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St. Charles County Sheriff's Department Field Training and Evaluation Program

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**ST. CHARLES COUNTY SHERIFF'S DEPARTMENT
FIELD TRAINING AND EVALUATION PROGRAM**

ABSTRACT

This thesis will focus on the study of police field training and the process in the adoption of a new Field Training and Evaluation Program by the St. Charles County Sheriff's Department.

Nearly 8000 police recruits traditionally have received most of their basic training in the classroom. This training, which is one of the most important functions any police agency undertakes, often is given merely book knowledge to perform as patrol officers.

John T. Bush, B.A.

The purpose of this research is to develop a good field training program that can enhance a large law police agency who are implementing a new program of training their current program. The descriptive method of research will be utilized to illustrate, through case studies and a collection of statistics, the importance of developing a solid field training program. This research will examine other issues including Equal Employment Opportunity (EEO), Civil Rights Act (CRA), guidelines, officer safety issues, and Vehicle and Road Training Office (VRO) selection and retention.

An Abstract Presented to the Faculty of the Graduate
School of Lindenwood College in Partial
Fulfillment of the Requirements for the
Degree of Master of Human Resource Management

1997

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ABSTRACT

This thesis will focus on the study of police field training and the process in the adoption of a new Field Training and Evaluation Program by the St. Charles County Sheriff's Department.

Newly hired police recruits traditionally have received most of their basic training in the classroom. This training, which is one of the most important functions any police agency undertakes, tries to give recruits basic competency to perform as patrol officers.

The purpose of this research is to develop a good field training manual that can serve as a map for police agencies who are implementing a new program or revising their current program. The descriptive method of research will be utilized to illustrate, through case studies and a collection of statistics, the importance of developing a solid field training program. This research will, among other items, address Equal Employment Opportunity Commission (E.E.O.C.) guidelines, officer safety issues, civil liability and Field Training Officer (FTO) selection and retention.

Specifically it is hypothesized that after the survey of experts, using interval data provided by a classic Likert scale, it will be determined that this is a good training manual. This will be done by taking the response to each

statement on the survey and then calculating descriptive statistics. This data will determine the support or lack of support for the actual hypothesis.

Ten professional field training officers participated in the study. All of the participants were white males. Their average age was 32 with 10 years of law enforcement experience. Seven years was the average experience as a field training officer. All had attended a Missouri Police Officers Standards in Training (P.O.S.T.) certified 40 hour field training officer seminar. The experts were administered the St. Charles County Sheriff's Department Field Training Manual Survey, during a departmental FTO meeting, for the purpose of measuring their agreement with corresponding responses to the Likert scale.

Results of the analysis produced considerable evidence to support the notion that this is a good field training manual thus supporting the actual hypothesis.

A Capstone Project Presented to the Faculty of the
Graduate School of Leadership College of Police
Institution of the Requirements for the
Degree of Master of Public Administration

LINDENWOOD COLLEGE OF LINDENWOOD

**ST. CHARLES COUNTY SHERIFF'S DEPARTMENT
FIELD TRAINING AND EVALUATION PROGRAM**

Adjunct Assistant Professor Joseph L. Smith

Adjunct Assistant Professor Joseph L. Smith

John T. Bush, B.A.

A Culminating Project Presented to the Faculty of the
Graduate School of Lindenwood College in Partial
Fulfillment of the Requirements for the
Degree of Master of Human Resource Management

1997

COMMITTEE IN CHARGE OF CANDIDACY:

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Chapter I

INTRODUCTION

Newly hired police recruits traditionally have received most of their basic training in the classroom. This training, which is one of the most important functions any police agency undertakes, tries to give recruits basic competency to perform as patrol officers.

Most academy training programs, however, leave a wide gap between the classroom and the "real world" of police work. Field Training programs therefore play a significant role in teaching new officers to handle themselves effectively on the job. Exposure to actual street experience and accompanying patrol situations help recruits apply principles they have learned in the classroom to live situations.

The earliest formal field training program appears to have been established in the San Jose, California, Police Department in 1972. The San Jose program originated as a result of a 1970 traffic accident involving an on-duty San Jose police recruit who was negligently operating a police vehicle. A passenger in the other vehicle was killed and the officer was seriously injured. The city subsequently dismissed the officer and a review of the personnel records revealed serious inadequacies in the department's recruit training and evaluation procedures. As a result the San Jose Police Department Field Training Program

was developed and became the model program across the United States (Alpert 130).

Today, the "typical" field training program consists of formalized, on-the-job instruction by specially selected and trained personnel called Field Training Officers (FTOs). Field training (generally combined with periodic evaluation of the recruit's performance) usually occurs immediately after the recruit completes the classroom portion of basic training.

Field training programs often are divided into three or more phases. Although agencies may vary the length of the phases, each program normally consists of an introductory phase and several training and evaluation phases. During the introductory phase, the recruit becomes familiar with agency policies and local laws. During the training and evaluation phases, the recruit is gradually presented with the more complicated tasks patrol officers confront.

A final phase, consisting solely of evaluation of the recruit's performance, also may occur. During this phase, the FTO may act strictly as an observer and evaluator while the recruit performs all the functions of a patrol officer. This final phase determines if the recruit is able to work alone.

Although field training programs are relatively new to American policing, various authors and commissions have long recognized the need for such programs. In 1965, the President's Commission On Law Enforcement And Administration made numerous recommendations to improve the management of police departments, including a recommendation that agencies implement

supervised field training programs (Task Force Report: The Police 85).

In 1973, the National Advisory Commission on Criminal Justice Standards And Goals recommended that a minimum of four months of coached field training be included as a regular part of the recruit training process. The commission recommended (i.e. FTOs) receive 40 hours of specialized training and encouraged coaches to evaluate recruits (Report Of The Commission, Report On Police 78).

The concept of field training received its most important support from the Commission On Accreditation For Law Enforcement Agencies (CALEA) in 1983. This organization, the nation's only police accrediting agency, devoted an entire chapter of Standards For Law Enforcement Agencies exclusively to training. The chapter contains 45 standards for training, one of which requires all agencies seeking accreditation to conduct formal field training for their recruits. This standard, along with the nearly 1,000 other standards associated with CALEA accreditation, was approved by the four major law enforcement associations in the United States: The Police Executive Research Forum, The International Association of Chiefs of Police, The National Sheriff's Association and the National Association of Black Law Enforcement Executives.

Some years ago a group of field training officer program personnel presented a three day symposium on the FTO concept at the FBI Academy, Quantico, Virginia. Attending were administrators and upper level managers from law enforcement agencies across the nation. Fifty-two persons were in

attendance and, at the end of the presentation, they were asked to list reasons why they would adopt and support the implementation of a field training and evaluation program in their respective agencies. Their answers are as valid today as they were then, if not more so.

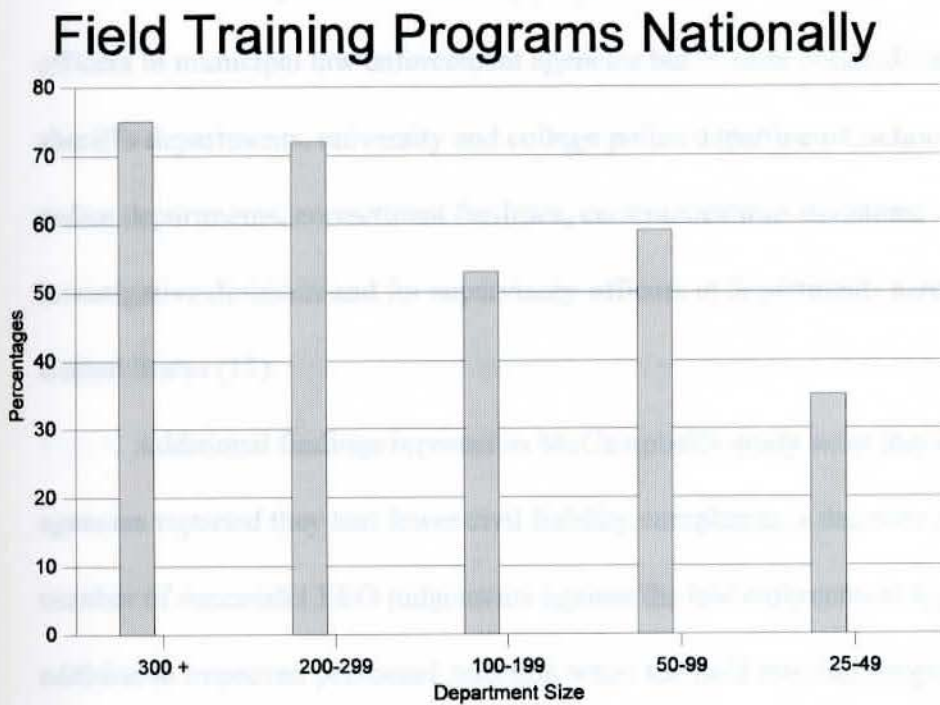
Table 1
Ten Reasons for Adopting and Implementing a
Field Training Officer Program

-
1. Provides for an evaluation process that has received the approval of the courts and is consistent with Equal Employment Opportunity Commission (E.E.O.C.) guidelines.
 2. Leads to increased support for administrative policies and procedures through standardized instruction.
 3. Reduces the likelihood of "Negligent Retention" and "Negligent Hiring" lawsuits.
 4. Is cost effective in that non-qualified and non-productive employees are not retained.
 5. Is cost effective in that newly hired employees get "up to speed" faster than in the past.
 6. Creates an additional career path for the line officer.
 7. Ultimately results in agency-wide standardization of policy, procedure, training and evaluation.
 8. Is motivational: morale increases as field training officers work in a participative climate and have a "say" in an important decision-making process.
 9. Enhances the promotional process as members (FTOs) practice supervisory skills BEFORE promotional eligibility.
 10. Leads to increases in competency, knowledge and safety among the FTOs as a result of their "Role Model" responsibilities.

SOURCE: National Institute of Justice. Exhibit from "Field Training Programs: Structure and Development," by David W. MacKenna (1988). As cited in Police Administration by O.W. Wilson and Roy C. McLaren (1992).

Upon hiring, a new police officer faces a confusing, dangerous task of learning how to become a professional, productive officer. This is commonly a neglected area by departments, in fact many do not even have field training officer programs as the following illustration indicates (Alpert 130).

Table 2



SOURCE: National Institute of Justice. Exhibit from "Field Training For Police Officers: State of the Art," by Michael S. McCampbell (1987). As cited in Critical Issues In Policing by Geoffrey P. Alpert and Roger D. Dunham (1993).

In April, 1987, Michael S. McCampbell, a Visiting Fellow at the National Institute of Justice, conducted a comprehensive nationwide study of field training programs. McCampbell surveyed 588 local and State law enforcement agencies. He sent out a survey instrument and 288 or 48.9 percent of the agencies responded. Of the agencies responding, 183 had a field training program. McCampbell determined that over fifty percent (57.4 percent) of agencies responding to the questionnaire reported that their field training program was based on the San Jose Model. The concept has been expanded and used as the foundational concept for field training programs for not only entry level recruit officers in municipal law enforcement agencies but in state police departments, sheriff's departments, university and college police departments, school district police departments, correctional facilities, communications divisions, investigative divisions and for supervisory officers in departments across the United States (17).

Additional findings reported in McCampbell's study were that responding agencies reported they had fewer civil liability complaints, a decrease in the number of successful EEO judgements against the law enforcement agency in addition to improved personnel selection when the field training program was made part of the overall personnel selection process. Other benefits associated with the field training concept have been improved work quality, improved morale, more effective training and providing a method to address the issue of police violence by instilling into officers on the street correct behavioral and

ethical principles through the field training officer (20).

In 1986, the National Institute of Justice conducted extensive research into the area of Field Training Officer Programs. This research concluded FTO programs were the trend in law enforcement and encouraged this trend to continue. Once an FTO program is implemented, an integral part of the program is the role of the FTO. The FTO is a senior officer who is responsible for ensuring that the recruit is properly trained. A final note this study made was that the majority of Field Training Programs across the nation utilize the San Jose Model (Adams 40).

The San Jose Model utilizes a 14 week process, with daily evaluations, using standardized lesson plans, training guides and department policies. The program is highly structured and evaluates on a daily and weekly basis.

The process is broken into three initial stages. Each stage lasts four weeks and is spent with a different FTO, preferably on a different shift. The process is then followed by a two week "shadowing" phase in which the original FTO rides with the recruit in plain clothes, observing and evaluating the recruit. In the "shadow" phase it is important for the FTO to be in plain clothes as the public turns to the uniformed officer for the guidance before it turns to the plain clothes officer. This allows the recruit to be the primary officer as well as reduces the distraction of the public and recruit by the presence of a uniformed FTO.

Elements of the San Jose Model

The San Jose Model Field Training Program is a system of formal, standardized, structured field teaching and evaluation made up of several elements. First, a job task analysis should be conducted for the position of entry level officer to serve as the foundation on which the training and evaluation is constructed. A field training program should be developed only after identifying the tasks associated with the particular law enforcement job, whether that be a municipal police officer, a sheriff's deputy or corrections officer (Adams 7).

Orientation

A field training program should orient recruits to the agency's operations. The length and content of the orientation should vary depending on the academy the recruit attended. Orientations for recruits attending a regional academy will probably be longer and more comprehensive than an orientation period for a recruit who attended a departmental academy. By their very nature, regional academies usually do not cover all the specific policies and procedures of the various agencies in the regional academy's service area. Departmental academies usually cover the specific policies and procedures of the department during the academy training, thereby eliminating the need to cover the various topics of an orientation period as part of the field training program. The recruit officer should

be introduced to the employing agency's operations and Field Training Program in a non-stressful manner. There is no evaluation, written or verbal, during the orientation period. Some departments also dedicate a period of time for spousal orientation to help him or her understand what the Field Training Program and police work involve (Adams 8).

Observation

When the recruit does begin to ride with a Field Training Officer, it should be with the benefit of not being evaluated. This is done so that the recruit may observe daily operations without the pressure of having to perform. This period is normally a week long and the main benefit expected from this approach is improved recruit confidence. While the recruit is not trained and evaluated, he/she is expected to observe and ask questions (Adams 8).

Training

Training should be delivered by a Field Training Officer and be based on a task checklist or "rookie book" following training categories developed from the job task analysis for the position. The training should be delivered in specific phases, progressing from simple to complex, and include increasing responsibility for the recruit. In ideal situations, the recruit will rotate among various shifts and work with multiple FTOs. Recruits are not allowed to perform a task until it has

first been explained and demonstrated by the FTO who retains the discretion to override a recruit's decision should the circumstances warrant it. Examples of this would be a situation where a recruit is going to violate a law, rule, procedure or endanger himself or the FTO. Of course, this should be done in such a manner as to minimize liability. Normally, identified deficiencies will be remedied on the spot by the FTO. Recruit activity is observed and documented (Adams 9).

Evaluation

Any evaluation of a recruit should be based upon standardized evaluation guidelines which are developed from the job task analysis and are in agreement with the particular agency standards, rules, regulations, policies and procedures. The evaluation instrument should include a graphic rating scale comprised of performance level designators to specify not acceptable to superior performance. While a seven-point scale is recommended, an agency can use a three, five or any number scale that fits their needs. However, consideration should be given to perceptual differences when deciding the size of the scale to be used (Adams 9).

Remedial Training/Evaluation

Inevitably, a FTO will have to remediate a deficiency in the performance of a recruit. Normally this will be done "on the spot" and no further action should be necessary on the FTO's part. There will be cases where on the spot remediation will not be sufficient to overcome the deficiency. A period of time,

normally up to four weeks, should be allotted for "intensive remediation". If a decision is made to place a recruit in intensive remediation, he or she would be effectively pulled out of the FTO program and ideally assigned to a different FTO who will deliver the training. This is done to insure that objectivity is maintained. During the intensive remediation phase there is no evaluation and training is delivered only in the area being remediated. Should the recruit fail to complete the remediation phase termination should be considered (Adams 9).

Successful Completion/Termination

Normally when a recruit successfully completes the FTO program he or she is assigned to best meet the needs of the agency. Should the recruit fail to satisfactorily complete the field training program, termination should be considered. While there are various methods to facilitate termination from agency to agency, the process should be systematic and ensure that the recruit is afforded due process. The recruit should be informed of the decision and reason(s) for termination and be shown the supporting documentation. There should be provisions in the termination process that allow a recruit to state his or her case before a higher administrative official or review board. An agency considering implementation of a Field Training Program should contact their legal office for guidance in this area to minimize the potential for liability (Adams 11).

Documentation

Documentation is the method used to prove that formal, structured and standardized training was delivered to a recruit in the event of a challenge to a termination decision in an EEO suit or other type of litigation. The absence of supporting documentation will usually result in a decision favorable to the terminated recruit. All documentation should be kept confidential. Training, evaluation and program maintenance measures should be documented on a variety of forms. They include daily observation reports, weekly evaluation reports, end of phase evaluation reports, remedial training reports, narrative supplements, recruit critique of FTO(s), and the "rookie book" (Adams 11).

The purpose of this research is to develop a good field training manual (both for the FTO and Probationary Officer "recipe book") that can serve as a map for police agencies who are implementing a new program or revising their current program. The descriptive method of research will be utilized to illustrate, through case studies and a collection of statistics, the importance of developing a solid field training manual. This manual will, among others, address Equal Employment Opportunity Commission (EEOC) guidelines, officer safety issues, civil liability, Field Training Officer (FTO) selection and retention. From a human resource management point-of-view a good field training manual provides for an evaluation process that has received the approval of the courts and is consistent with EEOC guidelines.

Chapter II

LITERATURE REVIEW

While the focus of this research is not on civil liability and litigation, no review of training would be complete without a brief examination of the law and significant cases impacting the area of field training. As previously stated, the San Jose Model had its beginning as the result of civil litigation.

While legal avenues existed and still do exist under state law to bring an action against a police officer for a personal wrong, most civil rights litigation filed against police officers has been at the federal level. Prior to the 1960's, civil litigation against police officers was rare, and civil litigation at the federal level against municipal officers was even rarer. There were two reasons for this. First, Title 42 United States Code, Section 1983 was and still is the vehicle used to bring civil actions against state officers in the federal courts for alleged constitutional deprivations. Title 42 United States Code, Section 1983 states in part:

Every person who, under color of any statute, ordinance, regulation, custom, or usage of any State or Territory, subjects, or causes to be subjected, any citizen of the United States or any other person within the jurisdiction thereof to the deprivation of *any* rights, privileges, or immunities secured by the Constitution and laws, shall be held liable to the party injured in an action at law, suit in equity, or other proper proceeding for redress.

The interpretation of 42 United States Code, Section 183 by the United States Supreme Court prior to 1978, did not allow for a suit to be brought against local units of government, including a municipality, since they enjoyed absolute immunity as local units of government and were not included in the definition of a "person" in the statute (*Monroe vs. Pape*). Secondly, in that only the officer could be held liable since the municipality enjoyed absolute immunity, "...., it was also clear that a plaintiff usually would not be able to obtain sizable damages simply because criminal justice practitioners do not earn a great deal of money" (*Barrineau* 12). In other words, police officers generally did not have the amount of money that would motivate a plaintiff and their attorney to bring about a cause of action against an officer for any constitutional deprivation. This was to change.

Sixteen years after *Monroe vs. Pape* the United States Supreme Court reversed itself and held in *Monell vs. Department of Social Services*, 436 U.S. 658 (1978) that a local unit of government, including a municipality, could be held liable for any deprivations of rights, privileges or immunities secured by the Constitution and laws when the deprivation was the result of an official policy or custom of the local unit of government. The *Monell* decision, along with the passage of the Civil Rights Attorney's Fees Awards Act of 1976, Title 42 United States Code, Section 1988, which allows attorneys to recover "reasonable" attorney's fees when litigating civil rights actions, provided the motive for plaintiffs to reach into the "deep pockets" of the local units of government by

bringing suit against local governments and the offending employee by alleging a theory of negligence or failure of some type on the part of the local unit of government (Barrineau 14).

Arguably the two most significant court cases addressing the issue of training in law enforcement are Popow vs. City of Margate (476, F. Supp. 1237, 1979) and Harris vs. City of Canton (109 S. Ct. 1197, 1989).

In Popow, the plaintiff filed a lawsuit in Federal court against the City of Margate under Section 1983 seeking damages for the fatal shooting of her husband by a City of Margate police officer. The husband, an innocent bystander, was struck by a police officer's bullet fired late at night at a fleeing kidnapping suspect. Among the allegations made by the plaintiff was the assertion that the City of Margate was negligent in failing to train, supervise and discipline members of the police force.

In denying a motion for summary judgement by the defendant officer and the city, the court noted that the City of Margate's police training and supervision were grossly inadequate on the grounds that the officer's firearms training (at the academy) took place ten years earlier. The only continuing training was shooting instruction approximately every six months. The training did not address the dilemma of shooting in populated residential areas. There was no dim-light, moving-target or shoot/do-not-shoot firearms training. There was inadequate training regarding the City's policy and procedures in reference to firearms use. There was inadequate supervision and discipline of police officers for misuse of

force.

In finding for the plaintiff, the court held that even though the law enforcement officers involved received the minimum training required under state law, additional training was necessary under the circumstances (Barrineau 60).

In *Harris vs. City of Canton*, Mrs. Geraldine Harris was stopped for speeding while taking her daughter to school. During the stop she became uncontrollably upset and uncooperative. She was arrested and transported to the police department. At the station she was incoherent and fell twice before being allowed to stay on the floor to prevent falling again. No medical attention was offered or given. Approximately one hour later she was released and taken to a hospital by ambulance at the request of her family. Harris was suffering from stress reaction, anxiety and depression. She spent one week in the hospital and a year in outpatient status. Subsequently, she filed a three million dollar suit charging constitutional and civil rights violations, assault and battery, false arrest and claiming she had failed to receive proper and necessary medical attention while in custody of the police.

In holding for Harris, the United States Supreme Court stated that inadequate police training could serve as the basis for a Section 1983 suit when the inadequacy resulted from a "deliberate" or "conscious" choice by the municipality which resulted in the constitutional deprivation (Barrineau 60).

Other significant cases that law enforcement managers should consider in

the context of training and field training include *Beverly vs. Morris* (470 F. 2d 1359, 1972) where the court held that a municipality may be negligent for failure to train "reserve" law enforcement officers adequately. *Patzner vs. Burkett* (779 F. 2d 1363, 1985) found that the liability of reserve law enforcement officers and regularly employed law enforcement officers is the same. *Owens vs. Haas* (601 F. 2d. 1242, 1979) upheld that the records pertaining to the training of police personnel are discoverable by the plaintiff in a cause of action for failure to adequately train police personnel.

The message to the law enforcement community, and law enforcement managers in particular, is clear. The courts expect that law enforcement officers will be adequately trained prior to assuming their duties and that post-academy and continuous in-service training will be delivered. In the event of litigation, documentation of the training delivered is discoverable and; therefore, should be maintained. Failure to train and to document that training could result in a lawsuit with millions of dollars being awarded to the plaintiff. The field training program is designed to address the issues of post-academy training (Barrineau 61).

Law enforcement has a long and storied history. There are many things in that history to make members of the profession proud. However, like all other histories there are some things that do not instill a sense of pride. One of those issues is law enforcement's slow pace in implementing needed changes, even in the face of overwhelming evidence and credible recommendations.

Prior to the San Jose Model, several different approaches had been used to orient academy graduates hitting the streets. Those methods included doing nothing at all in terms of post-academy training for recruit officers. Once the recruit completed the academy he was "let loose on his own" to learn the job. One can readily see the problems inherent with this approach.

A second method was to assign the recent graduate to a senior officer for a "breaking in" period. The senior officer may have been a "good cop" and was usually chosen for the task for just that reason. One major pitfall of this approach is that it does not necessarily follow that because a person is a good police officer he or she is also a good teacher. The system usually became nothing more than personal compatibility. If the senior officer liked the recruit he would probably make it, if not, then the recruit probably would not. Other deficiencies in this approach are that the training delivered was at the discretion of the senior officer, and any performance evaluation was subjective and usually based on the senior officer's opinion.

