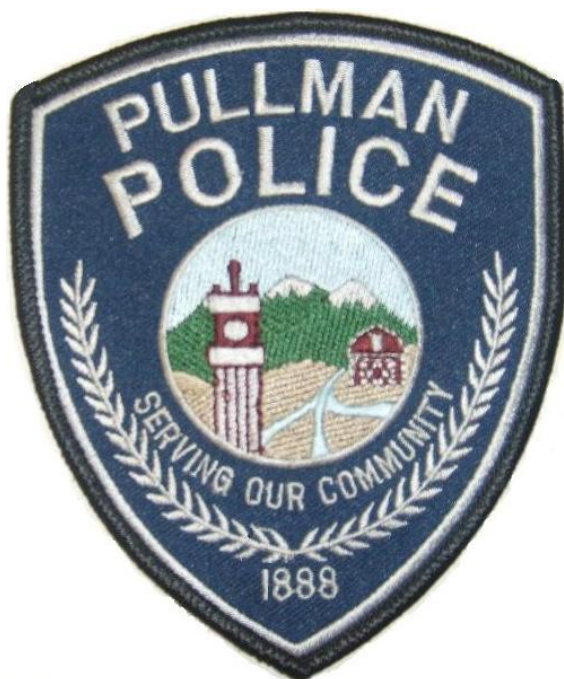




# PULLMAN POLICE DEPARTMENT

Field Training Program

## Introduction to the Field Training Program





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### INTRODUCTION

You are entering the first major phase of your training as a trainee officer. You will be assigned to Patrol where you will receive 15 weeks of intense field training under the direct supervision of a Field Training Officer (F.T.O.).

If you are a lateral officer, you will experience the same 15 weeks of intense training. Your training will prepare you to take the Washington State Equivalency if so required.

The Field Training and Evaluation Program (often referred to as the F.T.O. Program) is based off a nationally recognized training program. It is designed to help the recruit officer make the transition from the classroom environment of the Basic Law Enforcement Academy to the practical application of skills in actual on duty situations. Your F.T.O. has been chosen for his or her proven expertise in performing the job in a professional and efficient manner as well as their ability to impart necessary knowledge to you. F.T.O.'s receive specialized training in this area and are monitored by the Patrol Sergeant assigned to the FTO Program.

The methodology of training of police officers has evolved over the years. An example of earlier training philosophy might best be described as the "sink or swim" theory. Preparation for the job consisted of little more than the issuance of a gun and keys to a patrol car. If the recruit made it past their first year, they were either truly resourceful, or very lucky. Eventually, new officers were assigned to senior partners and given on-the-job training. To some extent this was an effective manner of training a new officer, but there were some inherent problems. The most glaring problem was the "popularity contest" that frequently occurred. If the senior officer liked you, you would make it. If not, your prospect of attaining a permanent position was bleak.

A drastic change in law enforcement training occurred with the introduction of the police academy. This institution is still with us today but has undergone many improvements. While it is an efficient method of introducing the new officer to police work, it does not, however, adequately prepare the new officer for solo assignment. Consequently, there developed a need for a training program to help the new officer make that transition from the academy to the field. This need is satisfied by the F.T.O. program. This program was originally implemented in San Jose, California and is known as the San Jose Model and is used by many police departments throughout the nation. The concept, tailored to fit each individual department's needs, maintains a high standard of integrity.

The Field Training and Evaluation Program is a time-tested concept that should enable you, the trainee officer, to reach an acceptable level of performance in the allotted time span. Your achievement of this goal will require your full concentration and an investment of great personal effort. Success depends on a positive and determined attitude and one's willingness to perform the job with a high degree of competency. Police work is a science; expect the training to be time consuming and demanding. The accomplishment of this challenge provides the reward of a career that for many is unmatched in satisfaction.



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### STRUCTURE

The Field Training and Evaluation Program is structured so that you will know, at any time, what is expected of you, and where to turn for help. It also ensures proper monitoring of your training progress.

As in any organization, the chain of command is the fundamental part of the structure of the program. Do not violate the basic tenet of the proper chain of command. Your direct supervisor is the F.T.O. You shall respond directly to him or her and not go elsewhere for assistance unless you have encountered a situation of an urgent nature and your F.T.O. is not available. While you will occasionally have contact with Sergeants and the Patrol Commander, you remain immediately responsible to your F.T.O. This procedure is necessary to ensure proper training and the absence of conflicting information.

