

PITTSFIELD POLICE DEPARTMENT
PROCEDURE

POLICY & PROCEDURE: 26	SUBJECT: Field Training and Evaluation Program	
EFFECTIVE DATE: 01/01/2008	EXPIRATION DATE: Indefinite	
THIS POLICY RESCINDS ANY PREVIOUSLY ISSUED MEMORANDUM, DIRECTIVES, NOTICES, SPECIAL OR GENERAL ORDERS IN CONFLICT WITH THIS POLICY.		
AUTHORIZED BY:	Matthew E. Harshberger Director of Public Safety	
REVISIONS: 12-01-11, 01-01-13, 11-01-15, 06-21-2017		

POLICY:

The Department's Field Training and Evaluation Process is an extension of the law enforcement selection process that combines on-the-job training with objective evaluations to ensure that the standards of a competent law enforcement officer are met. The Field Training and Evaluation Process mission 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 one component of the Department's overall applicant screening process designed to facilitate on-the-job observations and performance assessment.
- B. Establishing a probationer training process and probationary Police Officer appraisal system. The program is designed to provide a valid, job related, Post-Basic Training Academy evaluation of probationary law enforcement officer performance. The process utilizes a standard and systematic approach to the documentation of probationary law enforcement officer performance.
- C. This program provides an appraisal system to measure the effectiveness of the Department's selection and training processes by allowing feedback to the appropriate departments/sections regarding probationary law enforcement officer strengths and weaknesses.
- D. Establishing a program that provides post Basic Academy Training and on-the-job training to probationary law enforcement officers. Field Training Officers serve as role models for Probationary Officers in the development of the knowledge, skills, and abilities needed to perform patrol duties and the practical application of Police Academy materials.

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- E. Establishing career opportunities within the department. The Field Training and Evaluation Program is considered a potential career path within the Police Department. It provides incentive for the demonstration of proficiency in the knowledge, skills, and abilities needed to perform the duties of the Field Training Officer (FTO). The officer gains experience and knowledge that increases leadership, training, and evaluation skills which may enhance future career opportunities.
- F. Establishing a program that provides a system to provide re-training and orientation to sworn officers returning to patrol from extended absences or assignments.
- G. Sworn officers who have been absent from patrol for a period of 365 calendar days or more will be assigned to an FTO for a period of three to five days, depending on when the officer and FTO jointly agree the officer has sufficiently become re-acclimated to patrol duties. This period may be extended at the discretion of the Field Training Commander.
- H. Sworn officers returning to patrol from extended absences will receive re-training and orientation as part of their regularly scheduled patrol duties and as such, will be assigned as part of a 2-officer unit and can be utilized to handle any double car assignments.

PURPOSE:

The purpose of this policy is to outline the mission of the Field Training Unit, the organization of the unit, assignment and scheduling of probationers, and evaluation process.

I. PROCEDURE

- A. Field Training Unit Commander
 - 1. The Field Training Unit Commander (Deputy Chief of Police) shall be responsible for the general control and evaluation of the Field Training and Evaluation Program and shall assume the staff monitoring of all probationary patrol officers for the duration of their probationary employment status.
 - 2. The Field Training Unit Commander shall coordinate, when appropriate, the preparation of a statement of probationary officer development to date and submit it to the Director of Public Safety with a recommendation to retain, recycle, or dismiss the probationary officer. All other Field Training Unit

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personnel and patrol supervisors will be offered the opportunity to provide input in this evaluation.

3. Whenever possible, the Field Training Unit Commander should attend the various Unit meetings to provide/receive first-hand information concerning probationary officer performance and to evaluate the instructional techniques of the Field Training Officers.