The advantages of well developed and implemented Field Training Officer (FTO) programs are numerous. For example, they serve to compensate for recruit selection errors made in the applicant screening process, by allowing for the termination in employment of recruits who are unable to learn to successfully acquire critical police skills. This is particularly important today in light of limitations which have been placed on applicant selection procedures (Eisenberg 50).

FTO programs also allow for the application of knowledge and the development of skills which the classroom academy environment is largely unable to do. Academy training typically focuses on the acquisition of knowledge with little opportunity to learn to apply that knowledge in real police contexts (Eisenberg 50). Given the proper selection and training of FTOs, FTO programs provide one or more "models" for new recruit personnel to learn to emulate or imitate, thus advancing the department's concept of competent and compassionate police work. FTO programs, if orchestrated properly, produce productive new police personnel in a period of time far shorter than what historically was necessary. They also accomplish this objective in a manner consistent with current state-of-the-art professional training practices and legal mandates. FTO programs provide a system of job-related criteria necessary for the validation of selection or screening standards and requirements (50). For these and other reasons, FTO programs have quite properly experienced growth and application in the law enforcement profession. It is expected that this type of police recruit training will continue to flourish in the future.

Terry Eisenberg's personal experience as a participant in and product of a nationally known and imitated FTO program, and the collective experience which has been acquired in such programs suggest certain cautions which must be attended to when developing and implementing FTO programs. The recognition and resolution of these potential hazards are vital prerequisites for the orchestration of a high quality and mature FTO program (50).

The potential hazards are discussed below.

Overemphasis On Technical Skills

It is not unusual for a FTO program to become occupied with, those technical skills inherent in police work, in contrast to what may be referred to as the "soft" or interpersonal skills. Technical skills refer, for example, to such activities as use of the map, use of the police radio and 10-code, and knowledge of the vehicle code. Quite clearly, the acquisition of skill in these areas is critical; but when emphasized to the extent of shortcutting or dismissing the "softer" skills, an important error may be made. "Softer" skill areas include: attitude toward police work, self-initiated activity, and relationship with citizens, minorities, and other police personnel. The overemphasis on technical skills may be due to the seemingly greater ease with which these skills are taught in contrast to the "softer" skill areas. Should this be the case, it is not surprising then, that the more rewarding aspects of recruit training to the FTO would be in the technical skill areas where improvement is more easily achieved and clearly revealed (Eisenberg 51).

More Evaluation Than Training

The field training officer in a FTO program must perform the dual role of training and evaluation. That is, he or she must train the recruit in previously established skill areas and then evaluate the recruit's ability to display those skills.

Evaluation in such a context is an easier role to fulfill than training, especially when the recruit is not quickly responding to the training being provided. Under such circumstances, when more creative training and/or patience is required, there may be a tendency for the FTO to become more evaluation oriented: to build a case, so to speak, against the value of continued training for the recruit. Some FTOs may take a "sink or swim" attitude in regards to recruit training. Such a philosophy contradicts the very essence of FTO programs (Eisenberg 51).

"Typing" Of Recruits

Although there is some benefit to be derived by referring selection or screening and academy performance evaluation information to FTOs upon entry of a recruit into the program, should this information be negative, there may be a tendency to pre-judge the recruit, resulting in a compromised field training effort. Although less likely to occur, it is also possible for a recruit to carry with him into the FTO program a positive "jacket." In either case, self-fulfilling prophecies may strongly influence the character of training provided and the individual recruit's response to it. It is, therefore, necessary to disallow preliminary and often undocumented negative information from influencing the levels of energy and conscientiousness devoted to the training of recruits by FTOs, especially those recruits who enter the FTO program with a negative "jacket."

Related to this potential hazard is the transferring of negative information

from one FTO to another in those FTO programs where more than one FTO is assigned to and trains each recruit. The purpose of having recruits trained by more than one FTO is twofold:

1. To allow the recruit the benefit of learning the police role from more than one "model"; and
2. To avoid the unfair consequences of personality conflicts which may arise between a recruit and an FTO.

Although it is important for one FTO to transfer to the next FTO a recruit's strengths and weaknesses, this information should be used by the new FTO to resolve and correct deficiencies, not to further document these weaknesses for an eventual termination recommendation (Eisenberg 51).

Too Short And/Or Too Demanding

Whatever the reasons may be, there is often a tendency for FTOs and FTO program administrators to expect too much too fast from recruits in terms of performance. Perhaps many FTOs have long forgotten their early attempts at learning the police role. Perhaps they view the more extensive classroom training of today as having such high quality as to justify their high expectations for the rapid assimilation of the field training they provide. Regardless of the reasons, expectations regarding the performance of new recruits, no matter the duration of the classroom academy, must be tempered with a respect for the complexity of police work today. A three-month FTO program, which is typical of the duration

of such recruit field training programs, is not all that long. Additionally, certain critical skills are particularly difficult to acquire in a relatively short period of time, e.g., self-initiated activity (Eisenberg 51).

Too Young And/Or Inexperienced FTOs

FTO programs which are not well developed and administered are more likely to attract energetic and young, but inexperienced, personnel. Clearly, one of the key elements in a successful FTO program is the quality of the FTOs: their selection, their training, and their supervision. The ingredients necessary for a good FTO are numerous; skill and knowledge, motivation, patience, maturity, and a desire to train new recruits are but a few of these prerequisites. Unless they have had prior police and/or other maturity developing experiences, personnel selected to perform as FTOs with only a couple of years of field exposure may be inappropriate and counterproductive. Well-qualified personnel for FTO assignments should possess a strong administrative commitment to the program (Eisenberg 51).

Disliked vs. Incompetent Recruits

One final potential hazard in FTO programs is a rare but nevertheless real occasion where a recruit is recommended for termination more out of dislike than lack of competence. Just as motorists or other people may fail "the personality test" so may some police recruits. If these personality factors are job related, then such a recommendation is easily supported. However, if they are

not, it is incumbent upon FTO program personnel to insure that all recruits get a fair shake, are afforded the training opportunities that each deserves and are evaluated accordingly (Eisenberg 51).

The six potential hazards can develop in any FTO program, no matter how well developed and administered. Each can detract from the basic soundness of such programs. Awareness and attention to these "pitfalls" can only enhance the quality of FTO programs and contribute to the avoidance of the consequences of negligent training and retention.

It is important to recognize that the potential hazards "may differentially impact women and minorities; that is, the consequences may be more severe for these classes of recruits than for white males" (Eisenberg 51). It should be noted that regardless of the quality of the FTO program, good supervision of recruits will still be necessary after they have completed their field training.

The ensuing years have been good to law enforcement. In most instances, hiring practices have changed and mandated training requirements for police officers have been developed. However, mandated standards for training are as numerous as there are municipal, county, state and federal law enforcement agencies. With this lack of standards for law enforcement training, in the sense of content, time, and philosophy, the training is often haphazard, without focus and poorly taught.

Often times, much of the literature confused education with training. While many of the principles of education can also be applied to training,

the two are sometimes separate and distinct processes.

"To educate is a stage or process that gains knowledge, develops one mentally or morally by instruction. Training, on the other hand, is to teach, so as to make fit, qualified or proficient in a discipline. However, for the sake of argument, they are distinctively different" (Ness 15). While a person may receive an education at the college level in law enforcement, they usually are not trained to be a law enforcement officer. Law enforcement training is a process that provides specific skills to individuals within the occupation. Law enforcement training is a procedure that provides specific tasks, and related skills to be applied to the occupation.

Training research would be incomplete without addressing adult learning concepts. Choosing the best concept may determine success or failure in a field training program. Cooperative learning is an old idea that has been the major contributor to the survival of our species. It is the most effective approach to teaching a commonly shared subject. Cooperative learning results in higher achievement, more positive relations among students, and healthier psychological adjustment than competitive learning, which forces students to work against each other to achieve their goal. Competitive learning is centered on winners and losers; one's failure makes it easier for others to win (Amirie 44). In the law enforcement field, where teamwork and team spirit are essential, competitive learning and "me" concepts are counterproductive.

Cooperative learning, on the other hand, is centered on the instructional

use of small groups aimed at participants working together to maximize their own learning as well as the group in order to achieve shared goals (Amirie 45). The probationary officer and the field training officer have the shared goal of the probationary officer becoming a positive, productive member of a particular department. The probationary officer does not achieve that goal without the knowledge and instruction of the field training officer. The field training officer cannot relay the necessary information to a probationary officer if that officer is unwilling to learn or become part of a team as opposed to being an individual. Adults learn new knowledge, understanding, skills or values more effectively when they are presented in the context of application to real life situations. "The most potent tools for raising the level of awareness of the need to know are real or simulated experiences in which learners discover for themselves the reason why they need to learn" (46). This is the basis for a field training program as probationary officers receive actual experience, in a dynamic atmosphere, while in the presence of a veteran officer who provides training and the awareness of the need to know the material. This is opposed to the static classroom setting of the police academy. "In this process, facilitator (FTO), is no longer a person of authority speaking from a platform, but rather the guide functioning in a non-authoritarian and informal learning environment" (46). The field training officer must provide a friendly and relaxed climate in which learners feel respected, trusted and unthreatened. The field training officer must regard probationary officers as equal and engage them in a process of mutual exploration.

The blending of classroom learning and street experience (intermittent training) is not a new idea, and is even considered by some authorities to be a superior method of training officers. Although some simulated skills practice is possible in the classroom such as mock trials, firearms, mock crime scenes, etcetera a majority of classroom training is, of necessity, academic as opposed to practical, hands-on learning. An intermittent training schedule provides for a period of academy classroom training followed by the return of the students to their departments for street experience with a trained FTO, after which they return to the classroom.

From the perspective of adult education, this type of intermittent classroom and field training would appear to be superior to any other skills training method. The field experience gives recruits back in the classroom the opportunity to analyze and discuss the eye-opening realities of the street. It also injects an aspect of realism into the lessons they are taught in class (Molden 21).

Interaction between field trainers and classroom trainers insures an honest and open relationship between what is being taught in the classroom and what is being done on the street. The FTO can tell the recruit, "Forget what they told you in the academy; I'm going to tell you what it's really like." At the same time, the classroom instructor must respond to, explain and analyze the experiences the recruit had on the street and relate it, in a meaningful way, to academic lessons (Molden 21).

Although the idea of intermittent training is still practiced in the areas of

San Diego and San Francisco, California, this type of training program has been terminated around the country, primarily due to fiscal constraints. With this type of program taking nearly a year to complete in addition to three months of field training, many departments found that much training was just too expensive.

In Greek legend, Mentor was a loyal friend and wise advisor to Odysseus. In modern times, "mentor" has come to mean any wise advisor, especially an older, more experienced one. Although mentoring is an ancient practice, the concept has received a great deal of attention from two different circles. In developmental psychology, researchers who have studied the process of adult development have found that mentors facilitate the psychological growth of young adults. In business management, researchers and practitioners have noted that beginning managers need mentors to succeed in the business world and in life (Fagan 8).

Mentoring is also important in law enforcement. Although police recruits train extensively for their occupation, training is not complete until they work the streets under the guidance of a seasoned veteran. Classroom preparation is not enough. On-the-job experience, guided by a wise mentor complements good training.

In a typical FTO program, the graduating recruit leaves the academy to ride with a veteran FTO who volunteers to "break in" the rookies on a regular basis. The novice officer works with the FTO for a specified time period, usually

three to six months. The veteran teaches and evaluates his understudy on points of law, driving skill, departmental procedures, etcetera. At the completion of field experience, the FTO recommends termination from the department, another FTO experience, or advancement to independent officer status.

Veteran officers should never be ordered to take part in a departmental FTO program as training officers, because these FTO's may not have the ability, or desire, to effectively train the rookie officer. On the other hand, officers that volunteer should be carefully scrutinized as to their motives and qualifications, or the possibility of "cloning" marginal or problem officers may develop. Field training officers are in a position of power and influence which can have a dramatic effect upon the recruit and the department's mission. "Field training officers are in the middle of a very important communications network which includes recruits, supervisors, administrators and the public" (Nowicki 34).

Field training officers have the responsibility of doing whatever they can to enhance the learning process of their recruit, and a positive attitude can be a big factor in learning. "An FTO who is both dynamic and enthusiastic can instill in the recruit a desire to learn" (Nowicki, 34). Field training officers should also display pride in their work while setting clear examples for the recruit. "A good field training officer is an outgoing initiator of relationships, even-tempered, stable, dependable, patient, good natured and experienced (in life as well as on the job)" (35).

Rookie police officers also share the responsibility for their own

development. They must be willing to learn and be prepared to do more listening than talking. Proper attitude will have a great effect upon the rookie's ability to learn from the FTO.

Police academy training teaches rookie police officers how to apply their recently acquired skills and knowledge, but it is the first year or two on the streets that will actually teach these officers when to apply them. "The rookie officer must be receptive to learning from the experienced FTO, and realize that time itself is also an important teacher. In other words, there is no shortcut to experience" (Nowicki 35). Rookie expectations may be somewhat inflated if the rookie officer actually believes that police work is all gun fights and high speed pursuits as portrayed on television. The majority of "real" police work involves service and assistance to the community and when compared to TV-cop standards, it is not very glamorous.

Realistic and competency-based academy training greatly enhances the recruit officer's ability to learn on the job from a field training officer. A well designed and properly implemented FTO program has many advantages for the police agency as a well as for the rookie officer. "A good FTO program produces a productive police officer in a shorter period of time than what was historically necessary. Without a solid FTO program, it takes about four years to have a fully functioning police officer. With a good FTO program, you can have the same police officer ready to fully serve the community in about one and one-half to two years" (Nowicki 32).

An FTO program must have set guidelines for a performance appraisal system if it is to be effective and meet various court challenges. Performance ratings need to be job related and the tasks should be developed through task analysis if the appraisal system is to have any real-world value. Raters must also be able to observe the performance they are to rate, and objectives should be collected and scored under standardized circumstances. Ratings should not be based on a rater's evaluation of vague, subjective factors but on concrete, observable actions. Raters must be careful to ensure that ratings are not biased by prejudice in regards to sex, race, age or religion (Nowicki 33).

"It is extremely important that a law enforcement agency develop their FTO program within court acceptable standards in order to withstand any potential challenges. Evaluation procedures must be objectively based with an emphasis on identifiable behavior by the recruit, rather than focusing on an FTO's opinion based on the recruit's attitude" (Nowicki 33).

Some of the hazards of developing and implementing an FTO program result primarily from inadequate program management and opposing goals or objectives (patrol versus administration). A common mistake is in a program that is either too short or too demanding, with an overemphasis on technical training. Improper FTO selection (too young, inexperienced, aggressive, etcetera) can result in "typing" or "labeling" the recruit in order to fit a certain mold. When this happens, stressing the evaluation more than the training will make it difficult to separate the disliked recruit from the incompetent recruit (Nowicki 33-34).

The field training officer is the key person for taking an academy graduate from his paper-and-pencil world to an environment where he must call upon all his past knowledge to solve today's problems. This one-to-one vocational training is the key to an individual recruit's needs. The key word in field training is consistency.

Each recruit must be evaluated by the same standards and receive the same quality of training. If a program lacks this consistency then:

The good recruits may not receive the quantity and quality of information they need to successfully make the transition.

The unacceptable recruit may be evaluated by the FTO's personal standards and not the department's standards therefore, substandard recruits may reach permanent status.

A lack of consistency opens the gate for litigation when either terminated recruits sue to regain their jobs or when a retained substandard officer fails to perform at or above acceptable standards (Bennett 1).

The FTO staff must continuously remember and remind others that:

The FTO program is part of the selection process.

The investment of time and money is designed to ensure that only quality officers receive permanent status.

That investing more time and money into an unacceptable recruit will only cause more problems in the future.

That accepting substandard officers today may cause large settlements in the future for his vicarious acts (Bennett 2).

Termination is a phase that all FTO staff personnel need to remember.

When it is determined that the recruit does not have the ability to pass the

minimum standards of the program, the decision and request to terminate is the responsibility of the FTO supervisors, not the FTO's. The documentation to terminate must be provided by the FTO but they should not be burdened with this unpleasant task (Bennett 3).

From the selection of the FTO's until recruits are successfully released as a patrol officer capable of working alone or until an unsuccessful recruit is terminated, the FTOs must be an active, productive element of the field training and evaluation program. The FTO program is the most important program for establishing the future of any agency. The program deserves dedication today to ensure quality personnel in the future.

Field training programs should be complete and formal systems, constantly reviewed to ensure their effectiveness on recruits. The FTO's role in these programs is to give recruits the "big picture" while distinguishing between "nice-to-know" and "need-to-know" material. They must also do all they can to ensure their recruits benefit from the knowledge and skills gathered through the FTO's own experience. In addition, recruits must possess an open mind and a strong desire to learn in order to take advantage of the FTO's expertise.

A good rookie-veteran relationship is a requirement if all parties are to benefit. This relationship must be one of mutual trust and understanding to ensure success. The rookie will, undoubtedly, make mistakes, but FTOs should keep in mind that they were once rookies too.

From its beginnings in the early 1970's in San Jose, California, the Field Training and Evaluation Program has grown and evolved into a nationally accepted process for observing and evaluating performance as a police officer moves into a new assignment, whether that new assignment is as a new recruit officer or an experienced officer entering police service in a new department.

It is a small wonder that research has shown the viability of Field Training and Evaluation Programs, for the process has provided agencies with a fair, consistent, orderly and legally defensible means of ensuring that officers entering the law enforcement profession are fully and professionally trained. The St. Charles County Sheriff's Department is no different.

In 1980, the St. Charles County Sheriff's Department implemented its first formal Field Training and Evaluation Program. There was no process in place to select the most qualified Deputies for the FTO position. Rather, it was a method of choosing the Deputy on the shift with the most experience. No documentation was generated on the new officer as there were no training guides that listed basic police responsibilities, tasks and procedures adopted by the department.

Additionally, the new officer was not evaluated based on standardized evaluation guidelines. Evaluation and progress was based primarily on the opinion of the FTO. The FTO received no formal training in the area of field training. The program lasted from one to six weeks before it was determined if the new officer was qualified and able to work independent of an FTO or be terminated.

The following chapter and appendices contain the St. Charles County

Sheriff's Department's newly adopted Field Training and Evaluation Program.

The program is based on the San Jose Model and was modified to meet the requirements of the St. Charles County Sheriff's Department. The original program lacked consistency and was a magnet for liability.

The new program provides strict guidelines for invariable training and evaluation. The program outlines the qualifications and requirements that must be met to be considered a candidate for FTO training. With this program a variety of documentation is generated and filed for each new officer to justify termination or proof of the ability to be a professional, productive officer. The program is three months in length to provide access and training on each shift. A new officer checklist is contained in the program to ensure that all new officers receive standardized training and are exposed to all aspects of police work. This training is also measured by a set of standardized guidelines to ensure consistency.

This program is innovative and proactive. It provides the St. Charles County Sheriff's Department with a training method that supplies the officer with the knowledge, skills and abilities to perform one of the most dangerous jobs in America with confidence and integrity.

Chapter III
The St. Charles County Sheriff's Department
Field Training and Evaluation Program

To: All Field Training Officers

From: Sheriff Douglas S. Field Training Officer Manual
and

Date: January 1, 1997 Probationary Officer Manual

Subject: Policy Statement Regarding Field Training Program

The St. Charles County Sheriff's Department, in keeping with the highest levels of performance requirements, must always strive to maintain the highest standards of professionalism. To that end, the retention of highly trained Deputy Sheriffs shall remain a fundamental goal of the Department.

The Field Training Program has been developed and implemented to ensure the responsibility. This program will remain a national segment and integral to the Patrol Division and shall receive support from the Training Division as necessary.

The Probationary Officer Checklist and Standardized Evaluation Guidelines are integral features of the program, providing a formal process and basic requirements for the learning process that each probationary officer will receive. The parameters of training and evaluation will be determined by the Program Manager in conjunction with the Patrol Division Commander. These parameters shall be carefully monitored on a regular basis to ensure that they are up to date and provide the highest and most uniform training and evaluation. The Standards of proficiency set by the Field Training Program are meant to ensure that each Deputy completing the training will have received the necessary instruction and guidance under field training conditions to meet the standards of the Department. These guidelines shall also serve as standards for the evaluation of a probationary officer as a permanent officer at the end of the probationary period.

The administration of the St. Charles County Sheriff's Department is committed to the parameters of this program and provide support to the Field Training Program concepts, which is absolutely necessary for the successful achievement of training and retaining only qualified Deputies.

St. Charles County Sheriff's Department
Field Training Officer Program
St. Charles County Sheriff's Department
Inter-Office Memorandum

To: All Field Training Officers

From: Sheriff Douglas Saulters

Date: January 1, 1997

Subject: Policy Statement Regarding Field Training Program

The St. Charles County Sheriff's Department, in keeping with the strictest levels of performance requirements, must always strive to maintain the highest standards of professionalism. To this end, the attainment of highly trained Deputy Sheriffs shall remain a fundamental goal of the Department.

The Field Training Program has been developed and implemented to meet this responsibility. This program will remain a functional support unit assigned to the Patrol Division and shall receive support from the Training Division as necessary.

The Probationary Officer Checklist and Standardized Evaluation Guidelines are integral features of the program, providing a sound structure and basic foundation for the learning process that each probationary officer will undergo. The parameters of training and evaluation will be determined by the Program Sergeant in conjunction with the Patrol Division Commander. These parameters shall be carefully scrutinized on a regular basis to ensure that they are up to date and provide for equal and standardized training and evaluation. The Standards of proficiency set by the Field Training Program are meant to ensure that each Deputy completing the training will have received the necessary instructions and guidance under field training conditions to meet the standards of the Department. These guidelines shall also serve as standards for the acceptance of a probationary officer as a permanent officer at the end of the probationary period.

The administration of the St. Charles County Sheriff's Department is committed to the parameters of this program and give full support to the Field Training Program concepts, which is absolutely necessary for the successful achievement of hiring and retaining only qualified Deputies.

St. Charles County Sheriff's Department
Field Training Officer Program
Goals And Objectives

The St. Charles County Sheriff's Department Field Training Officer (FTO) Program is a management system with the goal of improving the overall effectiveness and efficiency of the Department. To achieve this goal, the FTO Program has established the following objectives:

1. To provide a structured probationary officer training process. The key to the FTO Program is to develop police knowledge, skills and abilities needed to perform patrol duties.
2. To establish a probationary officer appraisal system. The FTO Program utilizes a standardized approach to the documentation of the probationary officer's performance.
3. To identify undesirable behavioral traits. If undesirable traits are identified, remediation will be provided to insure that each probationary officer who completes the FTO Program meet the Department's standards.
4. To establish a program review procedure. The FTO Program provides an appraisal system to measure the effectiveness of the Department's selection and training processes by allowing feedback through the respective phases regarding a probationary officer's strengths and weaknesses.
5. To establish a retraining program for the department. The FTO Program provides a system to train and evaluate the performance of officers returning from extended leave, reappointment or newly transferred to the Patrol Division.

St. Charles County Sheriff's Department
Field Training Officer (FTO) Program

The Field Training Officer Program of the St. Charles County Sheriff's Department operates in accordance with the following system in order to provide a valid post-academy training process and an evaluation of the Probationary Officer's performance on the job. This system allows for objective documented measurement of this performance and identifies need for additional training or termination.

The overall administration of this program shall be the responsibility of the Bureau of Field Operations in conjunction with Personnel and Training.

PHASE 1

Phase 1 is a twenty-eight (28) day period. The first five training days in Phase 1 is a familiarization period with no evaluation. During this time, police functions are performed by the FTO. The probationary officer may assist in some cases, concurrent with their abilities. The primary responsibility of the FTO during this time shall be to acquaint the probationary officer with Department policies, procedures, routine duties and police functions.

