

BERKELEY POLICE DEPARTMENT

DATE ISSUED: April 18, 2010

GENERAL ORDER F-3

SUBJECT: FIELD TRAINING PROGRAM

PURPOSE

- 1 - The purpose of this Order is to outline procedures for training, monitoring, and evaluating new sworn officers, as well as those returning to Patrol Division after an extended absence.

POLICY

- 2 - All police officers, whether newly hired or returning to duty after a prolonged absence, shall successfully complete the Field Training Program (hereafter "Program") prior to working without immediate supervision.

PROCEDURES

General

- 3 - Unless otherwise approved by the Chief of Police, all sworn officers assigned to the Program shall participate in a full training Program, as described in paragraph 6 of this Order.
 - (a) Lateral officers with prior police experience may be accelerated in and be allowed early completion of the Program according to their individual performance.
 - (1) All training material in the Program training manual shall be completed by the lateral officer and signed off by Field Training Officers prior to his/her accelerated completion of the Program.
 - (b) Lateral officers without prior experience (i.e., police academy graduates) shall complete the entire Program.
- 4 - All officers returning to this Department after an authorized leave of absence, injury leave, military leave, or other extended absence of one (1) year or more, shall be assigned to and successfully complete a Program approved by the Patrol Division Captain.
 - (a) Program training shall minimally consist of:
 - (1) A one (1) week update on policy, patrol procedure, and equipment changes; and,
 - (2) A one (1) week final evaluation period to confirm solo officer status.
 - (3) If more training is deemed necessary by Program staff, the returning officer's time in the Program will be extended.

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- 5 - The Field Training Program Lieutenant, or his/her designee, shall meet with officers returning to Patrol Division from other special or temporary duty assignments to determine if training is needed to reacquaint the officer with policies and procedures.
- (a) An officer may receive training from a Patrol sergeant or he/she may be assigned to a Field Training Officer (FTO) for refresher training, as needed.
 - (b) The amount of training will be dependent upon the length of time the officer has been absent from Patrol and his/her familiarity with current procedures.

Field Training Program Structure

- 6 - The Program shall be administered over a prescribed period and consist of employee orientation, three phases of training, and final evaluation period provided by Field Training Officers.
- (a) Orientation shall be two (2) weeks in length and cover specified learning domains presented in the Program training manual.
 - (1) The FTO shall show the recruit important locations within the Department and region, introduce him/her to co-workers and other city employees, and familiarize him/her with important policies and procedures he/she will be expected to know prior to working in the field.
 - (2) No formal evaluation takes place during Orientation Phase.
 - (b) Phase 1 shall be scheduled for four (4) weeks and cover specified learning domains presented in the Program training manual.
 - (1) Phase 1 shall be focused on training, with the recruit expected to perform at about 25% – 40% of workload activity expected of a solo officer.
 - (i) “Workload activity” includes in-field activity such as victim and witness interviews, suspect contacts, report writing, and operational decision-making.
 - (2) The formal evaluation process will begin and daily feedback on performance shall be provided to the recruit.
 - (c) Phase 2 shall be scheduled for four (4) weeks and cover specified learning domains presented in the Program training manual.

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- (1) Phase 2 shall be focused on training, with the recruit expected to perform at about 40% – 75% of workload activity expected of a solo officer.
- (2) Daily performance evaluation and feedback shall continue through this training phase.
- (d) Phase 3 shall be scheduled for four (4) weeks and cover specified learning domains presented in the Program training manual.
 - (1) The recruit shall perform most of the daily tasks and assignments during this training phase, with workload increasing to 100% police activity expected of a solo officer prior to progression to Final Evaluation.
 - (2) Daily performance evaluation and feedback shall continue through this training phase.
- (e) Final Evaluation: shall be scheduled for two (2) weeks, and conducted to allow the recruit to demonstrate he/she can function at the level of “solo officer”, as defined in the Program training manual.
 - (1) An FTO, in plain clothing, shall supervise the recruit during Final Evaluation.
 - (i) The FTO shall not intervene in the activities of the recruit in Final Evaluation unless necessary for officer or public safety, or required with respect to law or policy.
 - (2) Daily evaluations shall not be prepared and feedback should be limited to input intended to clarify or resolve issues related to the recruit’s application of law, policy or procedure, or to emphasize important training opportunities.
 - (i) Unless otherwise directed by Program staff, the FTO will only prepare an End of Phase report to document the recruit’s performance during Final Evaluation.
 - (3) Final Evaluation may be terminated at any time by the Program Lieutenant and the recruit returned to a supervised training phase should the recruit require further training to reach solo officer status.

