilitate on-the-job observations and performance assessment as well as assess the relative effectiveness of the candidate recruitment, testing, selection and basic training/certification processes.

**B. Establishing a Probationary Officer appraisal process**

The process is designed to provide a valid, job related, post Basic Training Academy evaluation of the Probationary Officer's performance utilizing standardized and systematic approaches to job/task performance documentation. Specific documentation of performance serves as the main criteria for the retention or termination of the probationary officer.

**C. Improving the Probationary Officer training process**

The process provides on-the-job, post Basic Academy instruction. Field Training Officers serve as mentors and role models for the Probationary Officer. The intent is to expedite the application of knowledge, skills and abilities to the Department and Community expectations for quality law enforcement service. The uniformity of the Field Training process assists in bringing the Probationary Officer *up-to-speed* to certify for solo patrol operations.

**D. Establishing career opportunities within the Department**

The Field Training and Evaluation Process provides another career path of job enrichment and responsibility within the Police Department. It provides incentive for the demonstration of proficiency in the knowledge, skills and abilities needed to perform patrol functions. While performing the duties of the Field Training Officer (FTO), the officer gains experience

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and knowledge that increases his/her leadership/evaluation skills and enhances career opportunities.

#### **E. Establishing an improved in-service retraining process**

Field Training and Evaluation Process provides a process for retraining and orientation to non-supervisory sworn personnel returning to Patrol Operations after extended absences or non-uniform assignment.

1. Non-supervisory sworn personnel who have been absent from patrol for a period of ninety (90) to one hundred eight (180) calendar days may be assigned to an FTO at the direction of the Field Training Commander for a minimum of four days. If the period of time is greater than one hundred eighty (180) calendar days, the officer will be assigned to an FTO for a minimum of four days.
2. During the time such sworn officers are assigned with an FTO, they will not be subject to the evaluation process required of probationary officers. The FTO's function is to familiarize the officer with agency forms, updated policy, procedure, orders, and in conjunction with the FTO Commander and Training Section, insure that returning personnel meet all requalification in skill areas.
3. Non-supervisory 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. They can be utilized to handle any call requiring two officers, at the discretion of the FTO.

### **III. ORGANIZATION**

#### **A. Field Training Unit Commander**

1. The Field Training Unit Commander shall be responsible for the overall administration of the Field Training and Evaluation Process. (See the Organizational Chart in appendix A of this policy.)
2. The Field Training Unit Commander shall be the Inspector of Police unless otherwise designated by the Chief of Police.
3. The Field Training Unit Commander shall coordinate, when appropriate, the preparation of a report of probationary officer's development to date and submit it to the Chief of Police with a recommendation to retain, extend training, or terminate the probationary officer. Field Training Unit personnel and Patrol supervisors will provide input in this report as required.
4. The Field Training Unit Commander shall prepare and present reports of probationary officer development/status and make it available to the Chief of Police.
5. Whenever possible, the Field Training Unit Commander should attend the various training sessions and Field Training Unit meetings to assess first-hand information concerning probationary officers' performance and to evaluate the instructional techniques of the Field Training Officers. The Field Training Unit Commander shall formally request and disseminate pertinent basic law enforcement training information from the Basic Academy and disseminate it to the FTO's.
6. The Field Training Unit Commander will review recommendations for changes and improvements of the Field Training and Evaluation Process.

#### **B. Field Training Unit Coordinator**

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1. The Field Training Unit Coordinator shall be the Sergeant of the Training Unit, unless otherwise designated by the Chief of Police.
2. The Field Training Unit Coordinator shall be responsible for assisting the Field Training Unit Commander with the general administration and evaluation of the Field Training and Evaluation Process and the staff monitoring of all Probationary Officers for the duration of their probationary employment period.
  - a. The Coordinator shall monitor and evaluate the overall development of Probationary Officers for purposes to identify and rectify deficient performance and assist in resolving them through training and coaching.
  - b. The Coordinator shall, in concert with the Unit Commander, be responsible for planning, directing and evaluating field training assignments and any changes in such assignments or variations in the length of the assignments.
  - c. The Coordinator shall work closely with the Shift Supervisors of the Probationary officers during and after the completion of Field Training and Evaluation process to determine and correct any training deficiencies. They may recommend the extension of a Step of a Probationary officer for additional training and coaching.
  - d. The Coordinator shall facilitate the assembly and dissemination of information relating to a Probationary officer's progress to the appropriate supervisory and command officers.
  - e. The Coordinator shall assist with a comprehensive evaluation of each Probationary Officer during the final month of the probationary employment period, and prepare a statement of the Probationary Officer's development, to submit to the Unit Commander with a recommendation to retain, extend training or dismiss the probationer. Field Training Cadre and other department members having direct supervision of the probationary officer will be offered the opportunity to provide input to assist in this final probationary evaluation report.
  - f. Whenever possible, the Field Training Coordinator should attend the various training sessions and Field Training Unit meetings to provide and receive first-hand information concerning probationary officers' performance and to observe Field Training Officers problem-solving techniques.
  - g. The Field Training Unit Coordinator will review the Field Training and Evaluation Process and recommendations from the Shift Field Training Unit Coordinators, Sergeants, Field Training Officers and prepare recommendations for change and improvement to the Field Training Unit Commander.