B. Field Training Unit Coordinator

1. The Field Training Unit Coordinator (appointed by the Director of Public Safety or his/her designee) has the dual responsibility of shift supervisor and the training and evaluation of recruit officers assigned to each shift. The Coordinator shall be responsible for assisting the Field Training Unit Commander with the general administration and evaluation of the Field Training and Evaluation Program and the staff monitoring of all probationary officers for the duration of their probationary period. The Coordinator should receive training in the supervision of the field training process.
 - a. The Coordinator shall monitor and evaluate the overall development of Recruit Officers during the probationary period for the purpose of ascertaining any deficiencies and resolving them through training and re-training.
 - 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 Probationary Officers, during and after the completion of Field Training and Evaluation Program assignments, to determine and correct any training deficiencies, and may recommend a recycling of a probationary officer for re-training.
 - d. The Coordinator must ensure that the training and evaluation process is properly administered.

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Various sources of information should be utilized to achieve these goals, including (but not limited to) daily observation reports, oral communications with the Field Training Officers, tests, and personal observations of recruit officer performance, to assist in the summary of weekly progress.

- e. The Coordinator shall facilitate the assembly of information relating to a probationary officer's progress to the appropriate/designated department command officers.
- f. During the final month of each officers probationary period, the Coordinator shall prepare a statement of the probationary officer's development and submit it to the Unit Commander with a recommendation to retain, recycle (extend training), or dismiss the officer. All other department supervisors and field training personnel will be offered the opportunity to provide input to assist this final probationary period evaluation.
- g. Whenever possible, the Field Training Coordinator should attend the various training sessions and Field Training Unit Meetings to provide/receive first-hand information concerning recruit officer performance and to allow the opportunity to observe the performance problem-solving techniques of the Field Training Officers.

C. Patrol Shift Supervisor

1. Until the conclusion of the shadow step (refer to section III.F.), the Patrol Shift Supervisor is responsible for completing the "Supervisor's Weekly Training Report" in a timely manner, along with the probationary officer(s) presently assigned to their shift and his/her Field Training Officer.
2. Upon the beginning of Step Five, solo patrol (refer to sections III.F. & III.G.), and for the remainder of the probationary period, monthly reports shall be completed by the shift supervisors and forwarded to the Unit Coordinator. The reports may be requested at more frequent intervals when the Unit Coordinator and/or Unit Commander deem necessary.

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3. Since reports written by the recruit officer also serve to identify deficiencies, especially ones of spelling, grammar, neatness, attention to detail and the general organization of thought, the patrol shift supervisor is responsible for the review of these reports and forwarding to the Field Training Unit Coordinator any areas of concern.
4. The Patrol Shift Supervisor monitors the overall performance and training of recruit officers assigned to their shift to ensure that Field Training and Evaluation program standards are being met.
5. When concerns are identified by the shift supervisor, the shift supervisor may be required to attend the FTO cadre meetings; in order to offer their firsthand knowledge of the probationary officer's progress.

D. Field Training Officer

1. All Field Training Officers shall receive formal FTO training consistent with this program.
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 all posted qualifications of the Pittsfield Township Police Department's Field Training and Evaluation Program guidelines and successfully completes the Field Training Officer selection process.
4. The Field Training Officer has three primary roles to fulfill: that of a police officer assuming full patrol responsibility, that of a trainer and evaluator of recruit officers, and that of the probationary officer's front-line supervisor.
5. Field Training Officers may assist the Police Department in the background investigation and oral interview process for Police Officer candidates. However, the department may choose to contract the background investigations out to another entity.

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6. The Field Training Officer may be released from training and evaluation duties as follows:
 - a. At the request of the Field Training Officer concerned;
 - b. By removal of assignment from patrol duties, but may be returned to the unit upon the officer's return to patrol; at the Field Training Commander's discretion; or
 - c. At the discretion of the Director of Public Safety.