If a problem was to arise and you can't resolve it with the F.T.O., **DO NOT** hesitate to request to see the Patrol Sergeant in charge of the FTO Program for business as well as personal matters. If you are not able to resolve your problem at the Sergeant's level you may be directed to continue up the chain of command to the Patrol Commander then the Chief of Police. At regular intervals you will be interviewed by the Sergeant in charge of the FTO Program and the Patrol Commander. You are encouraged to discuss any concerns you may have.

### CHAIN OF COMMAND (F.T.O.):

Chief of Police

Patrol Commander

Patrol Sergeant

Field Training Officer

Recruit Officer

### PHASE TRAINING

Your training will proceed in phases. The Field Training and Evaluation Program is divided into three phases covering a period of 12 weeks. Progression through the program may be accelerated upon recommendation of the FTO and with the approval of the FTO Sergeant and Patrol Commander. Likewise, if specific training needs are identified, the program may be extended if the FTO Sergeant and Patrol Commander agree that continued directed training will result in a successful completion of the program. Each phase is designed to provide the following:

1. A systematic approach to field training.
2. Consistent and standardized training.
3. The means of developing your ability to perform the skills and tasks necessary for competent operation of a one-officer patrol car.



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4. An introduction to geographical areas of the city as well as an opportunity to work all three patrol shifts.
5. The opportunity to train with various F.T.O.'s thereby receiving diverse techniques while operating within standardized guideline.

Each of the phases is 4 weeks in length. Each particular phase is made up of different tasks. Successful performances of these tasks have been determined as necessary for a police officer to be judged competent. These tasks are outlined in the Recruit Officer Task List.

In Phase I you will spend 4 weeks learning the absolute basics of the job as well as skills that are considered necessary because of the exposure to potential danger and/or liability. You will be assigned to a primary F.T.O. and will remain with that F.T.O. during the entire 4 weeks.

The first week of training is known as Introduction Week, and you will not receive daily evaluations during the week, as you will in other phases. (The limbo may be reduced or eliminated at the option of the FTO Sergeant). You will be expected to observe what your F.T.O. does and ask questions as you adjust to your new assignment. Even though your F.T.O. will drive the patrol car and take most action, you are not expected to be merely a passive observer. Even though you are not being evaluated, we expect you to learn and participate. Introduction is extended to the first day of Phase II and Phase III as well. This is done so that you may become acquainted with your new F.T.O. and familiar with his or her style.

At the end of Phase I you will be rotated to a different shift and assigned to another F.T.O. As in Phase I, you will remain with this F.T.O. during the entire phase. This is true for each of the remaining phases as well. Phase II will last 4 weeks and you will be introduced to progressively more difficult and advanced tasks. You will also have ample opportunity to polish the skills learned in the previous phase. Phase III will be your last phase of formal training and you will be assigned to a third FTO. You will be exposed to three different "styles" of law enforcement.

There will also be a one week training phase where you will be assigned to observe other areas of law enforcement such as Whitcom, Detectives, and Records. You will not be evaluated during this week, but you are expected to watch and learn as much as possible during this time and help out when you can.

At the end of Phase III there will be a two week evaluation period. You will be reassigned to your original FTO. During this final phase IV, they will not be expected to train during this period, although feedback will be given. He/she will not take any action except in instances where necessary to avoid liability or injury. This will be your opportunity to demonstrate that you can put all your training to use and that you are ready to perform on solo patrol.

There is a final exam that must be completed at the end of Phase IV. It will be an oral exam attended by the final FTO, the FTO Sergeant and the Patrol Commander.

There is an extension provision in the F.T.O. training. The Patrol Commander has the authority to extend your training beyond the usual 14 weeks. This extension is activated when problems are identified that would hinder your performance or if you are behind schedule and unable to "catch-up" in time. The extension allows us to work with you on specific problems and not be pressured by time constraints. You should



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consider an extension, if one is utilized, as being placed on hold for a short time. No stigma is placed on your image for being extended. It is a positive process, remedial in nature, and designed to help you succeed in the completion of the program.