#### **C. Shift Field Training Unit Coordinator**

1. The Shift Commander shall designate the Shift Field Training Coordinator(s).
2. The Shift Field Training Coordinator(s) shall be responsible for assisting the Field Training Unit Coordinator with the general administration and evaluation of the Field Training and Evaluation Process and the staff monitoring of all Probationary Officers for the duration of their probationary employment period.
  - a. The Shift Field Training Coordinator(s) shall monitor and evaluate the overall development of probationary officers to identify and rectify deficient performance and assist in resolving them through training and coaching.

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- b. The Shift Field Training Coordinator(s) shall, in concert with the Unit Coordinator, be responsible for planning, directing and evaluating field training assignments and any changes in such assignments or variations in the length of the assignments.
- c. The Shift Field Training Coordinator(s) shall work closely with the Shift Supervisors of Probationary Officers during and after the completion of Field Training and Evaluation process to determine and correct any training deficiencies, and may recommend the extension of a Step of a probationary officer for additional training and coaching.
- d. The Shift Field Training Coordinator(s) shall facilitate the assembly and dissemination of information relating to a probationary officer's progress to the appropriate supervisory and command officers.
- e. The Shift Field Training Coordinator(s) shall assist with a comprehensive evaluation of each Probationary officer during the final month of the probationary employment period, and prepare a statement of the Probationary Officer's development, to submit to the Unit Commander with a recommendation to retain, extend training or dismiss the Probationary Officer. Field Training Cadre and other department members having direct supervision of the Probationary Officer will be offered the opportunity to provide input to assist in this final probationary evaluation report.
- f. Whenever possible, the Shift Field Training Coordinator(s) shall attend the various training sessions and Field Training Unit meetings to provide/receive first-hand information concerning Probationary officers' performance and to observe Field Training Officers problem-solving techniques.
- g. The Shift Field Training Unit Coordinator(s) shall review the Field Training and Evaluation Process and make recommendations for changes and improvements to the Field Training Unit Coordinator.

#### **D. Field Training Supervisor/Patrol Shift Sergeants**

1. The Field Training Supervisor/Patrol Shift Sergeant has the dual responsibility of shift supervisor and the training and evaluation of Probationary Officers assigned to the shift. The Field Training Sergeant(s) shall inform the other shift supervisors/command personnel of the progress of Probationary Officers assigned to the shift. All Patrol Sergeants shall receive training in the supervision of the Field Training and Evaluation Process and will serve as Field Training Supervisors.
2. The Field Training/Patrol Shift 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, and personal observations of Probationary Officer's performance, to assist in the summary of weekly progress.
3. The Field Training/Patrol Shift Sergeant is also responsible for the weekly review of the *Probationary Officer Manual* to determine if it is current and properly completed and to assist in corrective actions as needed.
4. The Field Training/Patrol Shift Sergeant shall meet with the Probationary Officer and assigned FTO to complete the *Weekly Summary Report*. The completed *Weekly Summary Report* shall be placed in the probationary officer's DOR notebook.
5. The Field Training/Patrol Shift Sergeant shall complete the probationary Officer Status Report before the end of each step and monthly during Step 5.

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6. The Field Training Supervisor will review the Field Training and Evaluation Process and make recommendation for changes and improvements to the Field Training Unit Coordinator.

#### **E. Field Training Officer**

1. The Field Training Officer has two primary roles to fulfill. Those roles are that of a police officer assuming full patrol responsibility and that of a trainer/assessor of Probationary Officers.
2. The Field Training Officer shall be responsible for the training and evaluation of the Probationary Officers when assigned to them, as directed by the Field Training Unit command staff.
3. The Field Training Officer shall be a sworn officer who has met departmental qualifications and has successfully completed the Field Training Officer Selection process.
4. All Field Training Officers shall receive formal FTO instruction prior to assuming FTO responsibilities.
5. Field Training Officers may assist the Police Department in the interview selection process for law enforcement officer candidates.
6. The Field Training Officer may be released from field training and evaluation duties as follows:
  - a. At the request of the individual and the approval of the Chief of Police.
  - b. By reassignment from Patrol duties.
  - c. Upon recommendation of the Field Training Unit Commander and Field Training Coordinator due to unacceptable agency performance.
  - d. At the direction of the Chief of Police.
7. Selection Process of Field Training Officers
  - a. The Police Department shall post notice of Field Training Officer openings.
  - b. Written application shall be made to the Field Training Unit Selection Team.
  - c. Minimum qualifications for Field Training Officers:
    - 1) Three years full time law enforcement experience of which one year is with the Kenosha Police Department.
    - 2) Acceptable performance assessments and input from current and immediate Supervisors (with direct observation/knowledge of work habits, standards, etc.).
    - 3) Acceptable personnel action file entries (i.e. complaints, civil litigation filings, etc.).
  - d. The Field Training Unit Commander and/or the Chief of Police will make selection of Field Training Officers.