The rest of the twenty-eight (28) day period shall be evaluated by means of Daily Observation Reports (see Appendix A) and Weekly Evaluations (see Appendix B).

If at any point during the training, the FTO determines that remedial

training is necessary because the probationary officer is not responding to the initial training, the remedial training shall be discussed with the Watch Commander. Remedial training and the time applied to remedial training will be documented on the daily and weekly observation reports.

At the end of Phase 1 the FTO will submit an end of phase evaluation (see Appendix C). This is a tool used to promote a smooth transition into Phase 2 while providing the next FTO with top three major strengths and weaknesses of the probationary officer, any remedial efforts exerted to resolve the stated weaknesses and finally recommendations regarding the probationary officer's status. All documentation, in all phases, will be copied and signed by the FTO and probationary officer. The FTO will retain a copy for his records, provide the probationary officer with a copy and forward the original copy through the chain of command.

Phase 2

Phase 2 is a twenty-eight (28) day period. The probationary officer is assigned to a second FTO on a shift other than that of Phase 1. This twenty-eight day period shall be evaluated by means of Daily Observation Reports, Weekly Evaluation Reports, End of Phase Evaluation and FTO Critique.

Phase 3

Phase 3 is a twenty-eight (28) day period. The probationary officer is assigned to a third FTO on a shift other than that of Phase 1 or Phase 2. This 28 day period shall be evaluated by means of Daily Observation Reports, Weekly Evaluation Reports, End of Phase Evaluation and FTO Critique. Phase 3 is designed to be a "polishing" phase in which the probationary officer is expected to integrate their acquired skills into daily performance. The last five days of Phase 3 will be known as the "shadowing" phase. The FTO will be dressed in appropriate civilian attire (the department issued firearm, badge and identification will be in plain view of the public). The FTO shall not participate in police functions during this period when failure to participate is not detrimental to police efficiency and/or public relations. However, the FTO shall act as an assist on all calls for service necessitating two officers. **NOTE:** Prior to beginning his/her tour of duty in the "shadow" phase the FTO will notify the Shift Commander, officers in the same or adjoining zones and communications of their attire for officer safety considerations to not be mistaken for non-police personnel.

Phase 4

Phase 4 is an Application Phase. This phase will fulfill the officer's

probationary period if successfully completed. The probationary officer is evaluated on the ability to apply what has been learned without the constant supervision of an FTO. The Watch Commander shall prepare a performance evaluation report on the probationary officer upon notification from personnel of the officer's probation review. This report is forwarded through the chain of command to the Bureau of Field Operations Commander. Upon conclusion of Phase 4 and submission of the probationary performance evaluation, a recommendation shall be made by the Bureau of Field Operations Commander and the Sheriff as to the disposition of the probationary officer.

Duties And Responsibilities Of The Watch Commander

The Watch Commander shall insure that the training and evaluations processes are accomplished. The Watch Commander shall review reports, utilize oral communication with the FTO and probationary officer, and observe personal traits of the probationary officer's performance to summarize his/her progress. The Watch Commander shall monitor the overall training and evaluation of probationary officers to insure that a personality conflict between the FTO and probationary officer does not arise and that the FTO maintains objectivity throughout contact with the probationary officer. If a personality conflict or a loss of objectivity is observed, the Watch Commander shall immediately counsel the FTO. If necessary, the Watch Commander shall recommend to the Bureau of Field Operations Commander that the assignment be changed, rotating the

probationary officer to another FTO. The decision to rotate the probationary officer to another FTO must be fully documented and both parties informed of the reasons for the decision in order to minimize misunderstandings and the possibility of reoccurrence.

The Watch Commander shall have the responsibility for reevaluating the performance of the FTO. This evaluation shall be based upon the observation of the Watch Commander, input from the Shift Sergeants and the critique made by the probationary officer. The evaluation shall be in the form of an inter-office memorandum, directed to the Bureau of Field Operations Commander.

Duties And Responsibilities Of The Shift Sergeant

The Shift Sergeant shall have the responsibility of reviewing the training and evaluation provided by the FTO. Sergeants shall assist in the development of the probationary officer in any way possible.

Duties And Responsibilities Of The FTO Coordinator

A Shift Sergeant, assigned by the Bureau of Field Operations Commander, will serve as the FTO Program Coordinator. In addition to regular BFO supervisor duties, he/she will ensure that all documentation regarding the progress, or lack of progress, by the probationary officer is completed in a timely manner. The FTO Coordinator will ensure the probationary officer a smooth

transition from one FTO to another. He/She will be responsible for scheduling a quarterly meeting with the FTO Unit to discuss updated training or other pertinent topics to allow the unit to maintain integrity and professionalism. Unless an FTO is assigned to the shift of the FTO Coordinator, he will follow the chain of command on his respective shift. The FTO Coordinator will serve as a liaison between the FTO and BFO Commander regarding issues of the FTO Program. The FTO Coordinator is to be a role model for the FTO and maintain an open door policy to discuss personal and professional concerns.

Duties And Responsibilities Of The Field Training Officer

The FTO has two primary roles to fulfill: That of a Deputy Sheriff assuming daily performance responsibilities and that of a trainer of probationary officers. While these patrol responsibilities are clearly defined in department policies and procedures, as a trainer, the FTO provides on-going instruction in the traditional sense, utilizing innovative and practical techniques. An FTO must commit themselves to the philosophy of teaching. He or she must realize that training is the first priority and the evaluation is secondary. The FTO should be willing to bear the responsibility for the progress of the probationary officer, or lack of it, until he or she is sure that other factors are the cause of the probationary officer's performance.

The FTO is the means by which the goals of the program are achieved, specifically, the training of a Deputy able to work an independent assignment in a

safe, skillful, efficient, effective, productive and professional manner. The productivity and appearance of the FTO must meet the Department's standards. FTOs should attempt to be above the standard in all areas. Since the FTOs performance is also subject to evaluation, his/her professional and personal conduct should be exemplary. An FTO should possess and recognize the need for a higher sense of idealism than that generally found throughout the Division and must understand that the image, effectiveness and future of the organization are subsequently decided by the quality of its personnel. FTOs must conduct themselves in a professional manner at all times. They must teach Department policy and procedures. FTOs should set an example by virtue of their knowledge and appearance. They should remember that the probationary officer will be a product of what he or she is taught and of the behavior that is demonstrated to him or her. For the FTO to say, "Do as I say and not as I do," is not acceptable.

FTOs will keep in mind at all time the FTO program philosophy, which states that FTO personnel will make every effort to train and to direct each probationary officer in ways that maximize the opportunities for a probationary officer to succeed. FTOs must remember that they must ensure that each probationary officer receives the maximum opportunity to show that he or she can do the job. FTOs will always attempt to set a positive training atmosphere for the probationary officer in which learning is maximized and in which the probationary officer will be able to perform to the best of their ability. As much as is possible, any stress felt by the probationary officer should be caused by the task being taught and not from any unrelated comments or actions on the part of

the FTO. It is impossible to entirely eliminate stress caused by evaluation but it should be minimized as much as possible.

The FTO must possess the skills necessary to become a reliable evaluator of probationary officer performance and to subsequently document scheduled evaluations of the performance and submit additional documentation as required.

The FTO is responsible for recommending retention or termination of a probationary officer and may be required to participate in evaluation sessions.

The FTO should be able to justify recommendations for any action regarding the probationary officer's performance throughout the Field Training Program.

Use Of Non-FTOs For Field Training

Non-FTOs will not be utilized to train a probationary officer in the field in a ride-along mode unless the Shift Commander (Sergeant) is doing it for a very specific purpose or in a situation in which there is no alternative. If the probationary officer is assigned to a non-FTO the non-FTO will submit a memorandum as soon as possible to the probationary officer's current FTO detailing the time of the assignment. This includes but is not limited to types of calls for service, reports, traffic productivity, officer safety, etcetera.

FTO/Probationary Officer Relationship

The relationship between the FTO and the probationary officer will be a teacher/student and/or supervisor/subordinate relationship. As part of this relationship, the following are expected to protect the integrity of the program:

1. The hallmark of this relationship will be one of mutual respect. Probationary officers will be treated with respect at all times and they will be expected to respect the FTO and to follow his/her directions. Probationary officers will not be harassed, intimidated, intentionally embarrassed or treated in a demeaning manner. Name calling or the use of derogatory terms by the FTO is not acceptable. FTOs will try not to show their anger or frustration while they are making contact with citizens. Remember, praise in public and correct in private.
2. While probationary officers are going through the FTO training, FTOs will be discouraged from associating with or socializing with, the probationary officer when they are off duty as this may compromise the FTO's ability to objectively evaluate the probationary officer's performance.
3. FTO personnel will not date or attempt to date probationary officers while they are participating in the FTO Program.
4. FTO personnel will not make discriminatory or sexist remarks.
5. FTO personnel will not make sexual remarks or advances toward any probationary officer and will comply with the Code of Ethics written in the Department policy manual.
6. FTOs will not live with or rent rooms to any probationary officer nor enter into any financial situation with them.
7. FTOs will not accept gifts from nor give gifts to the probationary officer while they are participating in the FTO Program.

Violation of Field Training Policy and rules could result in disciplinary action to include removal from the Field Training Officer Program.

Field Training Officer Selection

FTO candidates must be assigned to the Patrol Division of the Bureau of Field Operations and have a minimum of two years patrol experience with this department and possess an exemplary service record. No sustained Internal Affairs complaints for one year prior to application and appointment to the FTO Unit.

FTO candidates will submit a memorandum through the proper chain of command to the Bureau of Field Operations Commander giving a brief synopsis of their experience and reasons for requesting to become a FTO. The Bureau of Field Operations Commander will consult with the candidates supervisors and survey their personnel file to insure basic qualifications are met. This includes absentee records. Once the Commander completes this stage he will decide if the candidate is eligible and there if is an opening in the FTO Unit. If there is no opening at the time of application, the successful candidate will be considered upon a vacancy in the unit.

The FTO shall be assigned to attend a FTO training seminar to be conducted at a police academy accredited by the Missouri Peace Officer Standard and Training Program (POST). The training seminar should be no less than forty (40) hours in length. This seminar shall be assigned as soon as manpower demands allow and scheduled in conjunction with the Department Training

Coordinator. In addition, the FTO shall attend periodic advanced training which will also be arranged with the Department Training Coordinator.

Field Training Officer Assignment

FTOs will receive a shift assignment in accordance with department policy and manpower demands. Requests for shift assignment will be made every four months (see Appendix E).

Field Training Officer Recognition and Compensation

The FTO will be issued a FTO Unit pin. FTOs are encouraged to where the unit pin at all times but must be worn while training a probationary officer. The pin will be worn centered above the right breast pocket above the name tag.

The FTO, to date, will not receive any additional pay for this volunteer assignment except for those instances where he/she is entitled to authorized compensatory time or overtime. This is determined by the FTO's supervisor and the St. Charles County Employee Handbook.

Field Training Officer Resignation/Termination

FTOs shall complete an inter-office memorandum through the chain of command upon his/her decision to resign their duties as a field training officer.

An FTO may be relieved of his duties at the discretion of the Bureau of Field Operations Commander based on recommendations received through the chain of command or consistently poor critiques by probationary officers. At minimum, the FTO Unit and its member will be evaluated annually by the Bureau of Field Operations Commander to determine effectiveness and insure it remains modern and professional.

The FTO Unit shall meet, at minimum, on a quarterly basis to discuss updated training material, program effectiveness and other relevant issues to the success of the unit and its members.

Probationary Officer Termination/Resignation In Lieu Of Termination

A recommendation for termination of a probationary officer may be made by an FTO under the following circumstances:

1. The probationary officer's performance has been consistently below the minimum acceptable level and repeated remedial training has failed to bring that officer's performance up to an acceptable level in a reasonable amount of time in the program.
2. The probationary officer's performance has presented a repeated, noncorrectable hazard to himself, to other officers and/or to citizens. All efforts to correct this performance discrepancy have failed.
3. The probationary officer repeatedly refuses to obey Department policy or to accept direction from a higher authority and all efforts to gain voluntary compliance have failed.

Prior to making a recommendation for termination, the FTO will ensure that the following has taken place:

Operations Commander, the Bureau Commander will review the probationary officer's performance and ask questions to ensure that the probationary officer was given every opportunity to demonstrate that he or she could do the job.

3. If the Bureau of Field Operations Commander decides that more should be done to train the probationary officer, he will extend the training period and ask the FTO to document a plan for a final attempt to correct the probationary officer's performance discrepancies. The amount of additional training time will also be discussed. The Bureau Commander will then meet with the probationary officer. The probationary officer will be advised that his or her performance must improve and that if improvement is not made a recommendation of termination will be made. The specific areas of performance which must improve will be discussed with the probationary officer. The probationary officer will be given an opportunity to reply to this discussion. After this meeting the training will be continued. This recommendation and meeting could occur during any phase of the field training program.
4. If the Bureau of Field Operations Commander, after the meeting with the FTO and probationary officer, still believes that additional training would not be beneficial he will advise the probationary officer that he is going to concur with the termination recommendation. He will also inform the officer that he or she has the option of resigning in lieu of termination.
5. If the probationary officer requests for some time to decide whether or not he or she will resign, he or she will be given until the beginning of their next workday to make a decision. If the probationary officer decides to resign, in lieu of termination, the appropriate forms will be completed and forwarded through the chain of command. At this time, a FTO will be assigned to guide the probationary officer through the process of turning in all Department-issued equipment.
6. The Bureau of Field Operations Commander will then order the last FTO to submit, as soon as possible, the documentation of the probationary officer's performance evaluations in the form of daily observation reports, weekly evaluations, end of phase reports and any additional supplemental narrative reports. These documents will be bound in the Probationary Officer's Manual

- and forwarded to personnel to be placed in the probationary officer's personnel file.
7. The Bureau of Field Operations Commander will write his recommendation for termination. He will forward this to the Sheriff for his review. If the Sheriff concurs with the recommendation, the termination package will be forwarded to the St. Charles County Office of Personnel and the St. Charles County Sheriff's Department Administration Division (Personnel).
 8. If the Sheriff sustains the termination, the probationary officer will be guided through the process of turning in Department-issued equipment on a designated date and time.

Probationary Officer Voluntary Resignation

In those instances in which a probationary officer decides to resign entirely of his or her own will, the following steps will be taken:

1. If the probationary officer has been meeting the acceptable standards to work independent of a FTO, or if indications are that he or she has the potential to successfully complete the FTO Program, the probationary officer will be interviewed FTO in the presence of the Watch Commander. At this meeting all efforts will be made by the FTO to encourage the officer to continue in the program. If the probationary officer insists on resigning, he or she will be advised to send an inter-office memorandum, through the chain of command, to the Field Operations Commander. A copy of this memoranda will be bound in the Probationary Officer's Training Manual with a synopsis of the meeting produced by the attending FTO.
2. If the probationary officer's performance has not met the minimum acceptable standards of an independent officer, or his or her performance has been marginal and all indications are that, in spite of remedial training, he or she would not successfully complete the FTO Program, the FTO will meet with the probationary officer and the Watch Commander to ensure that the resignation is entirely voluntary. Once this has been completed the resignation will be accepted and proper documentation will be forwarded through the chain of command.

3. A FTO will be assigned to guide the probationary officer through the process of turning in a Department-issued equipment.

The St. Charles County Sheriff's Department Field Training and Investigation Program (FTIP) is a 12-week program designed to help the police officer make the transition from the classroom to the street. The program is designed to provide the probationary officer with the practical application of skills as "field" experience. A Field Training Officer (FTO) is assigned to the probationary officer to perform the job of a professional and efficient manner as well as to provide the probationary officer with necessary knowledge to perform the job. The FTOs receive specialized training by the Sheriff's Department, which is provided by the Sheriff's Department Training and Development Department.

Training of police officers has become a more difficult task in the early training methods might best be described as the "sink or swim" theory. Preparation for the assignment consisted of little more than the issuance of a gun and the keys to a patrol car. If probationary officers made it past that first part they were truly "sink or swim" or very lucky. Eventually, some officers were assigned to patrol partners and observed a form of on-the-job training. This method of training was an effective manner of training probationary officers. The "sink or swim" theory was a very effective method of training probationary officers.

The most glaring problem was the "sink or swim" theory was necessary occurred. If the worst officer had the probationary officer had almost certainly failed. If not, the future as a police officer was dim.

St. Charles County Sheriff's Department
Probationary Officer's Manual

The St. Charles County Sheriff's Department Field Training and Evaluation Program (often referred to as the FTO Program) is based on a nationally accepted training program designed to help the probationary officer make the transition from the classroom environment of the Police Academy to the practical application of skills in "field" situations. A Field Training Officer (FTO) is chosen for his/her abilities to perform the job in a professional and efficient manner as well as for their ability to impart this necessary knowledge to you. FTOs receive specialized training in this area and are continuously monitored by the Bureau of Field Operations Commander.

Training of police officers has evolved over the years. An example of early training methods might best be described as the "sink or swim" theory. Preparation for the assignment consisted of little more than the issuance of a gun and the keys to a patrol car. If probationary officers made it past their first year they were truly innovative or very lucky. Eventually, new officers were assigned to senior partners and received a form of on-the-job training. To some extent this was an effective manner of teaching probationary officers the "ropes", but there were some inherent problems.

The most glaring problem was the "popularity contest" that inevitably occurred. If the senior officer liked the probationary officer, he would probably make it. If not, his future as a police officer was limited.

A drastic change in law enforcement training developed with the introduction of the Police Academy. This method of training is still with law enforcement today, but has undergone many format changes and improvements. While it is an efficient method of introducing the probationary officer to police work, it does not; however, adequately prepare the officer for assignment to independent assignment in a patrol car. Because of this, there developed a need for a training program to assist the probationary officer in making the transition from the academy to the field.

This need is satisfied by the FTO Program. The present FTO Program used by most police departments throughout the nation was originally implemented in San Jose, California and is known today as the San Jose Model. The concept, modified to fit particular department needs, continues to maintain its professionalism and integrity.

This time-tested concept should enable the probationary officer to reach an acceptable level of performance in the given time span, provided he or she makes an effort matching that of his or her Field Training Officer. Success depends on attitude and the probationary officer's willingness to perform the job. The Field Training Program is demanding and time consuming for the probationary officer and his or her FTO, but the pride and satisfaction upon completion of the program is well worth it.

Structure

The Field Training and Evaluation Program is structured so that the

probationary officer will know at any time who they are to respond to for supervision and where to turn to for help. The program also ensures proper monitoring of the probationary officer's training.

The chain of command, as in any organization, is basic to the structure of the program. One should not violate or circumvent the basic tenet of how communication flows between the various levels. In the chain of command, the probationary officer's direct supervisor is the FTO. The probationary officer should respond directly to him/her and not attempt other avenues for assistance unless the situation is of an urgent nature and the FTO is not available. While the probationary officer will occasionally have contact with other officers and supervisors, he or she are accountable to their FTO. This procedure is necessary to ensure proper training and the absence of conflicting information.

Phase Training

The probationary officer's training will proceed in phases. The Field Training and Evaluation Program is divided into four phases covering a period of six months. Each phase is designed to provide the following:

1. A systematic approach to field training.
2. Consistent and standardized training.
3. The means of ensuring the probationary officer's capability in performing the skills or tasks necessary for competent, independent operation of a one-officer patrol car.
4. An introduction to all areas of the County as well as an opportunity to work all three patrol shifts.

5. The opportunity to train with various FTOs; thereby, receiving diverse instruction while operating within standardized training guidelines.

The first three phases are each twenty-eight (28) days in length. The final phase lasts until the probationary officer completes probation. Each particular phase is divided into tasks. These tasks have been identified as the basic skills/tasks necessary for a competent police officer.

In Phase 1, the probationary officer will learn the absolute basics of the job as well as skills that are considered necessary of the potential for danger and/or liability. He or she will be assigned to a FTO and will remain with that FTO during the entire phase.

The first five days of Phase 1 is known as "limbo." The probationary officer is expected to observe and to ask questions that come to mind as he or she adjusts to the new assignment. Even though the FTO will operate the patrol car and take most police action, the probationary officer is not expected to be merely a passive observer. The probationary officer is expected to learn and participate. "Limbo" is extended to the first day of Phases 2 and 3 as well. This is done so the probationary officer may become acquainted with his or her new FTO and familiar with their style.

If the probationary officer has been recommended to pass to Phase 2, he or she will be rotated to a different shift and be assigned to another FTO. As in Phase 1, the probationary officer will remain with this FTO for the entire phase. Phase 2 lasts for twenty-eight (28) days. The tasks are progressively more

difficult and advanced.

If the probationary officer has been recommended to pass to Phase 3, he or she will be rotated to a different shift and be assigned to another FTO. Phase 3 will be the last phase of formal training. This phase has a duration of twenty-eight days and will be a time of advanced learning and preparation for Phase 4.

Phase 4 lasts until the probationary officer completes his or her probationary status with the St. Charles County Sheriff's Department. This is usually upon completion of six months of competent service and receiving a performance evaluation from their assigned Watch Commander. Termination is an option if the probationary officer fails any phase of training or to complete probation.

Standardized Evaluation Guidelines

The probationary officer has been given a set of Standardized Evaluation Guidelines as part of this manual (see Appendix A). These guidelines are very important as they are the standards by which he or she will be evaluated. The probationary officer will not be compared to tenured officers nor will they be compared to their peers. These guidelines have been developed to ensure that FTOs use the same standards when evaluating **ALL** probationary officers. Evaluation by these standards assure fair and equal evaluations of the probationary officer's performance by all FTOs. The probationary officer should become familiar with the standardized guidelines so that he or she knows what is expected of them while participating in the Field Training Program.

Field Training Checklist

There are numerous identifiable tasks that a probationary officer must be able to accomplish in order to perform competently as a police officer. It is the FTO's responsibility to help the probationary officer develop the skill to master these tasks. To assist the FTO in completing this obligation, a Probationary Officer Checklist has been developed and integrated into this manual (see Appendix G).

The probationary officer checklist will be kept in the possession of the probationary officer during their participation in the Field Training Program. It will serve as a map for the FTO to determine what has been taught and will serve the probationary officer as a reference to those tasks that must be learned. The responsibility for signing off each of these tasks remains with the FTO. As the probationary officer accomplishes each task, the FTO will sign off on the checklist. Successful completion of the FTO program will not be accomplished until each of these tasks are signed off.

Each page of the Probationary Officer Checklist has a signature block at the bottom. This will be signed when the FTO determines the probationary officer is competent in all the topics covered on that page of the checklist. Each topic is followed by three blocks:

1. Discussed - The FTO has discussed the topic with the probationary officer and explained the information the probationary officer needs to accomplish the task.
2. Demonstrated - The probationary officer has

demonstrated his/her knowledge of the topic. This should be done by a hands-on demonstration. The FTO can either stage a mock demonstration (role play) or develop some other method for testing this knowledge.

3. Accomplished - This will be initialed when the FTO has witnessed the probationary officer demonstrate skill in this area often or efficiently enough that the FTO is satisfied that the probationary officer is competent in this topic.

Summary

An important point to remember is this: The probationary officer must give the FTO the chance to train them. If he or she takes risks or prefers to take the program lightly, then they may not succeed. Each probationary officer's progress, as he or she proceeds through the program, is recorded by written evaluations. The evaluation process is as important as the training process. Evaluations are excellent tools for informing the probationary officer of his or her performance level at a particular point in time. They are also superb devices for identifying training needs and documenting training efforts. Evaluation represents feedback.

Collectively over the duration of the program, evaluations tell a chronological story, category by category. They tell of a probationary officer's successes and failures, improvements and digressions, and of the attempts to manage each of these occurrences. They chronicle the skill and efforts of the FTO as well. These documents are critical in the career of each new officer and should be treated as such. Honest and objective evaluations of probationary officers shall

be a prime consideration of all members involved in this program.