### PHASE ROTATION

Throughout the program, the recruit officer will be rotated to various shifts. This is done to give the recruit exposure to each shift and the respective various working conditions represented by each shift. The rotation will occur so that every effort is made to avoid long shifts and to allow for a smooth transition.

### STANDARDIZED EVALUATION GUIDELINES

You have been given a set of Standardized Evaluation Guidelines as part of this manual. These guidelines are very important, as they are the standards by which you will be evaluated. You will not be compared to tenured officers nor will you be compared to your peers. These guidelines have been developed to ensure that F.T.O.s use the same standards when evaluating **ALL** recruit officers. The guidelines conform to the Daily Observation Report, a form used to record your daily performance. The Daily Observation Report (DOR) contains 28 categories, covering the general areas of ATTITUDE, KNOWLEDGE, PERFORMANCE, and RELATIONSHIPS. Each of the 28 categories contains three evaluation standards explained in behavioral or performance terms.

1. The first description is an unacceptable example pertaining to a particular category. This is noted numerically as a "1" on the DOR.
2. The second description is an **acceptable** example of that same category. This is noted as a "4" on the DOR.
3. The third description is a **superior** example and is noted as a "7" on the DOR.

Evaluation by these standards ensures fair and equal evaluations of your performance by the various F.T.O.s. You should become familiar with the standardized guidelines so that you know what is expected of you during your training period.

### RECRUIT OFFICER TASK LIST

As previously mentioned, there are numerous identifiable tasks that you must be able to accomplish in order to perform competently as a police officer. It is the F.T.O.'s job to help you develop the skills needed to master these tasks. To assist the F.T.O. in this responsibility, a Recruit Officer Task List has been developed and included in this manual.

The Recruit Officer Task List will be kept in your possession during your training period. It will serve as the F.T.O.'s training guide and your reference to those tasks that must be learned. The task list is divided not only by task, but also by week. A certain number of tasks are identified for your accomplishment within each week. The framework is developed so that easier and more common tasks are in the beginning weeks. These are followed by increasingly more difficult tasks, which are built on the foundation of learning from



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previous weeks. As mentioned above, some of the skills necessary to officer safety situations are included in the early phases. It is your F.T.O.'s responsibility to determine whether or not successful completion of a task has been accomplished. As you accomplish each task, the F.T.O. will initial your task list, thereby verifying completion. Successful completion of the F.T.O. Program will not be accomplished until each of these tasks is signed off.

Each page of the Recruit Officer Task List has a signature block at the right. Within that block are sections labeled DISCUSSED, DEMONSTRATED, and PERFORMED. Their use and the definition of each of the terms follow:

Discussed: The ultimate aim of the program is to develop the probationer's competency. There are, however, instances when actual task accomplishments cannot be achieved due to lack of opportunity. An example might be a homicide investigation. It is conceivable that, in fifteen weeks, the recruit may never have the opportunity to investigate a homicide. In a case such as this, the F.T.O. is unable to expose the trainee to a homicide investigation, and might decide to present a class using audio-visual aids and other aids to maximize learning under these conditions. In this instance, the trainee will not have had the opportunity to accomplish the investigative task at hand, but a complete discussion of the task was held. The F.T.O. when satisfied that the trainee understood the material, would then place their initials in the "DISCUSSED" section of the signature block, and date it.

Demonstrated: refers to the F.T.O. actually showing the trainee the desired method to accomplish the task. In this case the trainee and the F.T.O. will practice and/or simulate the task and repeat it until the trainee and the F.T.O. feel comfortable with the skill level shown. This term applies whether the F.T.O. or the trainee acted as the demonstrator. The FTO's signature and date will be noted.

Performed: means the trainee was able to complete the task without assistance from the F.T.O. Normally, this means the trainee has accomplished the necessary task on several occasions and can repeat this level of accomplishment upon request at any time. If, as in the previously mentioned circumstances, the trainee is not able to accomplish the task (such as homicide investigation) and DISCUSSED and DEMONSTRATED are the sole ratings, the task is considered ACCOMPLISHED. A notation by the F.T.O. shall be made explaining the circumstances and this will be considered sufficient in terms of completing that particular task. Generally, the order of training is discussion, then demonstration by the F.T.O., followed by trainee demonstration. This is modeled after the "Tell, show, do" concept of adult learning. This is followed by task accomplishment on more than one occasion without assistance from the F.T.O. Upon completion of these steps, the trainee's skill level may be designated "ACCOMPLISHED".