#### **IV. ASSIGNMENT OF PROBATIONARY OFFICERS**

- A. Probationary Officers shall be assigned to the uniformed Patrol Division.

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- B. Probationary Officers assigned to the Patrol Division shall be placed in a Field Training and Evaluation assignment under the supervision of a Field Training Supervisor and the tutelage of a Field Training Officer as defined in this policy.
  - 1. The field training assignments shall be predetermined and will vary only when a Probationary officer needs retraining and/or the preassigned FTO is unavailable.
  - 2. The Field Training Unit Commander may continue the field training assignment of a Probationary Officer beyond the predetermined Step, should the need for further training and evaluation be apparent.
- C. No Probationary Police Officer of The Kenosha Police Department will carry a concealed weapon during off duty hours without the written approval of the Chief of Police or his designee until the probationary officer has successfully completed Phase Two, Step Four of the Field Training Process of the department. See Special Order Carrying Concealed Weapons issued January 26, 2000 for complete details.
- D. The Field Training and Evaluation process shall be divided into the following phases and steps:
  - 1. **Phase One** – A minimum of 5 days of administrative processing and agency orientation, training.
    - a. Pre-field orientation in the following Policy areas:
      - 1. Use of Force Policy and,
      - 2. Operation of Police Motor Vehicles/Emergency equipment Policy, Pursuit Policy and,
      - 3. Arrest Policy/Procedures.
    - b. Orientation to Field Training, including issuance of Probationary Officers Manual and review of all responsibilities and requirements for continued Employment Status (*Receipt of Issuance signed*).
  - 2. **Phase Two** -- Field Training and Evaluation Process Steps I – IV, a minimum of 97 working days.
    - a. **Step one:** minimum of 25working days.
      - 1. The first working day the Probationary Officer is not formally evaluated. However, during this Non-Evaluation Day (NED), the FTO shall document all training/coaching.
      - 2. Minimum of 24 evaluation days for structured training and evaluation.
        - a. *Evaluation day* is defined as a shift during which the Probationary officer is assigned to an FTO and completes a minimum of 50% of the scheduled shift.
        - b. The Shift FTO Coordinator(s) will insure that the minimum number of certified days of training and evaluation have been completed.
      - 3. In the event that the Probationary Officer's performance is not acceptable (Not Responding to Training – Deficient Performance) at the close of any Step, the following protocols shall be effected:
        - a. The Probationary officer's Field Training and Evaluation period may be extended upon the recommendation of the Shift Field Training Unit

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Coordinator(s), Field Training Unit Coordinator, with the approval of the Field Training Commander, Chief of Police and/or designee.

- b. All extensions of training shall be administered with a formal *Performance Improvement Plan* collaboratively executed by the probationary officer, Field Training Officer(s), Field Training (shift) Sergeant, Shift Field Training Coordinator(s) and/or Field Training Coordinator during an “extension of training meeting.”
  - b. **Step Two:** A minimum of 24 evaluation days.
    1. Training and evaluation will take place throughout the entire Step.
  - c. **Step Three:** A minimum of 24 evaluation days.
    1. Training and evaluation will take place throughout the entire Step.
  - d. **Step Four:** A minimum of 24 evaluation days.
    1. During the first 10 days (*Training Review Period*), the FTO shall remain in full uniform. The Probationary Officer shall, however, assume primary contact officer responsibilities (100% of workload distribution).
    2. The FTO and Probationary Officer shall review previously trained topics (as time permits) during this period.
    3. Probationary officer shall complete the balance of Step IV as the sole uniformed officer. The FTO shall wear plain clothes but will be required to carry all of their standard issued duty equipment. This will be an evaluation period only, unless it becomes necessary for the FTO to take discretionary override.
    4. Probationary Officer must successfully complete (certify) the Step IV *solo* patrol responsibilities in order to advance to the Step V assignment.
3. **Phase Three – Step Five:** The balance of the Probationary Officer probationary period (233 workdays).
    - a. Probationary Officers shall be assigned/deployed to solo field patrol assignments a minimum of 80% of the time while assigned to patrol operations during Step V.
    - b. The Probationary Officer shall be reassigned with a *scaffold FTO for checkout rides*. This will be required on a monthly basis.