II. ASSIGNMENTS OF RECRUIT OFFICERS

A. Assignments

1. Recruit Officers shall be assigned to the Patrol Division unless otherwise ordered by the Director of Public Safety or his/her designee.
2. Each probationary officer who is assigned to the Patrol Division shall be placed in a Field Training and Evaluation assignment, under the supervision of the Field Training Unit Coordinator and a Field Training Officer as defined in this policy.
 - a. The Field Training assignment shall be predetermined and will be varied only when a recruit officer needs re-training.
 - b. The Field Training Unit Commander may continue the field training assignment of a recruit officer beyond the predetermined time should the need for further training and evaluation be apparent.

B. The Field Training and Evaluation Program shall be divided into the following Phases and Steps:

1. Phase I – Minimum one week (but two weeks when deemed necessary) of in-house orientation, training and proficiency testing/evaluation;
2. Phase II - Steps 1 – 4; and

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3. Phase III - Remainder of Probationary Period.

C. Phase II - Step 1 (24 working days duration)

1. Minimum of 16 working days for structured training and evaluation. The first eight days with the Step One FTO are non-evaluation days.
2. "Working Day" is defined as all training/evaluation days during which the Recruit Officer is assigned to an FTO and completes 50% of the scheduled shift.
3. In order to progress to Step Two, the probationary officer must meet the following requirements:
 - a. Complete a minimum of 24 working days;
 - b. Show progress in scoring; and
 - c. No NRTs (not responding to training).

D. Phase II - Step 2 (17 working days duration)

1. Training and evaluation period.
2. First day is non-evaluation day.
3. In order to progress to Step Three, the probationary officer must meet the following requirements:
 - a. Complete a minimum of 17 working days;
 - b. Show continued progress in scoring; and
 - c. No NRTs.

E. Phase II - Step 3 (17 working days duration)

1. Training and evaluation period.
2. First day is non-evaluation day.

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3. The FTO Coordinator will ensure that any missed or non-certified days are made up and the minimum number of certified days (58) of training and evaluation has been completed.
4. In order to progress to Step 4, the probationary officer must meet the following requirements:
 - a. Complete minimum of 17 working days;
 - b. Show continued progress in scoring;
 - c. No NRTs;
 - d. Must score 4 or better in each category for the last three days of Step Three; and
 - e. Training Task Checklist has been completed and recruit knows the task at a "4" level or greater per undersigning FTO and recruit.
- F. Phase II – Step 4 (Shadow; Four-day period or Eight-day period at the discretion of the Unit Coordinator)
 1. Field Training Officer in plain clothes and probationary officer in uniform.
 2. The Recruit Officer shall "certify" for a solo patrol assignment for this step.
 3. In order to progress to solo patrol, the probationary officer must score a 4 or better in all categories
- G. Phase III – Balance of the probationary employment period
 1. The recruit officer, on Solo Patrol, shall spend a minimum of 80% of their time in patrol shift operations.
 2. The recruit officer shall be assigned to patrol shifts by the Field Training Unit Commander; taking into account advisory information from the Unit Coordinator and cadre members; taking into account the training needs of the probationary officer.

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3. Recruit officer remains on probationary status: Unit Coordinator and shift supervisors complete the "Monthly Evaluation Report" process (or more often when deemed necessary).
4. During the balance of the probationary patrol period the Recruit shall be periodically assigned to an FTO for the purpose of performance review or check-out rides; which may be one or two per month as decided by the FTO Coordinator based on training needs.
5. Non-Evaluation (Limbo) Days may be used throughout the Field Training and Evaluation process for the following reasons:
 - a. For scheduling conflicts that arise, as well as making sure the correct number of working days is achieved in a pay period;
 - b. Transition periods between Field Training Officers and/or the scheduling of training; and/or
 - c. With the FTO's discretion to not count a training day as an evaluation day, due to an interfering event or unusually poor performance by the recruit on that day.