Performance Issue Management

- 7 - A recruit who is not meeting the minimum performance standards required to progress to the next Program phase may be extended within the current training phase.

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- (a) Phase extension may be allowed by the Program Lieutenant upon the recommendation of the recruit's assigned FTO and Field Training Sergeant, and only as long as the recruit continues to show improvement in the areas of substandard performance.
- 8 - In the event a recruit's performance is below minimum standard and he/she is no longer deemed responsive to training, the assigned Field Training Sergeant may propose instituting a Performance Improvement Contract.
- (a) A Performance Improvement Contract may be initiated upon the recommendation of the Field Training Sergeant and approval of the Program Lieutenant.
 - (b) The Performance Improvement Contract shall describe the following terms for completion:
 - (1) A specific period of time (usually 2-4 weeks) in which the recruit's performance shall improve to expected standards;
 - (2) Define all deficiencies and steps taken prior to the Performance Contract to improve them;
 - (3) Outline the minimum level of performance, and steps to be taken in order to reach that level, expected by the end of the Contract in order to continue in the Program; and,
 - (4) A warning that failure to accomplish the terms of the Contract may result in termination from the Program.

Field Training Program, Removal from Program

- 9 - Upon failure of a recruit to satisfactorily complete his or her performance contract, and when further retraining is deemed unlikely to improve performance, the Field Training Sergeant shall prepare and submit to the Program Lieutenant a written recommendation of termination.
- (a) The recommendation memorandum shall include descriptions of: the pattern of below-minimum performance; all efforts employed to provide training; and the failure of the recruit to satisfactorily respond to training and demonstrate improvement.
 - (b) If applicable, the Field Training Sergeant shall attach a copy of the Performance Contract and other relevant documents to the recommendation memorandum.
- 10 - The Program Lieutenant shall review the recommendation package, add his/her comments, and forward the package to the Patrol Division Captain.

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- (a) Prior to forwarding the package to the Patrol Division Captain, the Program Lieutenant should meet with the recruit, inform him/her of the recommendation to terminate his/her participation in the Program.
 - (1) With prior approval of the Patrol Division Captain and Chief of Police, the Program Lieutenant may discuss with and present the recruit the opportunity to resign in lieu of possible termination from employment.
- 11 - The Patrol Division Captain shall review the recommendation package, add his/her comments, and forward the package to the Chief of Police for review and final disposition.

Field Training Program Staff

- 12 - Field Training Lieutenant: Responsible for Program management and performance of related duties assigned by the Patrol Division Captain, which may include, but are not limited to:
 - (a) Act as the departmental liaison with the Commission on Police Officer Standards and Training (POST) for Program compliance issues.
 - (b) Review and final sign-off of completed recruit training files.
 - (c) Maintain and secure all Field Training Program files.
 - (d) Direct supervision of all Field Training Sergeants.
 - (e) The coordination of all POST-mandated training for field training personnel.
 - (f) Maintain a current roster of available Field Training Officers, sufficient to address the projected training needs of the department.
- 13 - Field Training Sergeant: Responsible for general Program supervision duties and related assignments as directed by the Program Lieutenant, which may include, but are not limited to:
 - (a) The direct supervision of Field Training Officers.
 - (b) Evaluation of Field Training Officer performance.
 - (c) Maintenance of schedule board outlining FTO/recruit assignments.
 - (d) The review of all Daily Observation Reports and Daily Training Notes.
 - (e) Assist FTO's in formulating remedial training to address needs as they surface in review of Daily Observation Reports above.