## V. EVALUATION PROCESS

### A. Daily Observation Report (DOR)

1. Completed only by certified Field Training Officers during each patrol shift. (NOTE: The FTO shall only document training and coaching when Non-Evaluation Days are in effect).

### B. Weekly Summary Report (WSR)

1. Completed by the designated Field Training Sergeant for each week. A week will be considered five evaluation days (i.e. Week 2, DORs 6-10, Week 1, DORs 1-5 will be considered the first week).

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2. The Field Training Officer shall insure that the Probationary Officer has completed the *Weekly Summary Report* entries of the following information from the *Daily Observation Report*:
  - a. Performance Assessment Averages for each category for each duty day and overall weekly average. Any NRT/Deficient performance entry shall be highlighted.
  - b. Total Amount of Training Time per category for each duty day and over-all weekly average.
  - c. Self-Initiated Field Activity percentile.

#### **C. Probationary Officer Self Evaluation Report**

1. Completed by the Probationary Officer before the completion of Steps 1,2,3,4 and monthly during Step 5 to assist in identifying performance strengths as well as areas in need of performance improvement.

#### **D. Probationary Officer Status Report**

1. Shall be completed by the Primary Shift Sergeant to document the advancement and status of the Probationary Officer as they progress through the FTO program, through each step.
2. During Step 5 the Probationary Officer Status Report will be completed by the Primary shift Sergeant monthly for the remainder of the probationary period. It shall be distributed to the Chief of Police, Deputy Chief of Police, , Inspector of Police, , probationary officer's Shift Captain, Shift Field Training Coordinator and the Field Training Unit Coordinator.

### **VI. EMPLOYMENT CONFIRMATION PROCESS**

- A. The performance of Probationary Officers shall be closely monitored by the Field Training Unit, Patrol Operations Supervisors and Command Staff. Formal action shall be taken with respect to the following activities:
  1. To recommend an extension of the probationary employment period.
  2. Advancement of Probationary Officers from Field Training Stage (Steps 1 – 4 to solo performance, Step 5).
  3. Required to advance the Probationary Officer from probationary status to permanent employment status.

### **VII. EMPLOYMENT STATUS PROCESS**

- A. A recommendation for termination may be initiated at any time during the probationary period when performance is not at an acceptable level.
- B. Memorandums and recommendations for termination are forwarded to the Field Training Commander.
  1. The Field Training Commander shall gather all memorandums and ensure that all supporting data is attached.
  2. The Field Training Commander will prepare a detailed Field Training Unit report of employment status recommendation for the Chief of Police.
- C. The Chief of Police will effect the administration decision regarding the request for dismissal.



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1. If the Chief of Police concurs with the recommendation, the Probationary Officer shall be administratively relieved of duty by the Field Training Commander or designee and a pre-termination hearing will be scheduled. The pre-termination hearing will be held within seventy-two hours of such notification not including Saturday, Sunday or Holidays.
2. The Chief of Police or designee shall preside over the pre-termination hearing at which time the Field Training Commander or designee shall present the reasons for the termination recommendation and the Probationary Officer shall be afforded an opportunity to respond to the allegations of unacceptable performance.
3. The Chief of Police or designee shall make the final decision regarding the dismissal of the probationary officer within seventy-two hours of the Employment Status Hearing.
4. The Field Training Commander or designee, pending the Employment Status Hearing disposition, shall formally deactivate the Probationary Officer's law enforcement status. During this period the Probationary Officer shall remain on administrative leave with full salary. The *Deactivation Memorandum* shall be executed with the probationer present.

## VIII. FIELD TRAINING AND EVALUATION DOCUMENTATION

- A. Upon successful completion of Employment Status Board action, the Probationary Officer's Field Training and Evaluation Process reports will be filed as follows:
  1. Law Enforcement personnel file
    - a. Employment Status Report (final recommendation).
  2. All other Field Training and Evaluation Process files shall be:
    - a. Maintained in the Departmental Training files by Officer name. Training documentation including DOR, Weekly Reports, Probationary Officer Status Report and Probationary Officer's Manual will be placed in the employee's training file.
    - b. Confidential and shall be reviewed only by persons with a *need to know* upon approval of the Chief of Police.
- B. Field Training and Evaluation Process files of terminated employees consisting of the Daily Observation Reports and the Probationary Officer's Manual shall be sealed/secured and maintained until such time as the statute of limitations for personnel action has expired.

## KENOSHA POLICE DEPARTMENT FIELD TRAINING UNIT ORGANIZATIONAL CHART