Each probationary officer will be evaluated in a number of categories. These categories cover as much of each aspect of the police environment and responsibilities as can be expected. Standardized evaluation guidelines have been established to ensure each FTO's rating of a probationary will be equal and standard throughout the program. The standardized evaluation guidelines are actually behavioral anchors. They provide a definition, in behavioral terms, of unacceptable, acceptable and superior standards of performance that must be applied to all probationary officers regardless of their experience level or other incidental factors.

The St. Charles County Sheriff's Department Field Training and Evaluation Program (also referred to as the FTO Program) is based on a nationally accepted training program designed to help the probationary officer make the transition from the classroom environment of the Police Academy to the practical application of skills in "field" situations.

This program is divided into three phases. During the first phase, the recruit officer familiarizes himself with agency policies and procedures. During the second and evaluation phases, the recruit is gradually introduced to the various responsibilities and duties of the officer. The third phase is the final phase of the program, also referred to as the "wrap-up" phase, in

Chapter IV

Research Methods And Evaluation

Materials

The St. Charles County Sheriff's Department Field Training and Evaluation Program utilizes a three-month process, with daily evaluations, using standardized lesson plans, training guides and department policies. The program is highly structured and evaluates on a daily and weekly basis. The Probationary Officer Checklist and Standardized Evaluation Guidelines are integral features of the program, providing a sound structure and basic foundation for the learning process that each probationary officer will undergo.

The St. Charles County Sheriff's Department Field Training and Evaluation Program (often referred to as the FTO Program) is based on a nationally accepted training program designed to help the probationary officer make the transition from the classroom environment of the Police Academy to the practical application of skills in "field" situations.

This program is divided into three 28 day phases. During the introductory phase, the recruit becomes familiar with agency policies and local laws. During the training and evaluation phases, the recruit is gradually presented with the more complicated tasks patrol officers confront. A final phase, consisting solely of evaluation of the recruit's performance, also may occur. During this phase, the

FTO may act strictly as an observer and evaluator while the recruit performs all the functions of a patrol officer. This final phase determines if the recruit is able to work independent of an FTO.

Subjects

While conducting research for this training manual, this student utilized the non-probability sampling method. This method is not dictated by probability but by judgement. The judgement was formed by ten professionals in the area of police field training.

This student solicited the input of ten experts in the area of field training. These experts were from the St. Charles County Sheriff's Department Field Training Officers Unit. The common denominator between these experts was that they were all certified police officers with experience as a field training officer. The experts were all white males with an average age of 32. Their average law enforcement experience consisted of 10 years with an average of 7 years as a field training officer. All of the experts had attended a certified Missouri Police Officer Standards in Training (P O S T) field training officer seminar. This seminar was 40 hours in length. Additionally, each expert had experience in Patrol, Criminal Investigations and other specialized units. Seven of the ten experts had a Bachelor's Degree, two had Associate's Degrees and one had 30 hours of college credit.

Instrument

On January 31, 1997, the experts were presented a copy of the manual during a departmental FTO meeting. The FTOs were asked to give informed consent to participate in the study of the proposed training manual. They were asked to read the entire manual within three days of the meeting. Upon reading the manual they were presented with a survey. They were asked to read the survey (see Appendix H), complete the survey and evaluate the proposed training manual.

The survey, completed by the experts, consisted of various statements concerning the training manual. After reading each statement they were asked to complete a five-point Likert scale to measure their agreement with the corresponding statement. The number 1 indicated they strongly disagreed with the statement. The number 2 indicated they somewhat disagreed. The number 3 indicated they neither agreed or disagreed with the statement. The number 4 signified they somewhat agreed. The number 5 indicated the expert strongly agreed with the corresponding statement.

Analysis

After the all ten experts returned the surveys, this student used the interval data provided by the classic Likert scale to complete the research. This was done by taking the response to each statement on the survey and then calculating

descriptive statistics. For each statement, this author computed the mean, variance, deviation score and standard deviation. This data later determined the support or lack of support for the actual hypothesis.

Data

The response to questions 2, 4, 6, 12, 16, 19 and 20 on the survey received perfect scores of 50. The mean answer was 5. There was no deviation score, variance or standard deviation in response to these questions.

Questions 1, 3, 9, 11 and 17 received a score of 49. This was obtained with nine responses of a 5 and one response of 4. The mean response was 4.9. The deviation score was .098. The variance was .011 and the standard deviation was .10.

Questions 5, 8, 10, 15 and 18 received a score of 48. This was obtained with eight responses of 5 and two responses of 4. The mean response was 4.8. The deviation score was 1.60. The variance was .18 and the standard deviation was .42.

Question 13 received a total score of 48. This was obtained with nine responses of 5 and one response of 3. The mean response was 4.8. The deviation score was 3.60. The variance was .40 and the standard deviation was .63.

Question 14 received a score of 47. This was obtained by eight responses of 5, one response of 4 and one response of 3. The mean response was 4.7. The deviation score was 4.1. The variance was .46 and the standard deviation was .68.

Question 7 received a score of 47. This was obtained by seven responses of 5 and three responses of 4. The mean response was 4.7. The deviation score was 2.1. The variance was .23 and the standard deviation was .48.

Results

The actual hypothesis stated this was a good field training manual. The null hypothesis stated this was neither a good or a bad field training manual. The actual statistical hypothesis stated the mean of the experts' responses, on the Likert scale, would be significantly greater than three. The null statistical hypothesis stated the mean of the experts' responses, on the Likert scale, would be equal to or less than three. None of the hypothesis were disclosed to the experts before, during or after the survey was completed.

Since the mean of the experts' responses were significantly greater than three, it supports the notion that this is a good field training manual and thus supports the actual hypothesis. Because the mean of the experts' responses were not equal to or less than three, this student failed to reject the null hypothesis. The conclusion is that this is a good field training manual.

Appendix A

Field Training Program Daily Observation Report (DOR)

The rating method used on the Daily Observation Report (DOR) is based on explicit behavioral anchors, i.e. job performance. The key to this method of evaluation is the use of at least three defined anchor points (performance levels) for each behavior being evaluated. These three anchor points are: the bottom of the scale or not acceptable, the minimum acceptable or passing point and the top of the scale or superior performance level. On the scale used here, in this manual, these three points correspond respectively to the numbers 1, 4, and 7. The advantages of this rating method are twofold: the chances for rating errors are somewhat reduced and the probationary officer has a clear view of the criteria used to evaluate his/her performance.

When using this method, the single most important concept is being able to recognize what is and what is not acceptable behavior. "Acceptable performance" must be standardized for each particular area being measured and it must be standardized among the different FTOs doing the evaluating. By doing so, both the reliability and the validity of evaluations are kept intact. The Evaluation Guidelines define these three anchor points (performance levels) for each of the categories on the Daily Observation Report. Use of these guidelines by the FTO, during evaluation of a probationary officer, will ensure the integrity of that particular evaluation and that of evaluations conducted by other FTOs

during the entire program.

Applying a numerical value to represent an observed behavior is perhaps the most difficult task facing the FTO. The dilemma involved is that of one FTO's rating philosophy versus that of another and the question of which one is correct. If the FTO understands a couple of principles regarding value application, this dilemma should no longer pose a problem.

The first principle is that each FTO has different perceptions on nearly everything in the training experience, and while a standardization of ratings is a necessity, an attempt to standardize perceptions is sure to fail. For example: FTO A, based on a prior negative experience, may see a new officer's drawing his weapon to a traffic violator as worth a rating of 1, or unacceptable under the category, "Officer Safety." FTO B, on the other hand, sees the same performance as worth a 3. The question then is, should the FTO or the new officer be overly concerned about this behavior? No. As long as both FTOs see the behavior as less than acceptable, under the guidelines given, then standardization has been maintained. There is no difficulty accepting differences in perceptions unless those differences vary between acceptable and unacceptable ratings for the same observed behavior.

The next principle deals with the value assigned to performance where remedial efforts have been made and the probationary officer is not responding to training (NRT). A probationary officer who performs at less than an acceptable level might receive a rating of 1, 2 or 3 for that particular task. The FTO is then required to identify the problem the probationary officer is having and then design

and implement a remedial training program to aid the officer in improving performance to the minimum acceptable level.

After the remedial training, the FTO reassesses the performance of the probationary officer in that area at the next opportunity. If at that time the probationary officer's performance is still at the same level it was prior to the additional training, he/she has not responded to training. The NRT section of the Daily Observation Report allows for reporting this type of performance. This section of the DOR is to be used with whatever numerical score is appropriate for the observed performance. It allows the FTO to report continued failure and failure to improve while maintaining the integrity of the rating first given. An NRT is an indication of a problem that has occurred in the past, has been the object of appropriate remedial effort, and that effort has not produced the desired performance.

When completing a DOR form there are some key factors that must be considered. First, anything placed on the DOR must be job related. Personal opinions and biases must be eliminated from the evaluation process. Secondly, if probationary officers are going to be rated equally for the same observed behavior, then the use of the Evaluation Guidelines cannot be stressed enough. Thirdly, the written comments of the evaluation should describe in detail, and support, the numerical scores given for a particular performance. If these three areas are considered when completing an evaluation then the validity of the FTO Program will remain intact.

Narrative Comments

The narrative comments section provided on the DOR is the foundation upon which the FTO Program stands. Without detailed, written explanations to support the numerical ratings given by the FTO, the evaluations are of little value. Without this detail there is no way to document probationary officer performance or give consistent feedback to him/her.

When writing narrative comments it is important to be specific. To say for example, that a probationary officer did a "good job" of working a motor vehicle accident generalizes the performance and does not give specific detail about what actually occurred. What is "good" performance? The FTO must be prepared to articulate the officer's performance and also be prepared to justify the ratings given based on the guidelines of the program. The narrative comments section should also give an overview of the shift's activities. To discuss one or two minor occurrences for an eight hour shift is not reflective of the probationary officer's performance and does not give a basis for the numerical ratings

Numerical Ratings

The single most important fact to remember when applying a numerical rating to an observed behavior is to implement the use of the program's Standardized Evaluation Guidelines at all times. By using these guidelines the FTO not only provides clear expectations for the probationary officer but also improves the program's rating reliability by remaining consistent.

The most critical step in the FTO Program's rating system of 1 thru 7, is the step from 3 to 4, or unacceptable to acceptable. The FTO should be prepared to articulate the reasons for any numerical score applied to observed behaviors, but in particular must be able to distinguish between acceptable and unacceptable work based on the standardized guidelines of the program. A question that should always be asked by the FTO is: What would have made the performance more acceptable? If this question cannot be answered, at least in part, then perhaps a 7 or top of the scale rating is appropriate. This same question should be asked before an unacceptable rating is given to the probationary officer. What would have made the performance acceptable? If the FTO cannot answer this then they must re-evaluate their rating method. Answers to these types of questions will provide the probationary officer with the necessary feedback to improve performance.

Required Comments

As the FTO completes the DOR, he or she should be aware of several areas that require a narrative explanation. The first two areas that require comments from the FTO are the MOST and LEAST acceptable performances for the day. There are spaces provided on the DOR from for these comments to be included. By commenting on these two areas, in particular, the FTO assures that the probationary officer will be given positive feedback on a job well done and provide guidance in areas that should be improved. In addition to these areas, comments are also required when a numerical rating is given at the extremes of

the scale, i.e., 2 and below as well as 6 and above.

When an NRT is included with the numerical rating on a DOR a written explanation must be included. This explanation should include what the probationary officer's performance was, what training was given to change his or her performance and if the probationary officer's performance improved or remained unchanged.

Required comments must be included whenever they are applicable to ensure the FTO Program remains consistent in its evaluation of probationary officer performance.

Daily Observation Report (DOR)

The Daily Observation Report is completed at the end of each shift by the Field Training Officer. This report is a permanent record of the probationary officer's progress as well as remedial efforts and identified problem areas. The daily evaluation report is normally completed and discussed with the probationary officer at or before the end of the shift.

The DOR reflects general as well as critical performances tasks that are divided into 30 categories. These categories cover the range of skills necessary to become a proficient police officer. By the end of the FTO Program, the probationary officer is expected to master these skills to a minimum acceptable level per the Standardized Guidelines. A probationary officer's performance may be evaluated by actual performance of a particular skill or through verbal and simulated testing.

The initial information of the form is self-explanatory:

1. DORs are numbered sequentially from the first day of training. A DOR will be completed for each work day of the evaluation period.
2. **R.T.** refers to "remedial time." Anytime spent on remedial training which exceeds fifteen minutes shall be recorded in the space provided adjacent to the respective category. If less than fifteen minutes is spent on remedial training, then only a check needs to be placed in the appropriate blank. ALL R.T. time will be recorded in the narrative section of the DOR.
3. A numerical rating, according to the Standardized Guidelines, shall be recorded in each observation category. The numbers 1, 4 and 7 are defined in behavior terms for each category. The numbers 2, 3, 5, and 6 are included to allow for the FTO to indicate performance that does not exactly fit the definition provided by the guidelines. This rating scale is a fixed scale, with behavior anchors identified. While an FTO has much latitude in application of the various "degrees" of performance, it must be remembered that any rating of less than a 4 means improvement is needed by the probationary officer in that category. A 4 or above means that the probationary officer's performance is acceptable by the standards of the Field Training Program.
4. **N.O.** means "not observed" and refers to any activity listed on the DOR which the FTO did not observe sufficiently to rate. A check mark is all that is required here.
5. **N.R.T.** means "not responding to training." A numerical rating shall be given as well as a mark in the N.R.T. column for that particular category. An N.R.T. is given when a probationary officer, after having been instructed in a task enough times that improvement or accomplishment is expected. An N.R.T. shall be preceded by remedial efforts. This notation on a DOR is a "red flag" that serves to give the probationary officer notice that unless improvement is forthcoming, the final result may be termination.
6. On the bottom of the page is "Total Amount Of R.T. Time." This number represents the total time estimated as spent on remedial training for the day. If there are any remedial efforts that took less

than fifteen minutes in the notation time, these should be estimated and added to the total. Example: If three boxes in the R.T. column are checked because each effort was estimated to have taken 5 minutes and another box in this column denotes 25 minutes training time in a particular category, then the total time at the bottom of the page should be 40 minutes. Remedial efforts should be explained in the narrative section of the DOR.

7. The "Most Acceptable Performance Of The Day" is that area in which the probationary officer had his/her best performance according to the FTO's opinion. This is not necessarily the highest rating of the day. It conceivably could be that a probationary officer's reaching of a 4 after continued problems in that category would be considered the most acceptable performance of the day.
8. The "Least Acceptable Performance Of The Day" is that area in which the probationary officer performed poorest during the shift. This might, perhaps, be an acceptable performance by the standards of the program but one that could be improved. The FTO should not be picky on this point but is required to fill out the narration in this section.
9. The probationary officer is required to sign the DOR. A signature here means the evaluation has been discussed with probationary officer, not necessarily he or she agrees with it.

St. Charles County Sheriff's Department
Field Training And Evaluation Program
Standardized Evaluation Guidelines

This instrument contains scale value definitions for the "1", "4" and "7" values in each of the thirty (30) performance areas of the Daily Observation Report (DOR). The use of these guidelines when rating and evaluating a probationary officer's performance is imperative. They will help ensure the validity of the progress by having standardization in the ratings.

CRITICAL PERFORMANCE TASKS

1. **Driving: Stress Conditions**

- #1 - *Unacceptable*: Involved in a preventable accident. Unnecessary code 3. Overuses overhead lights and siren. Drives too fast or too slow for the situation. Fails to slow for intersections, loses control on corners. Has poor judgment and perception.
- #4 - *Acceptable*: Maintains control of vehicle. Evaluates driving situations and acts properly, i.e. proper speed for conditions. Properly uses overhead lights and siren. Has good judgment.
- #7 - *Superior*: High degree of reflex ability and competence in driving skills. Anticipates driving situations and acts accordingly. Practices defensive driving techniques. Responds very well relative to the degree of stress present.

2. **Orientation: Stress Conditions**

- #1 - *Unacceptable*: Becomes disoriented when responding to stressful situations. Is unable to relate current location to location of destination. Is unable to use street guide under stress. Is unable to determine directions of the compass during stressful situations.
- #4 - *Acceptable*: Reasonably aware of current location. Is able to utilize street guide under stressful situations. Demonstrates good sense of direction. Arrives within reasonable amount of time.

- #7 - *Superior*: Always responds quickly to stressful calls by the most appropriate route. Does not have to refer to street guide. Rarely disoriented during stressful situations. Remembers locations from previous assignments and does not need the street guide to get there.

3. Field Performance: Stress Conditions

- #1 - *Unacceptable*: Becomes emotional and panic stricken, unable to function, loses temper, displays cowardice. Overreacts.
- #4 - *Acceptable*: Exhibits calm and controlled attitude. Does not allow situation to further deteriorate through action or inaction. Is able to reason out problems based on the training given.
- #7 - *Superior*: Maintains control and brings order under any circumstances. Is able to assess situations without assistance and always takes proper action.

4. Officer Safety: General

- #1 - *Unacceptable*: Frequently fails to exercise officer safety, for example:
 - A. Exposes weapons to citizens during contacts
 - B. Fails to keep gun hand free during enforcement situations
 - C. Stands directly in front of violator's car door
 - D. Does not maintain sight of violator while writing citation
 - E. Fails to use illumination when necessary
 - F. Fails to advise dispatch when leaving vehicle for enforcement
 - G. Fails to have weapon ready when appropriate
 - H. Stands in front of door when knocking
 - I. Stands too close to passing vehicular traffic
 - J. Fails to search police vehicle prior to shift or after transport
 - K. Fails to cover other officers
 - L. Fails to maintain or utilize personal safety equipment
 - M. Does not foresee potentially dangerous situations.
 - N. Points weapons at other officers
 - O. Fails to control suspect's movements
- #4 - *Acceptable*: Understands principles of officer safety and generally applies them.
- #7 - *Superior*: Always maintains position of advantage and is alert to changing conditions. Always watchful on approach to a call and is able to do same for assisting officer. Does not become paranoid or overconfident. Always applies proper safety techniques for any situation.

5. Officer Safety: With Suspicious Persons, Prisoners and/or Suspects

#1 - *Unacceptable*: Frequently violates officer safety standards with suspicious persons, suspects and/or prisoners, for example:

- A. Exposes weapon to suspect
- B. Fails to control suspect, suspicious person and/or prisoner
- C. Fails to pat down suspects
- D. Contacts suspicious persons while seated in patrol car
- F. Fails to thoroughly search prisoners or their vehicles
- G. Fails to maintain position of advantage with individuals to prevent attack or escape

#4 - *Acceptable*: Generally displays awareness of potential danger from suspects, suspicious persons and prisoners. Maintains position of advantage and follows handcuffing policy.

#7 - *Superior*: Always maintains position of advantage and is alert to changing conditions. Analyzes situations in advance and takes precautions. Recognizes potentially dangerous situations and reacts properly.

6. Control of Conflict - Voice Command

#1 - *Unacceptable*: Improper voice inflection, i.e., too loud, too soft, confuses or angers listeners by what is said or how it is said. Fails to use voice when appropriate or speaks when inappropriate.

#4 - *Acceptable*: Speaks with authority in a calm, clear voice. Proper selection of words and knowledge of when and how to use them.

#7 - *Superior*: Completely controls with voice tone, word selection, inflection and the bearing which accompanies what is said. Restores order in even the most trying situations through use of voice.

7. Control of Conflict - Physical Skill

#1 - *Unacceptable*: Uses too much or too little force for given situation. Does not, or cannot, use the proper restraints.

#4 - *Acceptable*: Maintains control without using excessive force.

#7 - *Superior*: Proficient in knowledge and ability of recommended restraints. Selects the correct amount of force for the given situation. Always prepared to use force necessary to bring situation under control.

8. Investigative Skill

#1 - *Unacceptable*: Does not conduct a basic investigation or conducts investigation improperly. Unable to accurately diagnose offense committed. Fails to discern readily available evidence. Makes frequent mistakes when identifying, collecting or logging evidence. Does not connect evidence with suspect when apparent. Lacks skill in collection and preservation of fingerprints. Does not protect crime scene.

#4 - *Acceptable*: Follows proper investigatory procedure in all but the most difficult/unusual cases. Is generally accurate in diagnosis of nature of offense committed. Collects, tags, logs and books evidence properly. Connects evidence with suspect when apparent. Collects "readable" fingerprints from most surfaces when available. Protects crime scene.

#7 - *Superior*: Always follows proper investigatory procedure and is accurate in diagnosis of offense committed. Connects evidence with suspects even when not apparent. Has ability to collect difficult forms of evidence, i.e., can utilize camera equipment correctly and can collect fingerprint evidence when available.

9. Interview/Interrogation Skill

#1 - *Unacceptable*: Fails to use proper questioning techniques. Does not elicit and/or record available information. Does not establish appropriate rapport with subject and/or does not control interrogation of suspect. Fails to give Miranda warnings when appropriate.

#4 - *Acceptable*: Generally uses proper questioning techniques. Elicits most available information and records same. Establishes proper rapport with most victims/witnesses. Controls the interrogation of most suspects and generally conducts a proper Miranda warning.

#7 - *Superior*: Always uses proper questioning techniques. Establishes rapport with all victims/witnesses. Controls the interrogation of even the most difficult suspects and conducts successful interrogations of them.

HIGH FREQUENCY FUNCTIONS

10. Driving: Non-Stress Conditions

#1 - *Unacceptable*: Frequently violates motor vehicle laws, involved in a

preventable accident, lacks dexterity and coordination during vehicle operation. Is discourteous and does not practice defensive driving techniques.

#4 - *Acceptable*: Has ability to maintain control of vehicle while being alert to environment outside of vehicle. Practices defensive driving techniques. Is able to operate vehicle and radio simultaneously. Obeys traffic laws when appropriate.

#7 - *Superior*: Sets good example of lawful, courteous driving while exhibiting manipulative skills required of patrol officer, i.e., operate radio. Displays high degree of alertness to environment outside the vehicle. Is superior defensive driver.

11. Orientation: Non-Stress Conditions

#1 - *Unacceptable*: Unaware of location while on patrol. Does not understand proper use of street guide. Unable to relate location to destination. Not familiar with geography. Unaware of compass directions. Takes too much time getting to destinations.

#4 - *Acceptable*: Reasonable knowledge of location in most situations. Can quickly use street guide to find streets and then use that knowledge to find desired location. Is familiar with locations of essential services, i.e., hospitals, fire stations, etc. Arrives within a reasonable amount of time.

#7 - *Superior*: Retains street information and is able to get to destination by using the shortest possible route. Has good knowledge of patrol area. Is able to analyze traffic patterns to allow for quickest response route.

12. Routine Forms: Accuracy and Completeness

#1 - *Unacceptable*: Unable to determine proper form for given situation or form is incomplete, inaccurate or improperly used.

#4 - *Acceptable*: Knows most standard forms and understands format. Completes forms with reasonable accuracy.

#7 - *Superior*: Consistently and rapidly completes detailed forms with no assistance and a high degree of accuracy.

13. Report Writing: Organization and Details

#1 - *Unacceptable*: Totally incapable of organizing events into written form. Leaves out pertinent details in report. Report is inaccurate.

- #4 - *Acceptable*: Converts field situations into a logical sequence that is thought out and includes all the elements necessary to the situation, and puts it into an acceptable written or dictated form.
- #7 - *Superior*: A complete and detailed account of what occurred from beginning to end, written and organized so that any reader understands what occurred.
14. Reports: Grammar, Spelling and Neatness
- #1 - *Unacceptable*: Reports are illegible. Reports contain excessive number of misspelled words. Sentence structure or word usage is improper or incomplete.
- #4 - *Acceptable*: Grammar, spelling and neatness are satisfactory in that errors in this area are rare and do not impair understanding.
- #7 - *Superior*: Reports are very neat and legible. Contain no spelling or grammatical errors.
15. Reports: Appropriate Time Used
- #1 - *Unacceptable*: Requires an extensive amount of time to complete a report. Takes three or more times the amount of time a non-probationary officer would take to complete the report.
- #4 - *Acceptable*: Completes reports within a reasonable amount of time.
- #7 - *Superior*: Completes reports very quickly, as quickly as a skilled veteran officer. Is cognizant of time management and does not let time needed for reports interfere with zone responsibilities.
16. Field Performance: Non-Stress Conditions
- #1 - *Unacceptable*: When confronted with routine task, becomes confused or disoriented. Does not/cannot complete task. Takes wrong course of action. Avoids taking action. Lacks discretion.
- #4 - *Acceptable*: Properly assesses "routine" situations. Determines and takes appropriate action. Uses discretion.
- #7 - *Superior*: Properly assesses situations, including the unusual or complex. Determines and takes appropriate course of action. Displays superior officer discretion.