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- (f) The preparation and assembly of the recruit's training file, sign off for completeness, and submission to the Program Lieutenant at the time of the recruit's completion of the Program.
 - (g) Scheduling of FTO and recruit officers to phase training.
 - (h) Act as a liaison with Personnel and Training, which may include attending academy graduations, scheduling training, or any task required to assist the recruit in his/her transition from the academy to the Program.
- 14 - Field Training Officer: Responsible for primary training of recruits and duties assigned by the Field Training Sergeants, which may include, but are not limited to:
- (a) The direct supervision of any assigned recruit.
 - (b) The review and sign-off on all reports and other official documents prepared by the recruit.
 - (c) The completion of Daily Observation Reports and Daily Training Notes for each day of training, and submission of those reports to the assigned Field Training Sergeant at the end of each duty shift.
 - (d) The timely completion of End of Phase reports prior to passing a recruit on to the next training phase.
 - (e) The completion of recruit's Field Training Manual for assigned training phase prior to his/her progression to the next FTO.
 - (f) The planning of and implementation of specialized remedial training for a recruit when deficiencies in performance are noted and result in a below-minimum rating.
 - (g) Participate in the selection process for Field Training Officers.
 - (h) Coordinate with the Program Lieutenant on any matter or action that will affect the Program.
 - (i) The preparation of memorandums or other documentation regarding recruit performance as requested by a Field Training Sergeant.

Field Training Program Staff, Appointment

- 15 - The Field Training Lieutenant shall be a Patrol Division Lieutenant appointed by the Patrol Division Captain, and approved by the Chief of Police.

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- 16 - Field Training Sergeants shall be appointed by the Patrol Division Captain upon recommendation of the Field Training Lieutenant and approval of the Chief of Police.
- (a) Applicants for Field Training Sergeant must meet the following minimum criteria in order to be eligible.
 - (1) Completion of his/her promotional probation period.
 - (2) Is currently assigned to a Patrol Division team, or returning to Patrol Division by the start of the timesheet following appointment to the Program.
 - (3) Agree to remain in Patrol Division for at least one (1) year after appointment to the Program.
 - (4) Meet or exceed requirements in all areas of most recent performance evaluation.
 - (5) Demonstrate a positive attitude, professional appearance, and good interpersonal skills as demonstrated in daily interactions with subordinates, co-workers, supervisors, and the public.
 - (6) Have no sustained personnel complaint that would undermine the applicant's credibility to the point where supervising, teaching, and/or being a positive role model is impaired.
- 17 - An officer who meets the following minimum eligibility criteria may be appointed to the Program as a Field Training Officer upon recommendation of the Patrol Division Captain and approval of the Chief of Police:
- (a) Completion of his/her two (2) year probationary period.
 - (1) The second year of the probationary requirement may be waived by the Chief of Police for officers with a minimum of two (2) years prior police experience.
 - (b) Be currently assigned to a Patrol Division team or be returning to Patrol Division at the end of the current timesheet.
 - (c) Agree to remain in Patrol Division for one (1) year after appointment.
 - (d) Meet or exceed requirements in all areas of his/her most recent performance evaluation.
 - (e) Have no sustained personnel complaint that would undermine the applicant's credibility to the point where supervising, teaching and/or being a positive role model is impaired.

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(f) Possess a positive attitude, professional personal appearance, and good interpersonal skills as demonstrated in daily interactions with co-workers, supervisors, and the public.

18 - The process of application for the positions of Field Training Sergeant and Field Training Officer shall adhere to the procedures set forth in General Order P-15.

Field Training Program and Staff, Performance Evaluation

19 - The Field Training Program shall be evaluated by each recruit within one timesheet following his/her successful completion of the Program.

(a) This evaluation shall be submitted on an approved form provided and only address Program-related issues.

(b) This evaluation shall be retained by the Program Lieutenant and used to identify training needs and/or the overall Program effectiveness.

20 - Field Training Sergeants shall be evaluated annually by the Program Lieutenant as a component of the sergeants' annual departmental performance evaluation.

(a) The Program Lieutenant's evaluation shall be prepared and submitted for employee review as a written attachment to the employee's annual performance evaluation package.