To summarize these important terms then:

1. DISCUSSED: refers to the F.T.O. teaching the trainee officer the task. This may be followed by the trainee feeding that information back to the F.T.O. verbally or in writing.
2. DEMONSTRATED: refers to the F.T.O. showing the trainee officer the task. This may also be followed up by the trainee officer demonstrating the task at hand to the F.T.O.





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3. **PERFORMED:** refers to the trainee officer performing the particular task without any assistance from the F.T.O.

### DUTIES OF PROGRAM PERSONNEL

The various duties and responsibilities of F.T.O. Program Personnel are briefly outlined below. These in no way reflect the total number of duties assigned to each level of responsibility.

1. **PATROL COMMANDER** - The Patrol Commander's function is to coordinate the training, oversee all program personnel, maintain files, and act as a liaison between the program and the upper administration of the department.
2. **PATROL SERGEANT**- A patrol sergeant is assigned to the FTO program. The F.T.O. Sergeant's function is to review the DORs, and observe the trainee in training. They are also responsible for identification of training needs and direct supervision of the trainee and his or her F.T.O.
3. **FIELD TRAINING OFFICER** -- The F.T.O. is primarily responsible for the proper training and evaluation of the trainee officer.

In addition to these duties, the Patrol Commander, Sergeants, and the F.T.O. collaborate in joint evaluation sessions.

### EVALUATION SESSIONS

These meetings, held at the end of each phase, are an opportunity for your F.T.O. to meet with you along with other program members to discuss a variety of Field Training and Evaluation Program issues. In addition to their serving as general F.T.O. staff meetings, your progress, performance strengths, weaknesses and remedial strategies are discussed.

The objectivity of the ratings criteria is reviewed with the goal of maintaining standardization. Each Trainee's Recruit Officer Task List is discussed to ensure that the training is timely. Generally, the meetings are designed to assist us in helping you satisfactorily complete the program.

**DAILY OBSERVATION REPORT (DOR):** This form will be completed at the end of each day. It is an evaluation of your performance for each day. You may be rated as acceptable or unacceptable in varying degrees for each category listed. Some categories may not be observed and will be so noted by checking of the "N.O." box. If you are not responding to training, that will be noted by a check in the "N.R.T." column. A narrative is completed on the reverse side listing satisfactory and unsatisfactory performance areas. Your F.T.O. is required to make a narrative comment for "unsatisfactory" ratings. At the completion of each day, the F.T.O. will discuss the evaluation with you. Evaluations are signed by you, and your F.T.O., and kept in your Field Training and Evaluation Program personnel file.



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### SUMMARY

Prepare yourself for an exciting challenge. Enter the training program with an open mind, and leave any preconceived opinions of police work in your past. Let us train you. Prepare yourself for an arduous training period with the potential of great satisfaction.

It is our desire to provide you with the basic training to become a police officer with the Pullman Police Department. A common obstacle is complacency and/or reservation on the part of the recruit. The best advice we can give you is to be assertive. When you are in the field, give your F.T.O. something to evaluate. You learn from your mistakes and we expect that you will make many of them. We learn from your mistakes what training needs to be done. That is what this program is designed for.

You will find that this program is stressful, but you will also find that it is the most enjoyable part of your training. We are very enthusiastic about the Field Training and Evaluation Program and expect you to be also.

*I have read the previous introduction covering the Pullman Police Department's FTO program, covering the definitions, structure, and expectations of the program.*

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Trainee

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Date





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### ETHICAL CONSIDERATIONS

Expectations of the community of Pullman, Washington and its Police Department are for its Police Officers to conduct themselves ethically in the performance of their duties by not acting out of anger, lust, greed, or peer pressure; by asking themselves if their loved ones would be proud or ashamed; by considering if the action is worth their job, career, reputation, and finally if their choice is legal. It is the desire that officers act with the utmost professionalism, as role models, on and off duty, with courtesy to the citizens of Pullman and its visitors.

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Trainee

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Date