17. Self-Initiated Activity

#1 - *Unacceptable*: Does not see or avoids activity. Does not properly follow up on situations. Rationalizes suspicious circumstances. Does not have a broad orientation to the scope of police-related activity.

#4 - *Acceptable*: Recognizes and identifies police-related activity. Has a broad orientation to the job including low-priority activity. Displays inquisitiveness.

#7 - *Superior*: Seldom misses observable activity. Uses daily goals and objectives to best utilize available time for self-initiated activity. Manages all aspects of assigned zone, i.e., business checks, traffic enforcement, "hot spots", etc. Understands and implements the use of time management theories.

18. Problem Solving/Decision Making

#1 - *Unacceptable*: Acts without thought or good reasoning. Is indecisive or naive. Is unable to reason through a problem and come to a conclusion. Cannot recall previous solutions and apply them to like situations.

#4 - *Acceptable*: Able to reason through a problem and come to an acceptable conclusion in "routine" situations. Makes reasonable decisions based on information available. Perceives situations as they really are. Makes decisions without assistance.

#7 - *Superior*: Able to reason through even the most complex situations and is able to make the appropriate conclusions. Has excellent perception. Anticipates problems and prepares resolutions in advance. Relates past solutions to present situations. Thinks beyond normal patrol activity and comes up with new ideas to solve perceived problems.

19. Radio: Appropriate Use of Codes and Procedures

#1 - *Unacceptable*: Violates policy concerning use of radio. Does not follow procedures or follows wrong procedure. Does not understand or use proper codes.

#4 - *Acceptable*: Follows policy and accepted procedures. Has good working knowledge of most often used sections of the codes.

#7 - *Superior*: Always follows proper procedures, adheres to policy. Has

superior working knowledge of all codes and applies knowledge when using the police radio.

20. Radio: Listens and Comprehends Transmissions

#1 - *Unacceptable*: Repeatedly misses own call sign and is unaware of radio traffic in adjoining zones. Requires dispatcher to repeat radio transmissions or does not accurately comprehend transmission.

#4 - *Acceptable*: Copies own radio transmissions and is generally aware of radio traffic directed to and in adjoining zones.

#7 - *Superior*: Is aware of own radio traffic and traffic in surrounding zones. Is aware of traffic previously transmitted and uses that information as an advantage.

21. Radio: Articulating Transmissions

#1 - *Unacceptable*: Does not pre-plan transmissions. Over or under modulates. Cuts message off through improper use of the microphone. Speaks too fast or too slowly. Does not listen for a clear channel.

#4 - *Acceptable*: Uses proper procedures with clear, concise and complete transmissions. Uses brevity.

#7 - *Superior*: Transmits clearly, calmly, concisely and completely in even the most stressful situations. Transmissions are well thought out and do not have to be repeated.

CRITICAL KNOWLEDGE AREAS

22. Department Policies and Procedures

#1 - *Unacceptable*: Has little knowledge of policies and procedures and/or frequently violates policies and procedures.

#4 - *Acceptable*: Familiar with most commonly applied policies and procedures. Is able to apply that knowledge in most situations.

#7 - *Superior*: Exceptional working knowledge of department policies and procedures. Is able to apply that knowledge in all situations.

23 Criminal Law

- #1 - *Unacceptable*: Not familiar with elements of basic sections of the Revised Statutes of Missouri. Cannot relate elements to given situation.
- #4 - *Acceptable*: Working knowledge of commonly used sections of the Revised Statutes of Missouri. Relates elements to observed criminal activity.
- #7 - *Superior*: Outstanding knowledge of all criminal sections of the Revised Statutes of Missouri. Relates and applies this knowledge to normal and unusual situations.

24. Motor Vehicle Law and Enforcement Guide

- #1 - *Unacceptable*: Does not know the most often used sections of the traffic laws. Does not recognize violations when committed and/or incorrectly identifies the violation.
- #4 - *Acceptable*: Knows and recognizes commonly used sections of traffic laws. Applies appropriate action. Can locate lesser known laws in reference material (guide).
- #7 - *Superior*: Displays outstanding knowledge of traffic laws, including lesser known or used laws. Quickly and effectively applies knowledge.

ATTITUDES AND RELATIONSHIPS

25. Acceptance of Feedback: Verbal and Behavioral

- #1 - *Unacceptable*: Considers criticism as negative. Is abrupt and belligerent. Rationalizes, argumentative, makes excuses and/or refuses to make corrections.
- #4 - *Acceptable*: Accepts criticism in a positive manner and applies it to improve performance and further learning. Accepts criticism in a professional, courteous manner.
- #7 - *Superior*: Actively solicits criticism/feedback in order to further learning and improve performance. Does not argue or blame others for errors.

26. Attitude Toward Police Work

#1 - *Unacceptable*: Sees career only as a job, expresses no active interest in police work. Uses job to boost ego, abuses authority, demonstrates little dedication to the principles of the profession.

#4 - *Acceptable*: Expresses active interest in police work. Does not abuse authority.

#7 - *Superior*: Utilizes off duty time to further professional knowledge, actively soliciting assistance from others to increase knowledge and improve skills. Demonstrates concern for the fair and equitable enforcement of the law, maintaining high ideals in terms of professional responsibilities.

27. Relationships With Citizens: General

#1 - *Unacceptable*: Abrupt, belligerent and overbearing or introverted and uncommunicative. Exhibits personal bias in contacts.

#4 - *Acceptable*: Courteous, friendly and empathetic. Communicates in a professional, unbiased manner.

#7 - *Superior*: Establishes rapport and is always objective. Always appears to be at ease in any person-to-person situation.

28. Relationships With Ethnic/Minority Groups Other Than Own

#1 - *Unacceptable*: Is hostile or overly sympathetic. Is prejudicial, subjective and biased. Treats members in this grouping differently than members of the probationary officer's own ethnic/minority/racial group would be treated.

#4 - *Acceptable*: Is at ease with members of the ethnic/minority/racial groups. Serves their needs objectively and with concern. Does not feel threatened.

#7 - *Superior*: Understands the various cultural differences and uses this understanding to competently resolve situations and problems. Is completely objective and communicates in a manner that furthers mutual understanding.

29. Relationships With Other Officers, FTOs and Supervisors

#1 - *Unacceptable*: Patronizes peers, FTOs and Supervisors or is antagonistic toward them. Gossips. Is insubordinate, argumentative and/or sarcastic.

Resists instruction. Considers self superior. Belittles others.

#4 - *Acceptable*: Adheres to chain of command and accepts role in the organization. Good peer and FTO relationships, is not insubordinate, argumentative or sarcastic. Accepts instruction. Is accepted as a group member.

#7 - *Superior*: Is at ease in contact with all. Understands superiors' responsibilities. Respects and supports their position. Peer group leader. Actively assists others.

30. General Appearance

#1 - *Unacceptable*: Dirty shoes and uniform. Hair does not conform to policy. Dirty weapon. Offensive body odor. Unkept appearance, i.e., cannot keep shirt tucked in, wrinkled uniform, etc. General appearance does not conform to policy.

#4 - *Acceptable*: Neat, clean uniform and weapon. Well-groomed hair, shined shoes. Uniform fits and is worn properly. Appearance within policy. Good personal hygiene. Keeps issued equipment clean.

#7 - *Superior*: Uniform neat, clean and tailored. Leather is shined. Displays a command bearing. Keeps issued equipment in immaculate condition.

St. Charles County Sheriff's Department
 Field Training Program
 Daily Observation Report

APPEARANCE

Probationary Officer: _____ FTO: _____ Date: _____ Phase: _____

Rating Instructions: Rate observed behavior with reference to the scale below. Specific comments are required for all ratings of "2" or less and "6" or more. You may comment on any observed behavior. Use category numbers to reference your narrative comments.

CRITICAL FUNCTIONS

								NO	NRT	RT
1. Driving Skill: Moderate Stress Conditions	1	2	3	4	5	6	7	()	()	_____
2. Orientation Skill: Stress Conditions	1	2	3	4	5	6	7	()	()	_____
3. Field Performance: Stress Conditions	1	2	3	4	5	6	7	()	()	_____
4. Officer Safety: General	1	2	3	4	5	6	7	()	()	_____
5. Officer Safety: Suspicious Person, Prisoner, Suspect	1	2	3	4	5	6	7	()	()	_____
6. Control Of Conflict - Voice Command	1	2	3	4	5	6	7	()	()	_____
7. Control Of Conflict - Physical Skill	1	2	3	4	5	6	7	()	()	_____
8. Investigative Skill	1	2	3	4	5	6	7	()	()	_____
9. Interview and Interrogation Skill	1	2	3	4	5	6	7	()	()	_____

HIGH FREQUENCY FUNCTIONS

10. Driving Skill: Non-Stress	1	2	3	4	5	6	7	()	()	_____
11. Orientation Skill: Non-Stress	1	2	3	4	5	6	7	()	()	_____
12. Routine Forms: Accuracy and Completeness	1	2	3	4	5	6	7	()	()	_____
13. Report Writing: Organization and Details	1	2	3	4	5	6	7	()	()	_____
14. Report Writing: Grammar, Spelling, Neatness	1	2	3	4	5	6	7	()	()	_____
15. Report Writing: Appropriate Time Used	1	2	3	4	5	6	7	()	()	_____
16. Field Performance: Non-Stress	1	2	3	4	5	6	7	()	()	_____
17. Self-Initiated Activity	1	2	3	4	5	6	7	()	()	_____
18. Problem Solving/Decision Making	1	2	3	4	5	6	7	()	()	_____
19. Radio: Appropriate Use of Codes	1	2	3	4	5	6	7	()	()	_____
20. Radio: Listens/Comprehends Transmissions	1	2	3	4	5	6	7	()	()	_____
21. Radio: Articulating Transmissions	1	2	3	4	5	6	7	()	()	_____

CRITICAL KNOWLEDGE AREAS

22. Department Policies and Procedures	1	2	3	4	5	6	7	()	()	_____
23. Criminal Law	1	2	3	4	5	6	7	()	()	_____
24. Motor Vehicle Law and Enforcement	1	2	3	4	5	6	7	()	()	_____

ATTITUDES and RELATIONSHIPS

25. Acceptance of Feedback: Verbal and Behavior	1	2	3	4	5	6	7	()	()	_____
26. Attitude Toward Police Work	1	2	3	4	5	6	7	()	()	_____
27. Relationships With Citizens: General	1	2	3	4	5	6	7	()	()	_____
28. Relationships With Ethnic/Minority Group	1	2	3	4	5	6	7	()	()	_____

Appendix B

Field Training Program Weekly Evaluation Report

The rating method on the Weekly Evaluation Report is based on the same explicit behavioral anchors, i.e., job performance, as the Daily Observation Report. The Field Training Officer will also employ the same Standardized Evaluation Guidelines introduced in Appendix A. Use of these guidelines by the FTO, during evaluation of a probationary officer, will ensure the integrity of that particular evaluation and that of evaluations conducted by other FTOs during the entire program.

The Weekly Evaluation Report is completed at the end of each week by the FTO. This report is a permanent record of the probationary officer's progress as well as remedial efforts and identified problem areas. The Weekly Evaluation Report is normally completed and discussed with the probationary officer at the end of a training week. The FTO should complete four such evaluations during their particular phase of training with the exception of the FTO in Phase 1 who may only complete three to accommodate the "limbo" week.

The Weekly Evaluation Report reflects general as well as critical performance tasks that are divided into 30 categories. These categories are the same as the Daily Observation Report and cover the range skills necessary to become a proficient police officer. A probationary officer's performance may be evaluated by actual performance of a particular skill or through various testing.

The initial information of the form is self-explanatory:

1. Weekly reports are numbered sequentially from the first week of training. A Weekly report will be completed for each week of the phase.
2. **R.T.** refers to "remedial time." Anytime spent on remedial training which exceeds fifteen minutes shall be recorded in the space provided adjacent to the respective category. If less than fifteen minutes is spent on remedial training, then only a check needs to be placed in the appropriate blank. All R.T. time will be recorded in the narrative section of the Weekly Evaluation Report and is a weekly total.
3. A numerical rating, according to the Standardized Guidelines, shall be recorded in each observation category. This will be the overall rating for the current week of training.
4. **N.O.** means "not observed" and refers to any activity listed on the Weekly Report which the FTO did not observe sufficiently to rate. A check mark is all that is required here.
5. **N.R.T.** mean "not responding to training." A numerical rating shall be given as well as a mark in the N.R.T. column for that particular category.
6. On the bottom of the page is "Total Amount Of R.T. Time." This number represents the total time estimated as spent on remedial training for the week. Remedial efforts should be explained in the narrative section of the Weekly Report.
7. The "Most Acceptable Performance Of The Week" is that area in which the probationary officer had his/her best performance according to the FTOs opinion.
8. The "Least Acceptable Performance Of The Week is that area in which the probationary officer performed poorest during the week.
9. The probationary officer is required to sign the Weekly Evaluation Report. A signature here means the evaluation has been discussed with the probationary officer, not necessarily he or she agrees with it.

St. Charles County Sheriff's Department
Field Training Program
Weekly Evaluation Report

Probationary Officer: _____ FTO: _____ Date: _____ Phase _____

Rating Instructions: Rate observed behavior with reference to the below scale. Specific comments are required for all ratings of "2" or less and "6" or more. You may comment on any observed behavior. Use category numbers to reference your narrative comments.

CRITICAL FUNCTIONS

	1	2	3	4	5	6	7	NO	NRT	RT
1. Driving Skill: Moderate Stress Conditions								()	()	_____
2. Orientation Skill: Stress Conditions								()	()	_____
3. Field Performance: Stress Conditions								()	()	_____
4. Officer Safety: General								()	()	_____
5. Officer Safety: Suspicious Persons, Prisoner, Suspect								()	()	_____
6. Control Of Conflict - Voice Command								()	()	_____
7. Control Of Conflict - Physical Skill								()	()	_____
8. Investigative Skill								()	()	_____
9. Interview and Interrogation Skill								()	()	_____

HIGH FREQUENCY FUNCTIONS

10. Driving Skill: Non-Stress								()	()	_____
11. Orientation Skill: Non-Stress								()	()	_____
12. Routine Forms: Accuracy and Completeness								()	()	_____
13. Report Writing: Organization and Details								()	()	_____
14. Report Writing: Grammar, Spelling, Neatness								()	()	_____
15. Report Writing: Appropriate Time Used								()	()	_____
16. Field Performance: Non-Stress								()	()	_____
17. Self-Initiated Activity								()	()	_____
18. Problem Solving/Decision Making								()	()	_____
19. Radio: Appropriate Use Of Codes								()	()	_____
20. Radio: Listens/Comprehends Transmissions								()	()	_____
21. Radio: Articulating Transmissions								()	()	_____

CRITICAL KNOWLEDGE AREAS

22. Department Policies and Procedures								()	()	_____
23. Criminal Law								()	()	_____
24. Motor Vehicle Law and Enforcement								()	()	_____

ATTITUDES and RELATIONSHIPS

25. Acceptance of Feedback: Verbal and Behavior								()	()	_____
26. Attitude Toward Police Work								()	()	_____
27. Relationships With Citizens: General								()	()	_____
28. Relationships With Ethnic/Minority Groups Other Than Own								()	()	_____

Appendix C

Field Training Program
End Of Phase Evaluation

An End Of Phase Evaluation is a tool for the Program Coordinator and the Bureau of Field Operations Commander to use when evaluating the probationary officer's progress. This evaluation will include the Field Training Officer's recommendation regarding the advancement of the probationary officer to the next phase of training. A copy of this evaluation will be forwarded through the chain of command to the Bureau of Field Operations Commander, one will remain with the probationary officer for insertion into his/her manual and one will be made to be retained in the FTO's personal files.

The Field Training Officer will list significant strengths, weaknesses and any counseling with the probationary officer. This evaluation will be an overall summary of the probationary officer's progress for the phase. It is the responsibility of the FTO to give an accurate and thorough evaluation at this time in order for the probationary officer's next FTO to be aware of the training status.

It may be necessary, and is suggested, that additional comments be documented in the form of an inter-office memorandum to further articulate the progress, or lack of progress, of the probationary officer. This memorandum will accompany the End Of Phase Evaluation through the chain of command, FTO's files and probationary officer's training manual.

St. Charles County Sheriff's Department
Field Training Program
End Of Phase Evaluation

Probationary Officer: _____ FTO: _____ Date: _____ Phase: _____

Instructions: Complete this evaluation of the probationary officer at the end of the current phase of training. This evaluation will aid the next FTO in reviewing the probationary officer's training status.

SIGNIFICANT STRENGTHS:

1. _____

2. _____

3. _____

SIGNIFICANT WEAKNESSES:

1. _____

2. _____

3. _____

Appendix D

Field Training Program Field Training Officer Critique

The FTO critique form is one way the Program Coordinator (Sergeant) and Bureau of Field Operations Commander monitors the performance of the FTOs and provides feedback to them. Each probationary officer completes one on each FTO to whom they are assigned. This form is confidential and is not given to the FTO in its original form. A summarized form, or memorandum, will be given to the FTO at a time following the of the field training phase. The critique form will contain the following:

1. The name of the FTO being evaluated.
2. The phase of assignment to this FTO.
3. The percent of time spent by an FTO on training vs. evaluating.
4. The probationary officer's perception, expressed in percentage terms, of whether he or she was treated as an individual or as one of a group by the FTO.
5. The probationary officer's perception of the FTO as a police officer.
6. What example the FTO sets for the probationary officer.
7. The probationary officer's opinion of the amount of interest an FTO took in training him/her.
8. The FTO's knowledge of the training given.
9. The FTO's ability as an instructor, teacher or trainer.

10. The probationary officer's opinion of the FTO's honesty when dealing with him/her.
11. The probationary officer's opinion of the FTO's communication skills as they related to him/her.
12. The FTO's attitude toward the Field Training Program as well as the St. Charles County Sheriff's Department.
13. The probationary officer's opinion of the FTO's strongest areas.
14. The probationary officer's opinion of the FTO's weakest areas.

FTO Critique Synopsis

The FTO Critique Synopsis is used to paraphrase comments made by probationary officers when evaluating their FTO. This instrument is completed by the Program Coordinator and forwarded to the respective FTO. The Program Coordinator must insure confidentiality when completing these forms. If a particular comment cannot be paraphrased accurately, then it should be deleted. The FTO shall not contact the probationary officer in response to any comments perceived as criticism.

Part II. Description: St. Charles County Sheriff's Department
Field Training Program
Field Training Officer Critique Questionnaire

In an effort to ensure that the Field Training Officer maintains a high level of skill, performance and interest, this questionnaire is presented to the probationary officer for completion. The questionnaire will be distributed by the Program Coordinator upon completion of each phase of training. The completed form will be returned to the Program Coordinator as soon as practical.

It is to the FTO a benefit that he/she know the impression they are making on those being trained. It is the belief of the St. Charles County Sheriff's Department that an FTO, who is truly interested in doing his/her best, would welcome this type of objective feedback. With this in mind, the probationary officer is requested to honestly appraise and evaluate his/her FTO in the areas listed. The probationary officer is asked to sign their name to this critique. When all forms are received short paragraphs will be written about each FTO. Please complete both parts. **NO NAMES WILL BE USED.**

Part I: Instructions

1. Place your FTO's name in the blank space below. If you had more than one FTO during this phase, place the name of the FTO you spent MOST of your time with. Second, select insert the phase number for which you were with this FTO.

Explanation _____

Your Field Training Officer

Phase

Explanation _____

1. The Field Training and Evaluation Program is primarily concerned with training and evaluation. Assign percentages (to total 100%) to the amount of effort your FTO exerted in each area.

EXAMPLE: Training 80% Evaluation 20%

Explanation _____

Training _____ Evaluation _____

2. Using percentages again, indicate how you perceive your FTO related to you.

I am one of a number of probationary officers _____.

I am an individual _____.

Part II: Instructions

Circle one of the responses which are beneath each of the seven assignments below. A circling of Poor or Fair MUST be explained on the line following. Do not give Average, Good or Excellent ratings to avoid writing an explanation. Explanations are welcome and encouraged.

About your Field Training Officer, how would you rate the following:

3. His/Her ability as a police officer?

Poor Fair Average Good Excellent

Explanation _____

4. The example he/she set for you?

Poor Fair Average Good Excellent

Explanation _____

5. His/Her interest in imparting training material and information to you?

Poor Fair Average Good Excellent

Explanation _____

6. His/Her knowledge of the training material covered?

Poor Fair Average Good Excellent

Explanation _____

7. His/Her skill as an instructor, teacher and/or trainer?

Poor Fair Average Good Excellent

Explanation _____

8. His/Her ability to communicate with you?

Poor Fair Average Good Excellent

Explanation _____

9. His/Her application of honesty, fairness and objectivity in rating you?

Poor Fair Average Good Excellent

Explanation _____

10. His overall attitude for the work he/she is doing?

Poor Fair Average Good Excellent

Explanation _____

11. List the area(s) in which you think your FTO puts forth his/her best effort.

12. List the area(s) in which you think your FTO puts forth his/her worst effort.

13. Please list any additional comments in the space below.

Probationary Officer: _____ Program Coordinator: _____

Appendix E

Policies and Procedures

Chapter 11

Patrol Division

1.0) **Patrol responsibilities**

1) **Preventative Patrol**

- A) Development of familiarity with patrol zones and inhabitants.
- B) Routine examinations of doors and windows of businesses, vacation homes, and uninhabited dwellings.
- C) Observation, inspection and detection of possible hazards to the health and safety of citizens.

2) **Crime Repression / Enforcement**

- A) Random patrol.
- B) Curtailment of crime at specific locations.
- C) Street interviews of suspicious persons.
- D) Investigations of crimes, offenses, incidents and conditions reported by citizens or initiated by officers.
- E) Dispositions of violations in all fields of police control by warning, citations or arrest.
- F) Recovery of stolen property.
- G) Interviewing witnesses and interrogation of suspects.
- H) Conducting follow-up investigations.

- 3) Services
 - A) Investigation of complaints.
 - B) Investigation of accidents.
 - C) Maintain public order.
 - D) Traffic direction and control.
 - E) Provide emergency service for natural disasters.
 - F) File appropriate reports with organizational components.
- 4) Crime Prevention
 - A) Use of proactive techniques by implementing public education programs.
 - B) Accessibility to citizens.

1.1) **Patrol Objectives**

- 1) Objectives shall be established by the Sheriff with the input of the Bureau of Field Operations Commander.
- 2) Objectives shall be measurable and quantifiable.
- 3) Ongoing patrol objectives:
 - A) Make a greater portion of officer available for active patrol.
 - B) Utilize patrol time to best advantage.
 - C) Increase the "real" patrol time of those assigned to active patrol ("real" time is defined as that time spent in active patrol, i.e., lock checks, vehicle stops, etc.).
 - D) Improve patrol efficiency.
 - 1) Number of officer initiated contacts.
 - 2) Number of vehicle checks.

3) Number of pedestrian checks.

E) Improve the quality of service.

1) Courtesy.

2) Responsibility.

3) Problem Solving.

1.2) **In-House Officer**

*The purpose of the In-House Officer is to reduce the calls for service demand on the patrol units. When an offense is not in progress and no offender is at the scene who presents a continued threat or the opportunity for apprehension, or there is no physical evidence to be collected, then the In-House Officer will take the report and properly dispose of the case. Types of calls to be diverted to the In-House Officer are:

1) Stealing reports.