III. EXTENSION OF TRAINING/PERFORMANCE IMPROVEMENT PLANS

- A. The recruit officer's Field Training and Evaluation period, or individual step(s), may be extended upon the recommendation of the Field Training Unit Coordinator and/or Unit Commander and with the approval of the Director of Public Safety. An employee can be extended a maximum of 17 days in one step (Steps 1-3). A probationary cannot be extended during or at the conclusion of the Shadow Step (4), but may be recycled to Step 3.
- B. A Performance Improvement Plan (PIP) may be developed to initiate remedial training in areas where the probationary officer is NRT. The PIP period can be as short as 3 days and as long as 17 days.
- C. An officer will not be allowed to exceed 34 days total by extension and/or PIP periods during Steps One thru Four.

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- D. Additional PIPs during the remainder of the probationary period (Phase III) can be authorized only by the Director of Public Safety or his/her designee after meeting with the Unit Commander and Unit Coordinator.

IV. EVALUATION PROCESS

A. Daily Observation Reports

1. Completed by the FTO each patrol shift, following in-house orientation and training.
2. Scoring will be done on a seven point San Jose/DeWolf scale.
 - a. Standardized Evaluation Guidelines (SEGs) will be used by the FTO and a "4" is considered minimally acceptable.
 - b. A copy will be issued to the recruit officer prior to being evaluated.
 - c. Scores will be assigned using the SEGs and based upon what is acceptable for a solo patrol officer. (i.e. not based upon the recruit's current ability in relation to his/her current inexperience).

B. Weekly Evaluation Reports

1. Completed by the FTO's commanding officer or the designated Field Training Coordinator for each training and evaluation period (i.e. 40 hour period).

C. Recruit Self Evaluation

1. Completed by the Recruit at the completion of Steps 1, 2, 3, 4, and periodically (when requested) in Phase III, detailing his/her estimate of their performance strengths and weaknesses.

D. Evaluation of Field Training Officer and Program

1. Shall be completed by the Recruit Officer at the end of their probationary period.

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2. Shall be conducted by the Field Training Commander or Coordinator at periodic intervals.

E. Written Examinations/Homework

1. Recruit officers may complete written examinations during the Field Training and Evaluation period; 70% will be required as a passing grade for all written examinations.
2. Homework assignments may be given to probationary officers by their current FTO or the Field Training Coordinator as deemed necessary. Assignments will be required to be turned in prior to briefing at the next scheduled shift.

F. Monthly Evaluation Report

1. Shall be completed by the Primary Shift Supervisor with collaborative assistance from the Field Training Coordinator.
2. Shall be the responsibility of the recruit officer to ensure it is completed in a timely manner (within a week of the month being completed).
3. The Monthly Evaluation Reports will be reviewed by the Field Training Coordinator and Commander and made available to the Field Training Cadre for review and discussion at cadre meetings.
4. The Field Training Coordinator shall facilitate an evaluation of the recruit officer's Steps 1 – 4 performance and forward same to the Field Training Commander for review and submittal to the Director of Public Safety.

V. EMPLOYMENT CONFIRMATION BOARD

A. Shall consist of:

1. Director of Public Safety;
2. Field Training Unit Commander;
3. Field Training Unit Coordinator;

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4. Primary Patrol Supervisor; and
 5. Field Training Officer.
- B. Board Action
1. Required to advance recruit from Field Training stage to solo performance.
 2. To recommend an extension of the probationary period.
 3. Required to advance Recruit Officer from probationary status to permanent status.
 4. The Board may select Field Training Officers.

VI. SELECTION PROCESS FOR 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 Board on the approved application form(s).
- C. Field Training Officer minimum qualifications
 1. Two-year employment as a sworn officer within the Pittsfield Township Police Department.
 2. Acceptable Departmental performance evaluations.
- D. A selection board composed of members of the Confirmation Board will assess all qualified candidates. The FTO candidate must successfully attain a passing assessment. The Director of Public Safety, or his/her Designee, will make the final Field Training Officer selection.

