

Big Three Coaching Questions

- 1) What did YOU do correctly or approximately correct?
- 2) What would WE do differently if we had the opportunity to repeat this?
- 3) Why should WE be concerned about this?

Corrective Action Necessary

Meets Standards: No – *Corrective Action Necessary* notations will be entered on the *Daily Observation Report* if your performance execution is inconsistent with the *Uniform Method of Task Execution*. Your Field Training Officer will work with you to assist you in taking the corrective action with additional training and performance coaching assistance.

Daily Training Plan

You and your Field Training Officer will debrief at the close of each shift and collaboratively agree upon any additional training and coaching planned for the next scheduled Step I – III Training Day.

Daily Training Plan focuses upon:

- 1) Any area(s) of *Daily Observation Report* performance which ***Meets Standards: No***, and
- 2) Identify upcoming *Training Task(s)* from the *Probationary Officer Manual* that have not been completed (e.g., trained/certified) and
- 3) Address any area(s) of previous training and coaching that require review.

The *Daily Training Plan* is a *Contract for Learning* agreement that identifies areas to be addressed during the next assigned duty day as time permits. It is your responsibility to complete the necessary between-shift study – review. The Field Training Officers will assist you in certifying the *Training Tasks* during regularly assigned duty days.

Directed Coaching Protocols

You will likely have to handle high-risk, in-progress events without signing off on the Training Task. In this event, your Field Training Officer will immediately articulate:

Listen to me very carefully.

NO questions at this time!

Actively listen to what your Field Training Officer is directing you to do.

Your Field Training Officer will specifically tell you what to do and when.

You must remain within your Field Training Officer's line of sight and hearing.

If time permits while responding, your Field Training Officer will ask you:

Is this clear? Ensure you fully understand what must be done and provide further clarification.

Remember, the last directive given is the first order followed.

Discretionary Override

Your Field Training Officer must immediately assume call/incident handling whenever any of the following conditions occur:

1. You are about to or have committed an unlawful act such as violation of the *Exclusionary Rule*, including false arrest/detainment or
2. You are about to or have compromised public or Officer Safety or
3. You are about to or have compromised service delivery/call handling or
4. You are uncertain what to do or how to do it.

Your Field Training Officer will execute a *Take Over Technique* where the physical and verbal contact focuses on persons other than yourself. Simply allow your Field Training Officer to handle the call/incident by taking the *cover position*. Your Field Training Officer may *hand back* the call/incident handling if you non-verbally indicate that you can resume the contact to disposition.

You may non-verbally request a *Flip Over* for a Field Training Officer *Take Over* whenever you are uncertain what to do once contact has been made with the call/individual(s). The Field Training Officer may *hand back* the call/incident if you non-verbally indicate that you can resume the contact to disposition.

You will never be humiliated or belittled by your Field Training Officer.

Daily Observation Report

The *Daily Observation Report* (DOR) is a performance assessment and debriefing tool that the Field Training Officers will utilize to formally record and report your on-the-job performance and any additional training and coaching completed during the shift.

At the close of each shift, you and your Field Training Officer will examine and collaboratively agree upon the overall performance assessment by comparing:

1. Your performance in comparison with how you were trained (e.g., *Uniform Method of Task Execution* on the applicable *Training Tasks*) and
2. How does your performance compare with the criterion in the applicable *Standard Evaluation Guidelines*?

There are no secrets in the Field Training and Evaluation Process. The objective is to ensure you always know where you stand regarding formal performance assessment and what additional training is necessary to take corrective action to meet acceptable performance standards.

You are required to sign and date each *Daily Observation Report*. Your signature indicates that you and your Field Training Officer thoroughly discussed the performance assessment at the close of the shift.

Extension of Training

You and your Field Training Officers will meet regularly with the Field Training Shift Supervisor to review your progress during the Field Training and Evaluation Process. Additional days/weeks of training and evaluation can be scheduled when:

- 1) You and your Field Training Officer have not completed and signed off on all *Training Tasks* within the current Field Training and Evaluation Process Step due to heavy call-for-service volume, etc., or
- 2) You are experiencing *difficulty (Not Responding to Training)*, requiring additional resources to take corrective action.

No stigma is attached to a Probationer granted an *Extension of Training*. You should view the extension if it occurs as if you have been placed in a Field Training and Evaluation Process holding pattern for a short time. The *Extension of Training* is an opportunity for you and the Department's Field Training Unit to assist you further in getting your performance back on track and within *Meets Standards: Yes* performance criteria.

Not Responding to Training

When additional training and coaching assistance has been provided but you can still not perform at a *Meets Standards: Yes* assessment, *Not Responding to Training (NRT)* will be made in the corresponding performance assessment category on the front side of the *Daily Observation Report*.

An *NRT* is an indication that a performance problem exists which requires *Correction Action Necessary*. Your FTO will work with you to diagnose the exact extent of the performance problem and assist you in taking the necessary corrective action.