2) Vandalism reports.

3) Stolen vehicles.

4) Missing persons.

5) Traffic complaints.

6) Lost articles.

7) Lost or stolen license plates.

8) Indecent acts, where the victim has left the scene and there are no injuries.

1.3) **Coordination With Other Agencies**

1) Sheriff's Staff

A) The Watch Commanders of the Patrol Division shall communicate directly when practicable in writing with

the Commander of the Bureau of Field Operations concerning all matters and operations within the Patrol Division.

1.4) Shift Change Procedures

1) On-coming Shift Officers

- A) Will report for duty in their assigned patrol zones no later than fifteen (15) minutes before the hour that their respective shift starts.
- B) They will inform Communications they are "10-41" by radio.
- C) On Tuesdays and Thursdays all shifts will report to the Sheriff's Department for "roll-call" no later than fifteen (15) minutes before the hour that their assigned shift starts.
 - 1) In-service training / inspections will be conducted.
 - 2) Information exchanged.
 - 3) Orders issued.

2) Off-going Shift Officers

- A) Will remain in their assigned patrol zones until relieved in that zone by the on-coming officer.
- B) Will ensure that they have completed all reports for that shift and have turned in all written reports, traffic summons, etc. to their respective Shift Commanders.
- C) Upon completion of their tour of duty, all officers will inform Communications that they are "10-42".

1.5) Scheduling, Assigning or Transferring Officers

- 1) Shift Commanders shall maintain adequate manpower to ensure daily coverage for his assigned time.
- 2) Shift Commanders shall approve shift schedules and shall make

changes as necessary to ensure adequate coverage of all patrol zones. A minimum of eight officers for each shift, excluding Power Shift, shall be required.

- 3) Officers are assigned to shifts as required by the Sheriff or his designate to ensure adequate coverage for a twenty-four (24) hour daily basis.
- 4) Requests for shift change by an individual officer will be submitted by that officer in writing to the Shift Commander who will ensure that the request is processed through the chain of command. Requests are approved or disapproved by the Sheriff or his designate.
- 5) Under normal circumstances, a schedule reflecting work days off for each officer shall be utilized. This schedule shall be based on a twenty-eight (28) day cycle, with the start and stop dates designated by St. Charles County Personnel Administration.
- 6) The Department reserves the right to adjust and/or change the work schedule to provide for services needed. Example, all days off may be temporarily cancelled due to disaster and/or emergency
- 7) All requests for overtime/compensatory time, vacation, etc. shall be made in writing, and submitted to the officer's immediate supervisor.

1.6) **Assigning Patrol Zones**

- 1) Zone assignments shall be based upon the specific needs of the residents of a particular zone.
- 2) Generally, an officer shall be given his assigned patrol zone at the beginning of his/her tour of duty. The Shift Commander, or Watch Commander, may adjust personnel assignments as required for proper coverage of the County.

1.7) **Application For Arrest Warrants**

- 1) The reporting officer shall obtain all pertinent information from the victim(s) and suspect(s).
 - A) The reporting officer shall have the victims, witnesses and

suspects complete a statement on SCCSD form 508. If circumstances prevent the writing of statements at the time the incident is reported, statement forms shall be left with the involved subjects to be completed and picked up at a later time or to be mailed to the reporting officer as soon as practical.

- B) Statement forms and other documents shall bear the report number and shall be placed in the squad room report boxes for retrieval by the Shift Commander.
- 2) The reporting officer shall dictate the report, to include the warrant application, to the SCCSD Buscom Reporting System prior to the end of his/her tour of duty.
 - A) The officer shall state in the narrative portion of the report when statements or other documents are to be attached as part of the report.
 - 3) The Records Section shall transcribe the dictated report and submit it to the reporting officer for his review and signature within 24 hours, with the exception of holidays and weekends.
 - 4) The supervisor shall review the report form and content and sign the form in the space provided for approval.
 - A) Rejected reports will be returned to the reporting officer with a memo stating the corrections required.
 - B) The reporting officer shall attach all statements, applicable documents and the warrant application form to the original report and place it in the appropriate shift report box.
 - 5) The Shift Commander shall deliver the warrant applications to the Record's Section daily, except holidays and weekends.
 - 6) Records Section personnel will make a copy of all documents, including a criminal history check on the suspect(s), and forward it to the Prosecuting Attorney's Office on a daily basis, except holidays and weekends.
 - 7) Officers requesting an immediate warrant shall hand carry the application and all documentation to the Prosecutor's Office.
 - A) It is recommended that the officer contact the Prosecutor's

Office by telephone prior to personal contact to be sure all criteria has been met for the warrant.

- 8) Weekend / Holiday warrants will be considered by the Office of the Prosecutor.
 - A) The officer requesting the warrant shall leave the warrant application and all documentation with the In-House Officer for pick up by the on-call Prosecutor.
 - B) Only warrants for incarcerated suspects will be considered.
 - C) Any extenuating circumstances should be directed to the on-call Prosecutor by telephone or personal contact at the Prosecutor's Office at his/her direction.
 - D) Requests for immediate warrants shall be hand carried to the Prosecutor's Office by the requesting officer or his designate.

1.8) **Responsibility and Span of Control - First Line Supervisor**

- 1) The Watch Commander, with rank of Lieutenant, shall exercise control over the officers of his shift. This is to include, but not limited to, two Sergeants and assigned officers.
- 2) The Shift Commanders, with the rank of Sergeant, shall assume command of the shift as assigned by the Watch Commander and shall be held responsible for the actions of the members of that shift.
- 3) Duties of the Shift Commander:
 - A) Supervision of roll-call, officer and vehicle inspections.
 - B) Observation of the duty performance of all assigned officers.
 - C) Daily inspections to ensure compliance with existing rules, regulations, orders, policies and procedures.
 - D) Knowledge of the arrest made by the officers of the shift during the tour of duty, with the approval of the charge, including inspection to guarantee that the rights of the

suspect are not violated, and all appropriate forms are completed.

- E) Approval of all reports.
- F) The Shift Commander shall not terminate his tour of duty until such time that all of his assigned personnel have been properly relieved and/or accounted for.
- G) The Shift Commander is responsible for the reporting disciplinary actions when violations of any rule, regulation orders or improper conduct are observed by him/her or brought to his/her attention, and shall report such violations in writing to his/her Watch Commander.
- H) The Shift Commander is responsible for providing leadership, guidance and assistance to his/her subordinates at all times, constantly observing their duty performance, demeanor and conduct in addition to taking the necessary corrective actions when he/she encounters deficiencies.

1.9) **Discharge of Firearms / Deadly Force**

Whenever any employee discharges his/her firearm either accidentally or in the line of duty, whether on duty or off duty, he/she shall immediately:

- 1) Determine the physical condition of any injured person(s) and render the appropriate first-aid.
- 2) Request necessary emergency medical services.
- 3) Notify the on duty shift supervisor and Communications of the incident and the location.
- 4) The officer will remain at the scene (unless injured) until the arrival of the assigned investigators, unless the continued presence of the officer at the scene may cause a more hazardous situation to develop, i.e. violent crowd. The ranking officer at the scene shall have the discretion to instruct the officer to respond to a more appropriate location.
- 5) The officer involved shall protect his weapon for investigation, and submit it to the assigned investigator. A replacement weapon

- shall be issued to the officer by the assigned firearms investigator as soon as practical.
- 6) The officer shall not discuss the case or his actions with anyone except assigned investigative personnel, his private attorney, clergy, clinical psychologist and his immediate family.
 - 7) The officer shall be given sufficient time to collect his/her thoughts and stabilize his/her mental state prior to any formal interview or being required to complete any written statements. This time period shall be at the discretion of the officer involved, within what a prudent person would consider a reasonable time period. The period shall be no earlier than three days nor later than five days after the incident.
 - 8) Policy dictates that the officer will submit blood and urine samples for drug and/or alcohol analysis at the direction of the Bureau Commander.
 - 9) The Watch/Shift Commander Shall:
 - A) Proceed immediately to the scene.
 - B) Secure the scene.
 - C) Assist the involved officer.
 - D) Make appropriate notifications to initiate the officer involved shooting investigation.
 - 1) The Sheriff
 - 2) Bureau of Field Operations Commander
 - 3) Investigations Division Commander
 - 4) Forensic Services Division Commander
 - 5) Designated Firearms Training Branch Officer

- 10) The Investigations Division shall conduct a thorough investigation into the shooting incident and prepare a detailed report of their findings. If criminal negligence or actions are found the Detective Bureau shall forward their findings to the office of the Sheriff for additional investigation by an Internal Affairs Unit. If no criminal actions are found the report shall be forwarded to the Shooting Review Board for their consideration.
- 11) The Shooting Review Board:
 - A) Shall consist of:
 - 1) A Bureau Commander
 - 2) The Shift Commander of the officer involved
 - 3) Two officers of the same rank as the officer involved
 - 4) The designated Training/Firearms Instructor
 - B) Shall evaluate each aspect of the officer involved shooting. Such evaluation will include:
 - 1) A thorough review of the Detective Bureau shooting investigation.
 - 2) Hearing of direct testimony, if necessary, from the officer(s) and witnesses.
 - C) Shall develop findings and make recommendations to the Sheriff in the following areas:
 - 1) Whether the shooting was within policy, out of policy or accidental.
 - 2) Tactical considerations.
 - 3) Training Considerations.
 - 4) Quality of supervision.
 - 5) Discipline considerations.
 - 6) The post-shooting investigative process and quality.

12) Officer's Rights

- 1) The officer involved has the right to counsel of his/her choosing prior to any interview or requests for a written statement if they so choose.
 - 2) In all cases where any person has been injured or killed, the officer involved will be required to complete a debriefing with a department assigned psychologist as soon as possible.
 - 3) The officer shall have available all services that are presently available through the St. Charles County Employee Assistance Program.
 - 4) The officer involved shall be placed on administrative leave, directly upon completion of the preliminary investigation. This leave shall be without loss of pay or benefits and in no way reflects that the officer acted improperly. While on administrative leave the officer shall remain available for departmental interviews and subject to recall.
- 13) All commissioned personnel shall receive training in, and a copy of Chapter 6, of departmental policy, relating to use of force.

2.1) **Vehicular Pursuits**

1) When to initiate vehicular pursuits

A) Evaluating the circumstances

- 1) The primary goal of the St. Charles County Sheriff's Department is the protection of life and property.
- 2) To the extent that a motor vehicle pursuit exposes any officer, suspect(s) or member of the general public to an unnecessary risk of harm or injury then the pursuit is inconsistent with this procedure and the policy of the Sheriff's Department.
- 3) A motor vehicle pursuit shall only be authorized when the necessity of immediate apprehension

outweighs the level of danger created by the pursuit.

- 4) Likelihood of successful apprehension (identification of the offender, probability of apprehending the offender at a later time, extent to which the offender will go to avoid capture, etc.)

2) Pursuit Procedures: Notification

A) Initiating Officers Responsibilities

- 1) When a motor vehicle pursuit is initiated it shall be immediately reported to communications personnel by the officer initiating the pursuit.
- 2) Initial information reported shall include:
 - a) Reason for the pursuit
 - b) Description of the fleeing vehicle
 - c) Occupant information
 - d) Location and direction of travel
 - e) Speeds involved
- 3) The pursuing vehicle shall constantly consider the risks created by the pursuit. He/She should not needlessly endanger other persons. Factors to be considered by the officer when determining to initiate, continue or terminate a pursuit include:
 - a) Time of day
 - b) Volume of vehicular traffic
 - c) Location of pursuit
 - d) Weather conditions
 - e) Speeds involved
 - f) Nature of charges

- g) Road conditions
 - h) Volume of pedestrian traffic
 - i) Visibility
 - j) Geographical area
 - k) Type of vehicle used/pursuing
 - l) Officers familiarity with the area, including possible escape routes.
 - 4) The initiating officer shall be responsible for the arrest of the suspect(s) when the suspect(s) terminate the pursuit voluntarily or become involved in an accident.
 - 5) Should the pursuit end and result in the suspect(s) abandoning the vehicle, the secondary unit shall advise communications and coordinate any further activity.
- B) Communications personnel responsibilities
 - 1) Immediately notify the Shift Commander of the pursuit including all available information.
 - 2) Limit transmissions to those pertaining to the pursuit or supervisory urgency.
 - 3) Make proper notifications to the surrounding communities of the pursuit and, if authorized by the Shift Commander, use an alternate radio frequency until the pursuit is terminated.
- C) Supervisory responsibilities
 - 1) Upon notification, the supervisor shall assert control over the pursuit and shall be the final authority as to the disposition of the pursuit.
 - 2) The Shift Commander can at any point terminate the pursuit if in his/her judgement the necessity of immediate apprehension is outweighed by the

danger created by the pursuit.

- 3) The Shift Commander shall respond to the scene of all pursuit terminations and assume responsibility for directing any further activities.

D) Secondary unit's responsibilities

- 1) If the initial unit is unable to continue pursuit for any reason, the secondary unit shall become the primary unit and shall assume the initiating officers responsibilities.
- 2) Should the pursuit result in the suspect(s) abandoning the vehicle, the secondary unit shall advise communications and coordinate any other activities required.

3) Pursuit tactics

- A) Unmarked vehicles: Officers operating unmarked vehicles may initiate pursuit when the fleeing vehicle represents a threat to life and property. When a marked vehicle becomes available, the unmarked vehicle shall relinquish the position of primary unit to the marked unit.
- B) Number of police vehicles: Unless otherwise authorized, not more than two police vehicles may actively engage in the pursuit.
- C) Pursuit initiated by an outside agency: When a pursuit is initiated by another law enforcement agency, the initiating unit and agency shall be responsible for the progress of the pursuit. Sheriff's Department personnel may become actively involved in the pursuit at the discretion of the Shift Commander.
- D) Inter and Intra jurisdictional pursuits
 - 1) Interstate highways: Officers will not pursue suspects the wrong way on interstate or other controlled access highways. Officers will drive on the wrong side of any divided highway only when absolutely necessary and in doing so shall exercise extreme caution.

- 2) Should the pursuit end in another jurisdiction, outside of St. Charles County, any arrests shall be made in accordance with the appropriate Revised Missouri Statutes.

E) Overtaking the suspect(s)

- 1) Officers should not attempt to overtake or pass a fleeing vehicle. To do so places the officer in a highly vulnerable position.
- 2) St. Charles County Deputies shall not halt or attempt to halt a suspect vehicle in a pursuit by striking the suspect vehicle with the police vehicle.
- 3) Roadblocks: Barricading a roadway must be considered as a force likely to result in death. Under no circumstances will roadblocks be used when circumstances would not allow the use of deadly force in accordance with the departmental use of force policy.
 - a) Under no circumstances will a roadway be barricaded by occupied vehicles.
 - b) Private vehicles will never be used.
 - c) Use of roadblocks must be authorized by the Shift Commander.
 - d) Any roadblocks used, when authorized, will be set up in such a way as to afford the officer(s) safety, mobility and visibility.
- 4) Paralleling/Caravanning: There shall be no paralleling of the pursuit route and there shall be no caravanning of units involved in the pursuit.
- 5) Use of aircraft: When air units are available, they should be used to maintain surveillance and direct the initial unit and any assisting units.
- 6) Termination: The pursuit shall be terminated under any one of the following conditions:

a) In the opinion of the officer or Shift Commander the level of danger created by the pursuits exceeds the necessity for immediate apprehension.

b) The suspect's identity has been established to the point that later apprehension can be accomplished.

a) The pursued vehicles location is no longer known.

7) Accountability:

a) The procedures set forth herein are based on recognition of the basic need for pursuit under certain circumstances.

b) Great reliance is placed on the individual officer and the Shift Commander in the application of their experience, common sense and training.

c) All officers involved in vehicular pursuits will be held accountable for their actions in continuing a pursuit when circumstances dictate, to a reasonable person, that it should have been terminated.

d) Officers shall neither be criticized or disciplined when their decision is to terminate rather than continue the pursuit.

8) Glossary:

a) Initial - Primary: Initial and primary, as used in this procedure, shall be synonymous and refers to the first Sheriff's Department unit involved in the pursuit.

b) Secondary Unit: The Sheriff's Department unit secondly involved in the pursuit which assists the primary unit.

c) Paralleling: Refers to the units being

operated on parallel streets or highways to the pursuit.

d) Caravaning: Refers to units being operated in a group, in a line or alongside each other in the pursuit.

e) Bumping/Ramming: Refers to deliberate contact by Sheriff's Department units with a pursued vehicle from the front, side or rear.

2.2) **Shift Commander Presence Required**

- 1) The Shift Commander who possess the ability to assume command of any given situation requiring a Patrol Division response shall respond without request to the scene of the following incidents:
 - A) Violent deaths
 - B) Suspicious deaths
 - C) Armed criminal actions
 - D) Officer involved accidents involving department owned vehicles
 - E) Disaster situations involving imminent loss of life.
- 2) Where unavoidable circumstances prohibit the supervisor from his response or significantly delays his response to an incident, the supervisor shall delegate this responsibility to the next available highest ranking officer of his command.
- 3) In the absence of the Shift Commander, his designate shall be afforded all respect and authority of that of the Shift Commander until he is relieved of the assignment by proper command.
- 4) It is the responsibility of the Shift Commander, or his designate, to assume command of the of the scene until he is properly relieved. While in command the supervisor shall assume, at a minimum, the following responsibilities:
 - A) Proper allocation of on-scene personnel and the responsibility to relieve unnecessary or request additional personnel as needed.

- B) Preserve the scene and prevent the loss of life, physical evidence, witnesses, and suspect(s).
- C) Request proper notifications or response of other technical or command personnel.
 - 1) Sheriff
 - 2) Next highest ranking officer
 - 3) Crime scene technician
 - 4) Detective(s)
 - 5) Canine
 - 6) Medical Examiner
 - 7) Any other necessary departmental special units
- 5) The Shift Commander, or his designate, may be relieved of command responsibility of a given scene by any of the following conditions:
 - A) The resolution of the incident
 - B) The arrival of a senior officer
 - C) Assumption of the crime scene by technical personnel
 - D) Uniformed personnel are remanded by the Shift Commander to the Technical Services personnel until the crime scene processing is completed or the Technical Services personnel release them to return to normal duties.

2.3) Protective Vest Provided

- 1) All officers of the Bureau of Field Operations will be issued a Level II protective vest upon beginning employment with this department. Civilians and/or employees participating in a "Ride-A-Long" program or in-service training shall be issued a protective vest as required.
- 2) Situations that all officers must wear a protective vest are:

- A) Barricaded suspects
 - B) Riot control
 - C) Raids against armed criminals
 - D) Arrests where the suspect is known to be armed, said to be armed or the possibility exists that he/she may be armed.
- 3) If the officer/employee elects not to wear the vest that is issued, he/she will be required to sign, and have on file with this department, a waiver of liability against this department and St. Charles County.
- 4) Compliance with this procedure is mandatory for all employees or civilians participating in the "Ride-A-Long" program or in-service training.

2.4) Specifications For Uniforms To Be Worn

1) Uniformed officers - Uniforms and equipment required

A) Class "A" Uniform:

- 1) Trousers: Silver Tan elastic, 13 1/2 oz. polyester, tunnel belt looping, hip pocket flaps, one inch black cloth striping from waistband down to finished bottom. Three pair required.
- 2) Shirt: Silver Tan, 100% polyester, cotton or wool. Sewn in military creases, front and back, four gold "S" buttons for pockets and epaulets. Long sleeve with tie. Three long sleeve shirts required.
- 3) Tie: Black polyester, cotton, or wool. 2 1/2 inches wide with button down feature. Two required.
- 4) Nameplate: Two inch gold metal plate, black engraved lettering, with the first initial and last name, to be worn over the right breast pocket. One required.

- 5) Tie Bar: Gold metallic, 1/4 inch by 2 to 2 1/2 inches long. One required.
- 6) Collar Insignias: Gold metallic, bearing rank designation for Sergeants and above.
- 7) Sam Brown Duty Belt: Black clarino with brass buckle and snaps, one of following brands: Gould and Goodrich B59CL or Don Hume B101C.
- 8) Holster: Black clarino leather, level II retention, safariland model 295.
- 9) Magazine Carrier: Black clarino leather with brass snaps, double magazine pouch, Safariland model C94.
- 10) Handcuff Case: Black clarino leather with brass snaps.
- 11) Belt Keepers: Black clarino leather with brass snaps.
- 12) Aerosol Weapon Carrier: Black clarino leather with brass snaps.
- 13) Boots/Shoes: Shoe - black clarino leather, low quarter, plain toe with laces. Boots - black leather, military style plain toe, lace up. NOTE: Boots are not authorized for ceremonies, funerals, or other special events.
- 14) Handcuffs: Peerless or Smith and Wesson Brand or a pair of comparable quality with prior approval of the Sheriff.
- 15) Jackets: One required. Choice optional.
 - a) Deputies and Sergeants:

- 1) Black Blauer Goretex outer finish, thinsulate lined, detachable hood.
- 2) Black Blauer Antron nylon outer finish, zip out liner, waist or hip length.
- 3) Black Blauer Antron lightweight jacket, wind breaker type, may be reversible with orange interior lining.
- 4) Black Blauer model 32133 Eisenhower jacket.

- 16) Cap: Black dress, model 134ms-88 with:
 - a) Sergeant's/Deputies: Gold expansion chin strap, model 1425.
 - b) This is a required item but its daily use is optional. It is mandatory for ceremonies.

2) Class "B" Uniform

This is the same as the Class "A" uniform with the following exceptions:

- A) Shirt: Silver Tan, polyester, cotton, or wool, four gold "S" buttons on the pockets and epaulets.
 Summer: Short sleeve worn collar open.
 Three required.
 Optional Winter: Long sleeve with tie or long sleeve worn collar open with "Dickie".
- B) Undershirt: Summer: Black crew neck t-shirt.
 Winter: Black turtle neck knit shirt or "Dickie" (model 022MT).
- C) Boots/Shoes: Black smooth toe, high top boot with laces, or black leather low quarter athletic shoe,

plain toe, with laces (black imitation leather is approved).

3) Class "C" Uniform (Utility Uniform)

- A) Trousers: Tan (khaki) military rip stop BDU with cargo pockets on sides. Shall be worn bloused or unbloused with boots, and unbloused with low quarter shoes
- B) Shirt: Black polo style with yellow four inch block lettering "SHERIFF" on the back and 2 1/2 inch department logo on left breast.
 - 1) Summer - Short sleeve
 - 2) Winter - Long sleeve
- C) Cap: Black baseball style with "SHERIFF" in yellow letters across the front of the crown. Gall's Catalog Item #MSHB.
- D) Jacket: Tan (khaki) military style rip stop BDU with cargo pockets. Class "B" shoulder patches on both shoulders with Class "B" star over left breast. Jacket is optional.
- E) Boots/Shoes: Same as Class "B" Uniform

4) Issued Equipment:

- A) Firearm(s) and Non-Lethal Weapons
 - 1) Uniform Officers: One Glock Model 22 .40 caliber pistol with three restricted law enforcement 15 shot capacity magazines.
 - 2) Uniform Officers/Detectives: One Remington Brand Model 870 .12 gauge pump action shotgun with rifle sights and sling.
 - 3) All Commissioned Officers: One ASP Baton, 7.25 inches closed, expanding to 21.0 inches.
NOTE: No other baton, side-handled PR-24 baton, fixed or expandable, is approved for carry on the

person of or in the vehicle of any member of this department.

- 4) All Commissioned Officers: One Oleo-Capsicum aerosol pepper mace non-lethal weapon.

B) Departmental Badge and Patches

- 1) Yearly allowance of patches will consist of twelve Class "A" shoulder patches, two Class "B" patches, one Class "B" breast star, and one Class "A" breast star.
- 2) Metal breast badge: One departmental metal breast badge shall be supplied for the Class "A" and "B" uniform.