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VII. EMPLOYMENT STATUS PROCESS

- A. At any time during the probationary period a Recruit is not performing at a satisfactory level, a recommendation for termination may be initiated.
- 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 report and forward it via the chain of command to the Director of Public Safety with recommendation.
- C. The Director of Public Safety will make the administrative decision regarding the requested dismissal.
 - 1. If the Director of Public Safety concurs with the recommendation, the Recruit may be administratively relieved of duty by the Field Training Commander (or designee) and scheduled for an Employment Status Hearing.
 - 2. The Director of Public Safety shall preside over the Employment Status Hearing at which the Field Training Commander and Coordinator shall present the reason for the termination recommendation, and the Recruit shall be afforded an opportunity to respond to the Field Training Unit's Report of Recommendation.
- D. The Director of Public Safety, or his/her designee, shall make the final decision regarding dismissal.

VIII. DISPOSITION OF FIELD TRAINING EVALUATIONS

- A. Upon completion of Employment Status Board action, the Recruit Officer's Field Training and Evaluation Program reports will be filed as follows:
 - 1. Department personnel file
 - 2. Employment Status Board Action Report

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- a. All other Field Training and Evaluation Program files
3. Shall be maintained in the Department Training files, filed by the Officer's name.
4. Field Training and Evaluation Program files are confidential and shall be reviewed only by persons with a "need to know" upon approval of the Director of Public Safety.

IX. ACCELERATED FTO PROGRAM/LATERAL RECRUIT OFFICERS

- A. Certified trainee officers with previous experience may be, in certain instances, accelerated through a training phase. The trainee will always start in the limbo stage of the process and must proceed through, successfully completing at an acceptable level, every phase of the program. The decision to accelerate a trainee through a phase of the program will be evaluated on a case by case basis with consideration given to the demonstrated proficiency of the trainee, the input from the FTO, recommendations by the Field Training Coordinator and Field Training Unit Commander, and concurrence by the Director of Public Safety.
- B. In cases where accelerated steps are utilized, probationary officers may complete the shadow phase with someone other than the Step One FTO; but only with the approval of the FTO Training Unit Commander and Coordinator.
- C. It is recognized that accelerated steps may not be feasible in all cases; but is allowable for lateral hires who are meeting the required performance standards and do not present with any training issues that should be addressed further; prior to assignment to solo patrol.

X. UNIFORMS

Probationary Officers shall not wear uniforms when off-duty. This shall include driving to and from work. When driving to court from home, probationary officers shall have uniform shirts covered with another garment.

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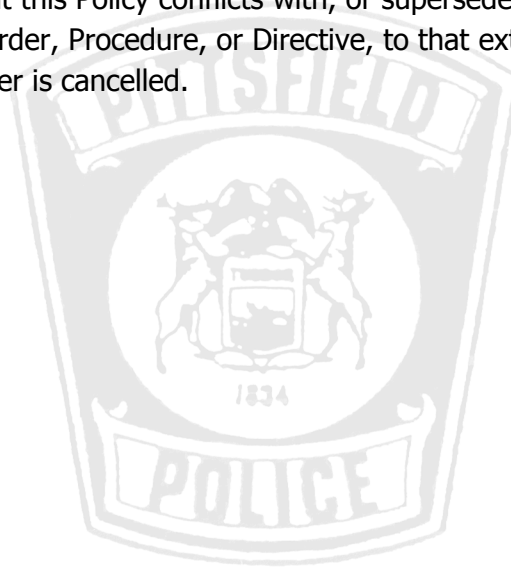
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XI. FRATERNIZATION

Probationary Officers shall not fraternize with their superior officers while off-duty. Superior officers include command of all ranks and Field Training Officers. It shall be the probationary officer's responsibility to avoid these situations.

XII. REVISION RESPONSIBILITY

- A. Responsibility for the continuous updating and revision of this Order lies with the Director of Public Safety. Continuous shall mean when necessary or when mandated by law.
- B. In the event that this Policy conflicts with, or supersedes, any previous Departmental Order, Procedure, or Directive, to that extent, the conflicting or superseded Order is cancelled.



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