On-going *Not Responding to Training (NRT)*, despite additional training and coaching, indicates a performance problem that can potentially jeopardize your continued employment. Failure to eliminate the area(s) of *Not Responding to Training (NRT)* may result in a Field Training Unit recommendation for an *Employment Status Review* to reassess your continued employment.

On-Board Navigator

Mastering the jurisdiction is not an option. Your Field Training Officer will discuss and demonstrate the *On-Board Navigator* protocols, and you shall serve as the passenger seat navigator commencing on the second duty day of Step I at the Field Training Officer's direction.

You can utilize your *street directories* and Map Overlays to assist you in directing the Field Training Officer to the target location. You may request Telecommunicator Assistance or utilize the on-board Global Position Satellite (GPS) whenever a response delay could compromise public or officer safety. *On-board Navigator* protocols are as follows and continue until target location arrival:

- 6) Articulate the patrol vehicle's current location by identifying and articulating the current location (street/highway) and
- 6) Identify and articulate precise block numbers or closest mile markers and
- 6) Determine and articulate the geographic direction of travel and,
- 6) Anticipate and articulate upcoming major cross streets and intersections, entrance/exit ramps, and
- 6) Direct the Field Training Officer on any upcoming turns (e.g., right/left) and
- 6) Resume *On-Board Navigator* protocols 1 – 5 (above) until arrival at the target location.

Special attention: The Probationer shall articulate the location/timing for deactivation of emergency equipment (e.g., siren tones) to neutralize *siren wash* when approaching in-progress crimes or any situation where emergency equipment could compromise officer safety and to ensure maximum stealth approach (e.g., cover/concealment).

Open Communication

The Field Training and Evaluation Process is an open and frank discussion between you, the Field Training Officers, and the Department's Command and Supervisory personnel.

It is your responsibility to take full ownership and understanding of the consequences of your behavior and to seek clarification, so ask questions when in doubt! Before requesting a meeting with the Field Training Shift Supervisor, you must discuss any aspects of your performance assessment with your Field Training Officers. There are no hidden agendas in the Field Training and Evaluation Process; accordingly, your FTO will be present for any discussions regarding your performance.

You may request a meeting with the Field Training Coordinator or Commander if the meeting with the Field Training Officer and Field Training Shift Supervisor does not resolve the issue(s).

Standard Evaluation Guidelines

The Field Training and Evaluation Process utilizes ten (10) performance assessment categories to report on-the-job proficiency. Each of the behaviorally anchored *Standard Evaluation Guidelines* (SEGs) denotes performance as follows:

- *Exceeds Standards (Consistently Meets Standards: Yes)*
- *Meets Standards: Yes*
- *Meets Standards: No — Corrective Action Necessary*

You must thoroughly learn the assessment performance criterion.

Keep your performance in perspective. The Field Training Officers will work with you to take the necessary corrective action when your performance *Meets Standards: NO*. Be patient. You will learn from your mistakes. Remember, it is not where you start; it is where you finish in the Field Training and Evaluation Process.

Self-Initiated Field Activity

Self-initiated field activity is the *learned ability* to anticipate and act on a wide variety of issues that require ongoing daily law enforcement attention to ensure the public's safety.

The sources of Self-Initiated Field Activity are as diverse as actively following up on information provided at roll call/briefing such as wanted persons, parole notifications, be-on-the-lookouts to the utilization of the *Map Overlays* to target high crime areas (*Location Oriented Patrol*), and target high-frequency crash areas for selective enforcement as well as management of Level III Sex Offenders released back to the community (*Perpetrator Oriented Patrol*). Your Field Training Officer will assist you in developing a proactive *Patrol Plan* for the next scheduled day; this will address the following questions:

- 1) Where should we be physically patrolling in the assigned area when not handling calls-for-service and
- 2) What are the Location- or Perpetrator-oriented Patrol targets?
- 3) Should we execute *visible patrol presence* or *grab cover for eyes-on-view*?

Self-Initiated Field Activity is not a statistically based equation. It is an objective discussion between you, your Field Training Officer, and your Patrol Team Supervisor on the variety and diversity of your self-initiated activities. Your Field Training Officer will assist in ensuring the focus is on the quality (variety and diversity) of your Self-Initiated Field Activity to include (for example only) the number of suspicious persons – known offender contacts you initiate, how many double-back property checks and merchant contacts in commercial high crime areas you are effecting, follow-ups with crime victims, etc.

Seven Steps of the Instructional Process

1. The Field Training Officer explicitly tells the Probationer what's going to be trained and,
2. The Field Training Officer demonstrates (half-speed) and simultaneously describes the *Uniform Method of Task Execution* and,
3. The Field Training Officer asks the Probationer: *Is this clear?* A *NO* response requires the Field Training Officer to repeat #1 and #2. The Probationer can wholly and logically articulate the *Training Task Uniform Method of Task Execution* and,
4. The Probationer demonstrates (half-speed) and simultaneously verbalizes the *Uniform Method of Task* execution while the Field Training Officer,
5. The Field Training Officer observes the Probationer execute the *Training Task* (without interruption) and then,
6. The Field Training Officer debriefs with the Probationer.