C) Buco brand protective helmet.

D) Identification card.

6) Wearing Of The Uniform

A) Dates for seasonal uniform changes shall be the following:

- 1) Summer: May 01 each year
- 2) Winter: October 01 each year

B) Certain insignias prohibited:

No member of this department, while in uniform, shall wear any insignias, badges, buttons, or patches which are not authorized by the Sheriff and/or his regulation.

C) Wearing of hats/helmets:

Members of this department, while in Class "A", "B" or "C" uniform, shall have the option of wearing the uniform hat; unless the Class "A" uniform is specified for ceremonies. Helmets issued to the Bureau of Field Operations Deputies shall be worn at the officer's discretion.

D) Maintenance to uniform:

The uniform will be worn in a neat, clean, pressed and serviceable condition at all times.

E) Department patches:

- 1) Class "A" and "B" uniforms: The department patch, as authorized by the Sheriff, shall be worn on all uniform shirts and jackets. Shoulder patches will be placed on the left and right shoulder sleeve, 1/2 inch below the top shoulder seam.
- 2) Class "B" uniform (optional sweater): Class "A" star patch shall be placed approximately over the left breast and the officer's cloth name tag placed approximately over the right breast.
- 3) Class "C" uniform (optional jacket): Class "B" shoulder patch shall be worn on the left and right shoulder sleeve, 1/2 inch below the top shoulder seam. The Class "B" star will be placed over the left breast pocket.

F) Name plate:

The name plate shall be worn centered above the right breast pocket.

G) Weapon(s) to be carried:

Each armed member of this department, when on duty and in uniform, shall carry his/her issued service pistol, ASP Baton, and O.C. chemical weapon. While on duty in civilian attire the issued service pistol or approved secondary/off-duty weapon must be worn. When off duty, carrying of the service weapon or approved secondary weapon is optional. When in civilian attire the weapon must be carried in a concealed manner at all times.

H) Identification card:

All members of this department will carry their identification card when on duty. When off duty, all members of this department will carry their identification card when armed.

I) Badges: All members of this department shall carry his badge at all times when armed.

J) Uniforms (when worn):

Each member of this department, except Detectives and members otherwise designated by the Sheriff, shall wear the uniform of the day when on duty.

K) Duty uniform:

- 1) Winter: Class "A" or "B" uniform as specified by the Sheriff.
- 2) Summer: Class "A" or "B" uniform as specified by the Sheriff.
- 3) Class "C": Flood duty, riot control, disaster response, approved training, etc.
- 4) Court: Class "A" or "B" (prescribed by season) or appropriate civilian attire.
- 5) Funerals, ceremonies, etc.: Class "A" with hat.

7) Personal Grooming

A) All uniform personnel of the Patrol Division and Court Services Division that come in contact with the public shall maintain a neat, clean appearance and conform to the following:

- 1) Male: Shall be clean shaven, mustaches must be kept neat and trimmed. Hair shall be well groomed and remain off the collar. The wearing of earrings on duty is not permitted.
- 2) Female: Shall keep their hair off of the collar and styled so as to not afford any hostile individual an opportunity to use it as a method of control. The wearing of earrings on duty is not permitted.
- 3) The wearing of jewelry while in uniform shall be

limited to one watch and one ring on each hand for all personnel, regardless of gender.

2.5) **Patrol Vehicle**

1) Vehicle Equipment and Decor:

A) Emergency lighting

1) Patrol Officer's Vehicles: All uniform patrol vehicles shall be equipped with a "visi-bar" style emergency light which displays red, white and/or blue lights visible in a 360 degree arc when activated.

2) Shift Commanders and Watch Commanders will have the "California" patrol package.

B) Auxiliary lights

1) All patrol vehicles shall be equipped with one operable spotlight mounted on the driver's side of the vehicle.

2) All Patrol and Detective vehicles shall be equipped with the "wig-wag" warning light system, capable of being seen from the front and the rear of the vehicle.

C) Siren

All emergency vehicles will be equipped with a siren capable of one hundred watt output, operable in either manual or automatic mode and capable of public address use.

D) Radio

All vehicles of this department assigned to a law enforcement function will be equipped with radio communications equipment. The radios shall be equipped with multi-channel and scanning capabilities.

E) Weapon security

All law enforcement vehicles, where required or when feasible, shall be equipped with a mounted shotgun rack for the security and safe transport of that weapon.

F) Installation of personal equipment

Installation of personal equipment that requires a permanent or semi-permanent attachment process shall only be performed by a designated service point after approval has been granted by the Director of Management Services.

2) Maintenance and servicing of vehicles

A) It shall be the individual officers responsibility to maintain and clean the vehicle he/she is assigned. Each officer will ensure that all maintenance is reported to the Fleet Management Section.

B) All servicing of vehicles, installation and removal of equipment, repair and maintenance (other than routine cleaning) shall be performed by departmentally authorized personnel only.

3) Issuance of patrol vehicles to departmental personnel

A) Operations and use

1) The issued vehicle shall be used during the normal tour of duty by the assigned officer.

2) Unless authorized by Sergeants or above, the shall only be operated by the officer to whom the vehicle is assigned.

3) Anytime the vehicle is operated when off duty (maintenance, service, etc.) the officer will be armed with his/her service pistol or authorized off-duty secondary weapon, handcuffs, reserve ammunition and ASP baton.

4) Alcoholic beverages may not be carried in departmental vehicles unless those beverages

are items of evidence.

- 5) The vehicle is subject to inspection at any time.
- 6) Secondary employment

The department vehicle may be used to travel to secondary employment, if that employment occurs within one hour following the officers normal assigned work hours or if the secondary employment ends within one hour prior to the officers start of normal assigned work hours. At no time will the St. Charles County Sheriff's Department vehicle be used directly for off-duty employment, unless that function entails security duties, contract services, etc. approved by the Sheriff.

- 7) Maintenance and care
 - a) All officers issued a vehicle are responsible for scheduling and completing all required maintenance, services, and repairs to the vehicle and associated equipment.
 - b) All vehicles shall be fueled at the end of the assigned shift. At no time will a SCCSD patrol vehicle be parked at the end of duty with no less than three quarters of a tank of fuel remaining.
 - c) Deputies will ensure the vehicles exterior and interior are kept clean and neat at all times.
 - d) Deputies **WILL NOT** remove, install, or alter any factory or department installed equipment without permission from Fleet Management.
 - e) Deputies will make a close inspection of the exterior and a search of the interior of their assigned vehicle prior to the start of duty and again search the interior at the termination of any prisoner transport.

f) Any vehicle deficiency shall be reported to Fleet Management as soon as possible for repair or correction of that deficiency.

8) Revocation of issued vehicle:

The issued vehicle program may be suspended for a specific Deputy for a period of time by the Sheriff or a Bureau Commander as a result, but not limited to the following:

- a) Unauthorized use of the department vehicle.
- b) Abuse of the department vehicle and/or associated equipment.
- c) Failure to properly maintain the vehicle.
- d) Violation of departmental rules, regulations, policies and/or procedures.
- e) While on extended leave:

1) On duty injury/sick leave:

For any absence in excess of ten calendar days, the employee will be required to turn in his/her assigned vehicle to Fleet Management and, if so equipped, turn in his/her issued shotgun to the Department Armorer. In addition to the required turn in of equipment, all approved secondary employment permission is suspended until such time as that employee can return to full duty status.

2) Family sick leave

Same as above.

3) Military leave

Same as above.

2.6 Maintaining Radio Communication

1) Ten codes:

All officers may use the ten code system for brevity in transmitting information over the radio.

2) Beginning/Ending tour of duty:

All officers will advise communications of their start and termination of duty by radio or telephone if the radio is busy.

3) Status checks:

Periodically, communications may conduct status checks, the officers on duty shall reply to these inquiries with the following as a minimum response:

- A) Location
- B) Present activity
- C) Any other pertinent information

4) Exiting the vehicle:

Anytime an officer exits his patrol vehicle, for other than personal reasons, he/she will advise communications of his/her status and intentions, with the following information:

- A) Location
- B) Activity
 - Vehicle stop, assist motorist, pedestrian check, etc.
- C) Give description of vehicle and/or person he/she is contacting.

2.7 Vehicle Restraining Devices

The factory installed seat belt system will be used on all occupants of any St. Charles County owned vehicle at any time the vehicle is in motion.

2.8 Notification Of Outside Agencies Where Their Presence Is Required

1) Medical Examiner:

The Medical Examiner shall be contacted by the primary investigator on any case involving the death of a human being by homicide, suicide or death of a suspicious nature in which the possibility of criminal charges being filed against a suspect exists. If the primary investigator is not available, the Shift Supervisor shall make contact and relay the pertinent information.

2) Street / Highway Department:

May be requested by any officer of this agency for any observed, actual, or potential roadway hazard.

3) Public Utilities:

May be requested by any officer of this agency for an actual or potential hazard which would be in their area of expertise.

4) News Media:

All news releases shall be conducted through the office of Media / Community Relations unless authorized by the Sheriff or his designate.

2.9 Notifications: Next Of Kin

The Shift Commander, or his designate, will be advised before a death or injury notice to the next of kin is initiated. The duty to notify next of kin may be requested only by one or more of the following:

- 1) Medical Examiner or his designee
- 2) Sheriff of his designee
- 3) Bureau or Division Commanders
- 4) Shift Commanders
- 5) An outside law enforcement agency
 - A) Upon receipt of the request, contact will be made with the requesting authority to verify that the request is legitimate.

- B) The officer assigned to make the notification will do so in person in a professional and sympathetic demeanor. Before leaving the contact person the officer will ensure that a close relative, friend, neighbor or clergy is present.
- C) Notifications of homicide, suicide and/or other deaths from unnatural causes will be conducted by the Criminal Investigations Commander or his designee. Notifications of deaths or serious injuries resulting from automobile accidents will be conducted by the Shift Commander or his designee.

6) Identification of victims

- A) In order to provide necessary information to hospital personnel, the Shift Commander, or his designee, shall proceed to the hospital as soon as practical to inform concerned parties with the details involved with the death and verify identification. If circumstances prohibit personal contact, all pertinent information will be forwarded to the hospital by telephone as soon as possible.
- B) The Shift Commander will ensure that all identification found on a victim will accompany the victim when transported from the scene. If no personal identification is available, when and if positive identification is established, the Shift Commander or officer in charge of the scene shall attach an identification tag (available from ambulance crew) to the victims arm or leg.

St. Charles County Sheriff's Department
Vehicle Pursuit Policy
Written Examination

Circle One: Pre-test Post-review of written policy Remedial effort

Probationary Officer (Print)

Field Training Officer (Print)

Date

1. The St. Charles County Sheriff's Department's vehicle pursuit policy limits the number of pursuing units to _____ under most circumstances.
2. The initiating (primary) pursuit unit notifies communications of the pursuit immediately upon the initiation of the pursuit. The communications technician is then responsible for notifying the Shift Commander.

TRUE FALSE

3. The primary pursuit unit should only supply communications with the location and direction of travel for the pursuit. Additional details such as speed of the pursuit and criminal charges are superfluous and waste valuable air time.

TRUE FALSE

4. Law enforcement officers have a duty to pursue wanted persons; therefore, factors such as known identity of the fleeing suspect and the type of charges are not to be considered when deciding to initiate or terminate a pursuit.

TRUE FALSE

5. If a pursuing unit terminates the pursuit without the direction of the Shift Commander or apprehension of the suspects, the terminating unit subjects himself to possible disciplinary action and must justify his reasons for the premature termination.

TRUE FALSE

6. The decision to utilize a roadblock is made by:

- A. Primary unit
- B. Secondary Unit
- C. Communications
- D. Shift Commander

7. A roadblock must allow for sufficient space for a vehicle to pass through.

TRUE

FALSE

8. When two units are engaged in a vehicle pursuit the _____ unit is responsible for relaying updated information to other units, supervisor and communications.

- A. Primary
- B. Secondary
- C. Caravanning
- D. Ramming

9. List three factors that should be considered when initiating a vehicle pursuit.

- 1.
- 2.
- 3.

10. Paralleling and caravanning are prohibited under department policy.

TRUE

FALSE

General Evaluation Of The Written Examination
(Completed by the Probationary Officer)

1. I feel the test material was related to my job duties. Agree or disagree.

Explain. _____

2. The study materials and/or verbal instruction provided by my FTO included all the tested material. Agree or disagree. Explain.

3. Approximately how long after the materials and/or instruction were provided was this test administered. Hours, days, weeks, etc.

Please list any additional comments on the reverse side of this form. NOTE: This test and evaluation will be submitted to the Shift Commander for review.

Probationary Officer

Field Training Officer

Date

Reviewing Supervisor

Current Phase Of Training

St. Charles County Sheriff's Department

Approved 10-Code System

- | | | | |
|-------|----------------------------------|-------|------------------------|
| 10-1 | Unable to copy | 10-51 | Wrecker needed |
| 10-2 | Signal good | | J-1 Has been called |
| 10-3 | Stop transmitting | 10-52 | Ambulance needed |
| 10-4 | Acknowledge | 10-53 | Road blocked at _____ |
| 10-5 | Relay | 10-54 | Livestock on highway |
| 10-6 | Busy: Stand-by | 10-55 | Intoxicated driver |
| 10-7 | Out of service (location) | 10-56 | Intoxicated pedestrian |
| 10-8 | In service | 10-57 | Hit and run |
| 10-9 | Repeat radio traffic | 10-58 | Direct traffic |
| 10-10 | Fight in progress | 10-59 | Escort |
| 10-11 | Dog complaint | 10-60 | Unit in vicinity |
| 10-12 | Stand-by | 10-61 | Personnel in area |
| 10-13 | Weather and road report | 10-62 | Reply to message |
| 10-14 | Report of prowler | 10-63 | Prepare to copy |
| 10-15 | Civil disturbance | 10-64 | Message for delivery |
| 10-16 | Domestic disturbance | 10-65 | Met message assigned |
| 10-17 | Meet the complainant | 10-66 | Message cancelled |
| 10-18 | Complete assignment quickly | 10-67 | Read message |
| 10-19 | Station | 10-68 | Dispatch information |
| 10-20 | Location? | 10-69 | Message received |
| 10-21 | Call by telephone | 10-70 | Fire alarm |
| 10-22 | Disregard | 10-71 | Report fire progress |
| 10-23 | Arrived at the scene | 10-72 | Advise nature of fire |
| 10-24 | Finished with assignment | 10-73 | Smoke report |
| 10-25 | Report in person to _____ | 10-74 | Negative |
| 10-26 | Retaining subject: expedite | 10-75 | In contact with _____ |
| 10-27 | Driver's license information | 10-76 | Enroute |
| 10-28 | Vehicle registration information | 10-77 | ETA |
| 10-29 | Check records for wanted/stolen | 10-78 | Officer in need of aid |
| 10-30 | Illegal use of radio | 10-79 | Notify Medical Exam. |
| 10-31 | Crime in progress | 10-80 | Car to car traffic |
| 10-32 | Man with a gun | 10-81 | Conveying prisoner |
| 10-33 | Emergency traffic | 10-82 | Reserve lodging |
| 10-34 | Riot situation | 10-83 | Trouble at station |
| 10-35 | Major crime alert | 10-84 | Bomb threat |
| 10-36 | Correct time | 10-85 | Will be late |
| 10-37 | Investigate suspicious vehicle | 10-86 | Sick case |
| 10-38 | Stopping suspicious vehicle | 10-87 | Pick up checks |
| 10-39 | Urgent - Code 3 | 10-88 | Advise telephone # |
| 10-40 | Silent - no lights or siren | 10-89 | Affirmative |
| 10-41 | Beginning tour of duty | 10-90 | Alarm sounding |

- | | | | |
|-------|--------------------------------|--------|---|
| 10-42 | Ending tour of duty | 10-91 | Unnecessary radio use |
| 10-43 | Information | 10-92 | Party complaint |
| 10-44 | Lunch (location) | 10-93 | Set up road block |
| 10-45 | Animal carcass in roadway | 10-94 | Drag racing |
| 10-46 | Assist motorist | 10-95 | Home |
| 10-47 | Emergency road repairs needed | 10-96 | Mental subject |
| 10-48 | Traffic standard needs repairs | 10-97 | Caution indicator |
| 10-49 | Traffic light out | J-1: | Prior convictions |
| 10-50 | Motor vehicle accident | J-2: | Known to have
been armed and
physically violent |
| J-1: | Minor | J-3: | Has assaulted or
obstructed officer |
| J-2: | Serious | 10-98 | Jail break |
| J-3: | Blocking roadway | 10-99 | Wanted/Stolen |
| J-4: | Fatality | J-1: | Traffic |
| | | J-2: | Misdemeanor |
| | | J-3: | Felony |
| | | 10-100 | Personal relief |

Probation and Parole Codes

- | | |
|----|--|
| 01 | Traffic |
| 02 | Driving While Intoxicated |
| 03 | Larceny |
| 04 | Burglary |
| 05 | Peace Disturbance |
| 06 | Robbery |
| 07 | Auto Theft |
| 08 | Forgery/Fraud |
| 09 | Stolen Property |
| 10 | Narcotics Violation |
| 11 | Weapons Offense |
| 12 | Sex Offense |
| 13 | Assault |
| 14 | Homicide |
| 15 | Assaulting Police Officer / Resisting Arrest |

Appendix F

Policies And Procedures

Chapter 6

Use Of Force

1.0 Use Of Force Continuum

It is the policy of the St. Charles County Sheriff's Department to ensure its personnel use only that force necessary, in instances requiring the use of force, to effect lawful objectives; furthermore, personnel shall not use unnecessary or excessive force to bring about the lawful restraint, apprehension or detention of any individual(s).

In addition, it is the policy of the St. Charles County Sheriff's Department to follow the force continuum to stop dangerous and unlawful behavior, to protect the officer or another from injury or death, to protect others from injuring themselves and in the process of effecting lawful arrests when the subject(s) offer resistance.

Definitions:

Necessary Force: That force, whether with a weapon, mechanical device, physically or otherwise, which a reasonable and prudent person would believe is required in the restraint, apprehension and/or detention of another; or that force, whether with a weapon, mechanical device, physically or otherwise which a reasonable and prudent person would believe is required to defend one's self or another from injury or death.

Unnecessary Force: That force, whether with a weapon, mechanical device, physically or otherwise which a reasonable and prudent person would agree is not necessary in the restraint, apprehension and/or detention of another suspected of wrongdoing; or that force which a reasonable and prudent person would agree is not necessary in defense of one's self or another from infliction of injury or death.

Excessive Force: That force, whether with a weapon, mechanical device, physically or otherwise is applied when all

- 1.2 **Deadly Force: Prohibited** attempts at resistance by the suspect have been abandoned; or the continued use of force, no longer deemed necessary by a reasonable and prudent person, that is applied with such frequency that it's very application becomes unreasonable and not required to effect lawful objectives; or in a situation that calls for use of force yet is the "type and degree" of force that a reasonable and prudent person would consider unjustified.

1.1 **Deadly Force: When**

It is the policy of the St. Charles County Sheriff's Department that:

- 1) An officer may use deadly force to protect himself or others from what he reasonably believes to be an immediate threat of death or near death, serious physical injury, or
- 2) An officer may use deadly force to effect the capture or prevent the escape of a suspect whose freedom is reasonably believed to represent an imminent threat of serious physical injury or death to the officer or other person(s) when:
 - A) The suspect has committed or has attempted to commit a felony involving the use or threatened use of deadly force.
 - B) The suspect is attempting to escape by use of a deadly weapon.
 - C) The suspect may clearly otherwise endanger life or inflict serious physical injury unless arrested without delay.
 - D) The suspect has obtained, and is attempting to use the officer's O.C. canister, ASP baton or flashlight as a weapon to incapacitate, injure and/or kill the officer.
 - E) The suspect has obtained or is attempting to obtain the officer's weapon.

No distinction shall be made relative to the age of the intended target of deadly force. Self-defense and imminent threat shall be the only policy guidelines for employing deadly force. Serious physical injury shall be defined as any injury capable of immobilizing, i.e., broken leg, broken arm, loss of consciousness due to physical impact or use of a firearm.

1.2 **Deadly Force: Prohibitions**

It is the policy of the St. Charles County Sheriff's Department that officers are prohibited from the applications of deadly force or the discharge of a firearm when:

- 1) The application of deadly force or the discharge of a firearm is clearly not necessary for the protection of oneself or another from serious physical injury or death.
- 2) It appears likely, is reasonably apparent or probable that an innocent person may be injured.
- 3) At or from a moving vehicle except as the ultimate measure of self-defense when all other alternatives have been attempted to no avail or are not reasonably available under the circumstances.
- 4) The situation constitutes a misdemeanor case.
- 5) When the conditions defined in policy 1.1 are not present during the course of the pursuit or apprehension of a fleeing felon.

1.3 **Discharge Of Firearm: When**

It is the policy of the St. Charles County Sheriff's Department that personnel may only discharge a firearm under the following circumstances and/or conditions:

- 1) When the use of force is required under the conditions of 1.1 and none of the conditions in 1.2 are present.
- 2) In the destruction of an animal, providing none of the conditions of 1.2 are present, if the animal in question is injured to such a degree that humanity requires it's relief from suffering and all attempts at obtaining assistance from the agencies responsible for the humane disposal of animals (Humane Society, Rabies Control, etc.) have failed. It is recommended the euthanization be completed with the department issued shotgun using the issued 00 Buck round of ammunition.
- 3) To summon aid when none of the conditions in 1.2 are present and when more conventional means of communication have failed or are ineffective or are not available.

- 4) At an approved range for purposes of training.
- 5) Within a clearly safe and lawful recreational setting, i.e., hunting target shooting, etc.

1.4 **Discharge Of Firearms: Prohibitions**

Warning Shots:

It is the policy of the St. Charles County Sheriff's Department that firearms discharged for the purpose of warning suspected offenders or other persons is prohibited. Further, the discharge of a firearm by an officer is prohibited when the conditions of 1.3 are present or when it would appear to a reasonable and prudent person that such a discharge would represent an unnecessary and substantial risk of harm to others and the conditions of 1.2 are not present.

1.5 **Firearms Training**

It is the policy of the St. Charles County Sheriff's Department to ensure all employees authorized to carry a firearm as part of their duty function are properly trained in its use, care, maintenance, control, storage, safety and the potential civil liabilities surrounding the weapon in order to prevent any negligent usage which could result in any serious injury or death to the employee or an innocent bystander leading to civil litigation and/or criminal prosecution.

1.6 **Issuance And Carrying Of Duty Weapon On Duty**

It is the policy of the St. Charles County Sheriff's Department to issue agency owned weapons that are suitable to the types of functions they are expected to perform. Once issued, the weapon must be carried in a safe and secure manner.

1.7 **Ammunition**

It is the policy of the St. Charles County Sheriff's Department to ensure departmental personnel, authorized to carry a weapon (either department issued or approved secondary that is personally owned), carry only that ammunition which meets department specifications in order to maintain uniformity, quality, proper functioning of the weapon and to reduce

liability.

1.8 **Secondary Weapons**

It is the policy of the St. Charles County Sheriff's Department to allow officers to carry a secondary weapon, while on duty, to increase officer safety. The secondary weapon shall meet departmental standards to ensure uniformity and to prevent the use of unsafe weapons.

1.9 **Off-Duty Weapons**

It is the policy of the St. Charles County Sheriff's Department to recognize the concerns regarding stress and other matters related to the carrying of a firearm off duty. Therefore, officers are encouraged, but not mandated, to carry a handgun when off duty. Any officer who elects not to carry a handgun while off duty shall not be subject to disciplinary action if an occasion should arise in which he could have taken police action if he were armed. The only exception to this policy is, while off duty, any commissioned officer who is operating a department vehicle shall be armed with an approved weapon. Weapons carried off duty shall, at all times, be worn in a concealed and secure manner.