21 - Field Training Officers shall be evaluated annually by the Field Training Sergeants, and periodically by the recruits whom they instruct in the course of the Program.

(a) A Field Training Sergeant assigned by the Program Lieutenant shall be responsible for preparing and submitting for employee review a written attachment to the employee's annual performance evaluation package.

(b) Recruits shall submit a written evaluation of their FTO's performance as a Program instructor within one timesheet of Program completion.

(1) FTO evaluation by a recruit shall be submitted at the same time as, but distinct from, the recruit's Program evaluation.

(2) FTO evaluation by a recruit shall be deemed a confidential supervisory record administered by the recruit's Field Training Sergeant.

(i) Evaluations of FTO performance submitted by recruits shall be used by Program staff to identify trends and training needs, and maintained in a secure temporary file to support the annual supervisor-subordinate evaluation process.

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- (ii) Unless required as part of an official disciplinary process, periodic FTO evaluations by recruits shall not be retained in the FTO's personnel file.
- 22 - Recruits participating in the Program shall be evaluated by assigned FTOs and a Field Training Sergeant as required by Program structure and General Order P-28.
 - (a) The assigned FTO shall prepare a Daily Observation Report, share its contents with the recruit, and submit the signed original for review by the assigned Field Training Sergeant after each day of training.
 - (b) The assigned FTO shall prepare an End Of Phase Report for review by the assigned Field Training Sergeant prior to the beginning of the recruit's next scheduled training phase.
 - (c) The assigned Field Training Sergeant shall complete required departmental Performance Evaluation Forms, share their contents with the recruit, and submit signed originals for administrative review via the chain of command (ref. General Order P-28.)

Field Training Program Staff, Status Change or Removal from Program

- 23 - Field Training Sergeants and/or Field Training Officers may voluntarily leave the Program by resignation or upon an approved request for transfer to "inactive" status.
 - (a) The notice of resignation or request for transfer to "inactive" status shall be submitted in writing by the requesting sergeant or officer to the Field Training Lieutenant.
 - (b) A request for transfer to "inactive" status shall include the period of anticipated inactivity and, if known, the date of return to active service with the Program.
 - (c) A request for transfer to "inactive" status shall not be effective until expressly approved by the Patrol Division Captain.
- 24 - A Program staff member (i.e., lieutenant, sergeant or officer) may be involuntarily transferred to an "inactive" status by the Patrol Division Captain in the following circumstances:
 - (a) Failure to meet any of the minimum qualification criteria outlined in this Order.
 - (b) Failure to perform the duties of the member's position as outlined in this Order, or as may be assigned by the Program's chain of command.

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- (c) Failure to meet acceptable standards of individual performance in his/her primary duty assignment.
 - (d) If the member is the subject employee of a personnel complaint investigation and, due to the nature of the alleged misconduct, the integrity of the Program or the member's service could be impugned.
- 25 - A Program staff member shall remain in an "inactive" status, when directed pursuant to paragraph 24 of this Order, until the circumstances causing the temporary status change have been resolved.
- 26 - A Program staff member who has been transferred to "inactive" status shall not perform any action, duty or responsibility associated with the Program unless expressly authorized by the Patrol Division Captain or Chief of Police.
- 27 - A Program staff member may be removed from the Program by the Chief of Police only for cause and as a disposition of a sustained disciplinary investigation.

Program Staff, Mandatory Training

- 28 - Newly appointed Field Training Officers shall successfully complete a 40 hour Field Officer Training course, certified by the Commission on Police Officer Standards and Training (POST), prior to being assigned an officer for training.
- 29 - Field Training Officers who have been inactive with the Program for three (3) or more years must complete a 24-hour Field Training Officer update course certified by POST prior to being assigned an officer for training.
- 30 - Field Training Officers shall be provided and successfully complete 24 hours of update training, either a POST-certified class or other approved program(s), every three (3) years.
- 31 - Newly appointed Field Training Lieutenants and Sergeants shall successfully complete a POST-certified Field Training Manager course within twelve (12) months of appointment to the Program.

References: General Orders P-15, P-26 and P-28
P.O.S.T. Administrative Manual
P.O.S.T. Field Training Program Guide