Note: You will utilize the *Six Steps of the Instructional Process* whenever you train your Field Training Officer by using the *Role Reversal* (R/R) instructional tool.

Six Steps of the Instructional Process (Role Reversal)

The Probationer will utilize the *Six Steps of the Instructional Process* whenever directed to train your Field Training Officer by using the *Role Reversal* (R/R) instructional tool.

1. The Probationer explicitly tells the Field Training Officer what's going to be done and
2. The F T O demonstrates (half-speed) and simultaneously describes what's trained and,
3. The Probationer asks the F T O: *Is this clear?* If the F T O responds with *NO*, the Probationer repeats #1 and #2, the F T O can wholly and logically articulate the *Training Task Uniform Method of Task Execution* and
4. The Field Training Officer demonstrates (half-speed) and simultaneously verbalizes the training.
5. The Probationer observes the Field Training Officer execute the *Training Task* (without interruption) and then,
6. The Field Training Officer and Probationer debrief.

Field Training Step Advancement

The Field Training and Evaluation Process consists of four Steps. You will work with a Field Training Officer during patrol assignments.

During Steps I – III, you and your Field Training Officer shall collaborate to ensure you master and certify the *Training Tasks* required for solo patrol entrustment. On-the-job performance will also be documented on the *Daily Observation Report*.

Your Step Advancement shall be a collaborative recommendation between your Field Training Officer and Patrol Shift Supervisor to the Field Training Unit Commander and shall reflect the following requirements:

- You have completed and satisfactorily certified each Training Task for the assigned Step. *Training Tasks* must be certified to advance to Step IV for solo patrol certification.
- Your performance in the Standard Evaluation Guideline areas on the *Daily Observation Report* is at *Meets Standards: Yes* or above.
- Any areas of *Corrective Action Necessary* have been eliminated.
- There are no *Not Responding to Training* areas on the *Daily Observation Report*.

During Step IV, you shall assume 100% of the Primary Contact Officer's responsibilities, and your Field Training Officer shall observe your call/incident handling in *soft clothes* from the cover position. Your Advancement to Step V shall be a collaborative recommendation between your Field Training Officers and Patrol Shift Supervisor to the Field Training Unit Commander.

Step V represents the balance of the Probationary Employment Period. You shall be periodically assigned to work with a *Scaffold Field Training Officer* during this period. Your Advancement to Non-Probationary Employment status shall be a collaborative recommendation between your

Field Training Officers and Patrol Shift Supervisors to the Field Training Unit Commander and Chief Law Enforcement Executive for continued employment.

Training Tasks

You and your Field Training Officer will utilize the logically ordered *Training Tasks* located within the *Probationary Officer Manual* to facilitate your accomplishment of the solo patrol entrustment objective.

The *Training Tasks* specify:

- The **Purpose** of the *Training Task* ensures that you fully comprehend the instructional objectives specific to the area of instruction.
- **Related Training Tasks**: a brief list of the most relevant *Training Tasks* already trained and certified to allow you to identify and review the *Training Tasks* that serve as a logical foundation for the current *Training Task's* knowledge/skill requirements.
- **Reference** includes a) the portions of the State's Basic Police Training Curriculum content most pertinent to the *Training Task* instructed, b) any applicable statutes/ordinances/codes, appellate court decisions, and c) Agency Policy and Procedure pertinent to the Task.

The *Uniform Method of Execution* portion of the *Training Tasks* allows you to see precisely what the Field Training Officer will be training.

You are responsible for thoroughly reviewing any *Training Task* you and your Field Training Officer will execute for the upcoming duty day. You and your Field Training Officer will formally discuss forthcoming training and note it on the next duty day *Daily Training Plan*. You shall be certified as *Training Task* proficient when you consistently execute the *Uniform Method of Task Execution* during actual calls/assignments or *role-playing* exercises.

Tactical Response Role Play Protocols

All Tactical Response Role-Plays (T/RP) commence with a comprehensive review and your verbal acknowledgment of the *Liability Reduction Protocols*:

1. Absolutely no activation of any emergency equipment (e.g., lights/sirens), and
2. No patrol vehicle speeds over the posted limit and
3. Total compliance with all traffic signs and signals, and
4. There is no tactical display of any weapons.

The Patrol Plan

Whenever possible, you and your Field Training Officer will develop a comprehensive Patrol Plan to identify and target hot-spot areas requiring extra patrol (e.g., burglary/ robbery locations), follow-up contact (e.g., crime victims), and enhanced traffic enforcement (e.g., high crash areas).

The Patrol Plan will be time-framed from the beginning to the close of the shift to correspond with optimal time frames to address problem-oriented patrol areas proactively.

The Patrol Plan assists the Probationer to become proactive by addressing three areas of focus:

- 1) Where should I be to focus on Location-Perpetrator Oriented targets?
- 2) What are the specific targets?
- 3) Should I execute visible patrol presence or grab cover (for invisibility)?