1.10 **Department Identification: Required**

It is the policy of the St. Charles County Sheriff's Department that any time commissioned personnel are armed with either the departmental issued firearm(s) or a secondary/off-duty weapon, whether in uniform or civilian attire, they shall also be in possession of the proper departmental identification and badge. If the officer elects not to carry a firearm when off duty, possession of the identification and badge is optional.

1.11 **General Firearms Safety**

It is the policy of the St. Charles County Sheriff's Department to ensure absolute safety in handling and maintaining firearms that have been issued to department personnel.

Four Universal Rules Of Firearm Safety:

- 1) All firearms are always loaded.
- 2) Always point a firearm in a safe direction.
- 3) Keep your finger off of the trigger until you are on target and ready to fire.
- 4) Never point a firearm at anything you do not wish to destroy.

1.12 Firearms Instructors

It is the policy of the St. Charles County Sheriff's Department to utilize qualified firearms instructors to ensure officers are properly trained to safely and accurately operate department issued and secondary weapons. All firearms instructors shall be certified by the National Rifle Association as Police Firearms Instructors and be certified as armorers by the appropriate firearms manufacturer. One firearms instructor will be appointed "Chief Firearms Instructor." It will be his/her responsibility to oversee and supervise firearm range instruction. He/She shall prepare a tentative firearm training schedule annually and supply a lesson plan for each block of training to the "Training Coordinator" for compliance with POST standards. The "Training Coordinator" will be responsible for the scheduling of the appropriate facility to complete said training.

1.13 Departmental Armorer(s)

It is the policy of the St. Charles County Sheriff's Department to ensure appointment of a "Chief Departmental Armorer" to properly oversee and supervise this section. All departmental armorers, once certified by the appropriate manufacturer, are authorized to inspect, certify, repair and approve all department issued weapons and secondary weapons.

1.14 Reporting, Review And Investigation Of All Incidents Involving The Discharge Of A Firearm By Departmental Personnel

It is the policy of the St. Charles County Sheriff's Department to investigate all incidents involving inordinate discharge of firearms by its personnel in order to minimize the chances that involved personnel will develop or suffer from Post Traumatic Stress Disorder and/or to ensure that the purpose was of a legitimate nature.

1.15 Authorization For Carrying Specialized Firearms

It is the policy of the St. Charles County Sheriff's Department to allow officers to carry pre-authorized firearms for specialized assignments.

1.16 Non-Lethal Weapons

It is the policy of the St. Charles County Sheriff's Department to utilize non-lethal weapons by qualified commissioned personnel to ensure adequate alternatives to deadly force are available to minimize possible injury to officers and suspects when deadly force is not justified. Any officer properly trained, with any authorized non-lethal weapon, shall be required to have said weapon on or about his person during normal duty hours, should the need arise for its use.

1.17 Non-Lethal Weapons Training Requirements

It is the policy of the St. Charles County Sheriff's Department to ensure all commissioned personnel receive adequate training in the use of non-lethal weapons in order to guarantee the safe and effective use of the weapon(s).

1.18 Use Of Non-Lethal Weapons

It is the policy of the St. Charles County Sheriff's Department that the use of non-lethal weapons, in pursuit of lawful objectives, is authorized if any or all of the following conditions are present:

- 1) The threat of physical harm to the officer or another is immediately present or imminent unless force is immediately applied.
- 2) In self-defense or to deter a physical attack.
- 3) In the restraint of an individual
- 4) To effect a lawful arrest where resistance is encountered.

In any event where a non-lethal weapon is utilized by department personnel such weapons may only be employed as governed by officer prescribed training and department policy and may only be used in those circumstances involving the necessary restraint of an

individual, self-defense or the defense of another and in such a manner as its use and degree of its use would not constitute unnecessary force or excessive force as defined in section 1.0.

1.19 Non-Lethal Weapons: Prohibitions

It is the policy of the St. Charles County Sheriff's Department that the use of non-lethal weapons are prohibited in the following circumstances:

- 1) Displaying for no cause, to show off or threaten persons who are not subject to police action or jurisdiction.
- 2) Use that would constitute unnecessary or excessive force as defined in section 1.0.
- 3) Such weapons will not be demonstrated or displayed except as provided in section 1.18 and during training.

1.20 Reporting Use Of Lethal And Non-Lethal Force

It is the policy of the St. Charles County Sheriff's Department that a report be submitted by any employee that applies lethal or non-lethal force. The report shall be made whether or not an injury results to the individual being subdued. This written report shall be made to the Shift Commander for submission through the chain of command.

St. Charles County Sheriff's Department
Use Of Force
Training Acknowledgement

I, _____, acknowledge receiving a copy of the St.
Charles County Sheriff's Department Policies and Procedures entitled "Use Of
Force." Enclosed were Chapter 6, Sections 1.0 thru 1.20.

I have read and understand Chapter 6, Sections 1.0 thru 1.20, pertaining to the
use of force.

Probationary Officer

Field Training Officer

Date

Reviewing Supervisor

Non-Lethal Weapon Used: Yes _____ No _____

Type of Weapon: _____

Description of event (use back of this form if necessary): _____

***This form must be returned to the Personnel Department within five (5) days
after receipt of policy copy and training session. This form will be placed in the
employee's personnel file for reference purposes.

St. Charles County Sheriff's Department
Douglas Saulters, Sheriff

Use Of Force: Reporting

Date _____
Report Number _____
Officer Involved _____ DSN _____
Date of Incident _____ Time _____
Location of Incident _____

Subject Involved

Name _____
Address _____
Telephone Number _____ DOB _____
Height _____ Weight _____ Hair _____ Eyes _____

Exact description of apparent or alleged injury to subject involved: _____

Non-Lethal Weapon

Non-Lethal Weapon Used: Yes _____ No _____
Type of Weapon _____

Description of events (use back of this form if necessary) _____

Witnesses

Name	Address	Phone
1) _____	_____	_____
2) _____	_____	_____
3) _____	_____	_____
4) _____	_____	_____
5) _____	_____	_____

Reporting Officer _____ DSN _____ Date _____

Shift Commander _____ DSN _____ Date _____

Within Policy _____ Outside Policy _____

Division Commander _____ DSN _____ Date _____

Within Policy _____ Outside Policy _____

Bureau Commander _____ DSN _____ Date _____

Within Policy _____ Outside Policy _____

FINAL REVIEW

Sheriff _____ DSN _____ Date _____

Douglas Saulters, Sheriff

Within Policy _____ Outside Policy _____

St. Charles County Sheriff's Department

Use Of Force Policy

Written Examination

Circle One: Pre-test Post-review of written policy Remedial Effort

Probationary Officer (print)

Field Training Officer (print)

Date

1. It is the policy of the St. Charles County Sheriff's Department that any employee who applies non-lethal force and/or uses a non-lethal weapon shall submit a written report to the Shift Commander:
 - A. Any time force is used, regardless of injury
 - B. Only when injury is alleged
 - C. Only when an injury is sustained
 - D. At the direction of the suspect's attorney
2. The officer may only match the level of force used against him by a suspect.

TRUE FALSE
3. In proper order, low to high, place a corresponding number (1 thru 5) next to the appropriate level of control as it relates to the force continuum.

____ Empty Hand Control
____ Intermediate Weapons
____ Officer Presence
____ Deadly Force
____ Verbal Direction
4. The use of force policy states that no distinction shall be made by the officer relative to age of the intended target of deadly force.

TRUE FALSE

5. Warning shots are prohibited but the discharge of a firearm to summon help may be acceptable under some conditions.

TRUE

FALSE

6. Deadly force or the discharge of a firearm are prohibited in all misdemeanor cases and also at or from a moving vehicle except as the ultimate measure of self-defense.

TRUE

FALSE

7. Name three instances, per policy, when deadly force is authorized.

A. _____

B. _____

C. _____

8. It is mandated by policy that all officers carry a firearm off-duty.

TRUE

FALSE

9. Identify where the following control techniques fall within the force continuum.

A. ASP Baton _____

B. Pressure Points _____

C. Pepper Spray _____

D. Firearm _____

10. Define Excessive Force.

General Evaluation Of The Written Examination
(Completed by the Probationary Officer)

1. I feel the test material was related to my job duties. Agree or Disagree.

Explain. _____

2. The study materials and/or verbal instruction provided by my FTO included all the tested material. Agree or Disagree. Explain.

3. Approximately how long after the materials and/or instruction were provided was this test administered. Hours, days, weeks, etc.

Please list any additional comments on the reverse side of this form. NOTE: This test and evaluation will be submitted to the Shift Commander for review.

Probationary Officer

Field Training Officer

Date

Reviewing Supervisor

Current Phase Of Training

St. Charles County Sheriff's Department
Field Training Manual

Appendix G

St. Charles County Sheriff's Department
Field Training Program
Probationary Officer Checklist

This training guide is a listing of basic police responsibilities, tasks and procedures. The Field Training Officer (FTO) will use this guide during the field training of a new officer. The Field Training Officer will explain each item, and whenever practical demonstrate the task or procedure to the new officer. When the Field Training Officer believes that the new officer is capable of handling a specific task, he will require the new officer to perform the task while he observes. The Field Training Officer should pace himself/herself to ensure that sufficient time is allotted for explaining and/or performing each and every task. When an item has been satisfactorily completed, the Field Training Officer will enter the date of completion in the proper column. This is not an exhaustive list, and when unlisted situations arise, the Field Training Officer should demonstrate the proper procedure for handling the situation and record such action at the end of the guide.

**St. Charles County Sheriff's Department
Field Training Record**

St. Charles County Sheriff's Department
Probationary Officer Qualifier

Probationary Officer	DSN		
Use of Force - Criminal Code	Disarmed	Completed	Approved/Noted
1. MO 288 - Use of Physical			
2. MO 290 - Excess of Force			
3. Department Policy - Chap. 2 Use of Force			
4. Department Policy - Chap. 3 Section 1.9 - Disarmed			
5. Department Policy - Chap. 4 Weapons			
Field Training Officer	DSN	From	To
Field Training Officer	DSN	From	To

Field Training Officer _____ DSN _____ From _____ To _____

Field Training Officer _____ DSN _____ From _____ To _____

Please refer to any additional FTOs that conducted field training, in the absence of the Primary FTO, in the Daily Observation and Weekly Evaluation Reports.

FTO Signature		Date	

St. Charles County Sheriff's Department
Probationary Officer Checklist

Use of Force - Criminal Code	Discussed	Demonstrated	Accomplished
1. 563.056 - Use of physical force in making an arrest or preventing an escape.			
2. 563.046 - Use of Force			
3. 544.216 - Powers of Arrest			
4. Department Policy - Chap. 6 Use of Force			
5. Department Policy - Chap. 11 Section 1.9 - Discharge of firearms/deadly force.			
6. Department Policy - Chap. 6 Section 1.8 - Secondary Weapons			

EXPLAINED/UNDERSTOOD			
Probationary Officer		Date	
COMPETENT			
FTO Signature		Date	

County Geography	Discussed	Demonstrated	Accomplished
1. County Limits			
A. North			
B. South			
C. East			
D. West			
2. Use of Map Book			
3. Patrol Zones			
A. Zone 1			
B. Zone 2			
C. Zone 3			
1. 3A, 3B, 3C, 3D			
D. Zone 4			
E. Zone 5			
F. Zone 6			
G. Zone 7			
H. Zone 8			

EXPLAINED/UNDERSTOOD			
Probationary Officer		Date	

COMPETENT			
FTO Signature		Date	

Vehicle and Equipment	Discussed	Demonstrated	Accomplished
1. Inspect vehicle for damage Document if found			
2. Check under seats			
3. Inspect trunk contents			
A. Flares (12)			
B. Emergency Blankets (2)			
C. Fire Extinguisher (1)			
D. Fingerprint Kit			
E. First Aid Kit			
4. Check Emergency Equipment			
5. Approved Service Points			
6. Department Policy - Chap. 11 Section 2.5 - Patrol Vehicle			
7. Monthly Vehicle Inspections			

EXPLAINED/UNDERSTOOD			
Probationary Officer		Date	

COMPETENT			
FTO Signature		Date	

Radio Communications	Discussed	Demonstrated	Accomplished
1. Switches: Position and Function			
2. Channels utilized and general purposes			
3. Use of Radio Microphone: Angle and Tone of Voice			
4. Requesting Assistance			
A. Routine Cover Car			
B. Assistance to handle call			
C. Officer in need of Aid			
5. Status Clear - No Assistance Required			
6. Department Policy - Chap. 11 Section 2.1 - Vehicle Pursuits			

EXPLAINED/UNDERSTOOD			
Probationary Officer		Date	

COMPETENT			
FTO Signature		Date	

Personal Appearance	Discussed	Demonstrated	Accomplished
1. Department Policy - Chap. 11 Section 2.3 - Protective vest			
2. Department Policy - Chap. 11 Section 2.4 - Uniform Specifications			
3. Department Policy - Chap. 11 Section 2.4 - Personal Grooming			

EXPLAINED/UNDERSTOOD			
Probationary Officer		Date	

COMPETENT			
FTO Signature		Date	

Routine Vehicle Stop	Discussed	Demonstrated	Accomplished
1. Selecting a safe location			
2. Radio Procedure			
3. Positioning of Patrol Vehicle			
4. Lighting to be used			
5. Approach			
6. Contact the Violator			
7. Officer Position			
8. Cover Officer Position			
9. Positioning the Violator			
10. Issuing the citation			
11. Clearing the Contact			

EXPLAINED/UNDERSTOOD			
Probationary Officer		Date	

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FTO Signature		Date	

Radio Communications	Discussed	Demonstrated	Accomplished
1. Common Errors			
A. "Thinking" on the radio			
B. Cutting off or "Clipping" Transmissions			
C. Emotions in the voice			
2. Prohibited Radio Traffic			
A. Racial Slurs			
B. Slang			
C. Idle Conversation			
D. Prolonged Transmissions			
3. Approved Codes			
4. Probation/Parole Codes			
5. Closed Channel (10-3)			

EXPLAINED/UNDERSTOOD			
Probationary Officer		Date	

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FTO Signature		Date	

Traffic Enforcement	Discussed	Demonstrated	Accomplished
1. Traffic Contacts			
A. Explain reason for stop			
B. Request license, registration and proof of insurance			
2. Do Not Lecture			
3. Answer questions in a courteous manner			
4. Do Not Argue			
5. Explain Citation and request Signature			
6. Refusal to Sign the Citation			
7. Officer's Notes			
8. Appropriate Court Dates			

EXPLAINED/UNDERSTOOD			
Probationary Officer		Date	

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FTO Signature		Date	

Patrol Vehicle Operations	Discussed	Demonstrated	Accomplished
1. Patrol			
A. Slow Speed Patrol			
B. Observation Skills			
C. Use of Side, Rear Mirrors			
D. Businesses, Schools, Residences			
E. Other Vehicular Traffic			
F. Directed or Extra Patrol			
G. Cashiers/Business Owners			
H. Service Station Clerks			
I. Alleyways			
2. Routine Call Response			
A. Defensive Driving			
B. Use of Mirrors			
3. Parking			
A. Tactical Considerations			
B. Public Considerations			

EXPLAINED/UNDERSTOOD			
Probationary Officer		Date	

COMPETENT			
FTO Signature		Date	

Missouri Revised Statutes - Criminal Code	Discussed	Demonstrated	Accomplished
1. Homicide			
A. 565.020 First Degree Murder			
B. 565.021 Second Degree Murder			
C. 565.023 Voluntary Manslaughter			
D. 565.024 Involuntary Manslaughter			
2. Assault			
A. 565.050 First Degree Assault			
B. 565.060 Second Degree Assault			
C. 565.070 Third Degree Assault			

EXPLAINED/UNDERSTOOD			
Probationary Officer		Date	

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FTO Signature			

Officer Safety	Discussed	Demonstrated	Accomplished
1. "Routine Call Response			
2. Approach on foot or vehicle			
3. Observe the surroundings			
A. Parked cars, Obstacles			
B. Bystander/Suspects			
C. Cover/Concealment			
D. Other Structures			
E. Lighting/Back-lighting			
4. Assessment of Structure			
A. Roof Top			
B. Doors			
C. Windows			
D. Cover/Concealment			
5. Officer Position at the Door			
A. Locks			
B. Hinges			
C. Impact Weapon			
D. Flashlight			

EXPLAINED/UNDERSTOOD			
Probationary Officer		Date	

COMPETENT			
FTO Signature		Date	

Arrest Procedures	Discussed	Demonstrated	Accomplished
1. Searching and Handcuffing			
A. Speed cuffing			
2. Forced entry to effect arrest			
3. Miranda			
4. Arrest Standards			
A. Lawful Arrest			
B. Handcuff			
C. Search			
D. Convey			
5. Transporting Prisoners			
A. Seat Belts			
B. Leg Restraints			
C. Prisoner Location			
6. Female Prisoners			
7. Booking Procedures			

EXPLAINED/UNDERSTOOD			
Probationary Officer		Date	

COMPETENT			
FTO Signature		Date	

Hazardous Call Response	Discussed	Demonstrated	Accomplished
1. Alarms, Robberies, Assaults Bomb Threats, Prowlers, Etc.			
2. Pre-planning			
A. Access/Escape Routes			
B. Known High Risk Areas			
C. Foot or Vehicle Approach			
3. Approaching the Scene			
A. Stealth, Indirect Approach			
B. Lights out, Radio low			
C. Observe for Suspects			
4. Assess Surroundings			
A. Cover/Concealment			
5. Equipment			
A. Shotgun			
B. Flashlight			
C. Impact Weapon			
6. Responsibilities			
A. Primary Vs. Secondary			
B. Broadcast suspect Info.			
C. Area Search			

EXPLAINED/UNDERSTOOD			
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Emergency Vehicle Operation	Discussed	Demonstrated	Accomplished
1. Missouri Motor Vehicle Code			
A. Provisions/Exceptions for Emergency Vehicles			
B. Requirement for Audible and Visible signals on Emergency Vehicles			
2. Emergency Vehicle Escorts			
3. Radio Communications			
4. Conduct at Intersections			
5. Vehicles that fail to Yield			

EXPLAINED/UNDERSTOOD			
Probationary Officer		Date	

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FTO Signature		Date	

Missouri Revised Statutes - Criminal Code	Discussed	Demonstrated	Accomplished
1. 565.090 Harassment			
2. 565.110 Kidnaping			
3. 565.153 Parental Kidnaping			
4. 565.156 Child Abduction			
5. 566.030 Rape			
6. 566.032 Statutory Rape			
7. 566.040 Sexual Assault			
8. 566.060 Sodomy			
9. 566.062 Statutory Sodomy			
10. 567.067 Child Molestation			
11. 566.070 Deviate Sexual Assault			
12. 566.090 Sexual Misconduct 1st, 2nd, 3rd Deg.			
13. 566.100 Sexual Abuse			
14. Interview of the child abuse Victim			
15. Assisting the Missouri Division of Family Services			
16. Evidence in Child Abuse Cases			

EXPLAINED/UNDERSTOOD

Probationary Officer		Date	
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COMPETENT

FTO Signature		Date	
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Domestic Violence	Discussed	Demonstrated	Accomplished
1. Approach			
A. Awaiting cover car			
B. Observing surroundings			
C. Position at the door			
2. Assessment of Threat			
3. Information gathering			
A. Weapons - Threats			
B. Parties Involved			
C. Injuries			
D. Orders of Protection			
E. Separate Combatants			
F. Primary Aggressor			
4. Disposition			
A. Referral to other agencies			
B. Criminal Prosecution			
C. Emergency Orders of Protection			
D. Violations of Orders			
5. Mo. Domestic Violence Law			
6. Victim's Assistance			

EXPLAINED/UNDERSTOOD			
Probationary Officer		Date	

COMPETENT			
FTO Signature		Date	

Traffic Accident Investigation	Discussed	Demonstrated	Accomplished
1. Accident Investigation			
A. Cause of Accident			
B. Mo. S.T.A.R. Form			
C. Diagraming			
2. Assistance Needed			
A. First Aid to victims			
B. Fire/Rescue/EMS			
C. Helicopter Rescue			
3. Scene Safety			
A. Position of Police Car			
B. Flares/Flare Patterns			
C. Traffic Vest/Wand			
D. Re-routing traffic flow			
E. Directing Traffic			

EXPLAINED/UNDERSTOOD			
Probationary Officer		Date	

COMPETENT			
FTO Signature		Date	

Major Crime Scenes	Discussed	Demonstrated	Accomplished
1. First Aid for Victim(s)			
2. Crime Scene Preservation			
A. Limit Access			
B. Record Names			
3. Identify Witnesses			
4. Notify C.I.D.			
5. Notify Forensic Services			
6. Appropriate Command Notification			
7. Department Policy - Chap. 11 Section - 1.9, Subsection - 9			
8. Written Documentation			

EXPLAINED/UNDERSTOOD			
Probationary Officer		Date	

COMPETENT			
FTO Signature		Date	

Missouri Revised Statutes - Criminal Code	Discussed	Demonstrated	Accomplished
1. 195.202 Possession of a controlled substance			
2. 195.241 Possession of an imitation controlled substance			
3. 569.030 Robbery 2nd Degree			
4. 569.020 Robbery 1st Degree			
5. 569.050 Arson 2nd Degree			
6. 569.040 Arson 1st Degree			

EXPLAINED/UNDERSTOOD			
Probationary Officer		Date	

COMPETENT			
FTO Signature		Date	

Suspicious Persons	Discussed	Demonstrated	Accomplished
1. Time, Location, Recent patterns of crime			
2. Officer Safety			
A. Officer position			
B. Radio Codes/Security			
C. Hands of suspect			
D. Cover Considerations			
E. "Pat-down" for weapons			
3. F.I.R. Procedures			
4. Detaining the Suspect - ("Terry Stop")			
5. W.A.C. Tactics			
6. Initial Entry to scene			
7. 15-111/112/113/114/115/116/117/118/119/120/121/122/123/124/125/126/127/128/129/130/131/132/133/134/135/136/137/138/139/140/141/142/143/144/145/146/147/148/149/150/151/152/153/154/155/156/157/158/159/160/161/162/163/164/165/166/167/168/169/170/171/172/173/174/175/176/177/178/179/180/181/182/183/184/185/186/187/188/189/190/191/192/193/194/195/196/197/198/199/200			
8. 15-111/112/113/114/115/116/117/118/119/120/121/122/123/124/125/126/127/128/129/130/131/132/133/134/135/136/137/138/139/140/141/142/143/144/145/146/147/148/149/150/151/152/153/154/155/156/157/158/159/160/161/162/163/164/165/166/167/168/169/170/171/172/173/174/175/176/177/178/179/180/181/182/183/184/185/186/187/188/189/190/191/192/193/194/195/196/197/198/199/200			
9. Medical Assistance Request			
10. Arresting Via Vehicle			
11. Refusal			

EXPLAINED/UNDERSTOOD			
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FTO Signature		Date	

Traffic Enforcement	Discussed	Demonstrated	Accomplished
1. 577.010 D.W.I.			
2. D.W.I. Detection			
A. Driving			
B. Breath Odor			
C. Behavior			
D. Standard Sobriety Tests			
3. Implied Consent			
4. Chemical Tests (2 allowed)			
5. Confinement			
6. Notice of Revocation			
7. B.A.C. Limits			
8. Time limits for arrest			
9. 15 Day Temporary Permit			
10. Alcohol Influence Report			
11. Misdemeanor Vs. Felony			
12. Refusals			

EXPLAINED/UNDERSTOOD			
Probationary Officer		Date	

COMPETENT			
FTO Signature		Date	

Motor Vehicle Impound	Discussed	Demonstrated	Accomplished
1. Missouri Authorization to Tow/Inspection Form			
2. Vehicle Inventory			
3. Impound subsequent to arrest			
4. Private Property Tows			
5. Urbanized Vs. Non-urbanized			

6. Police/State Inspection			
7. Vehicle Following			
8. Dodge Lights			
9. Foglight/Headlights			
10. Emergency Light			
11. Impounded Parking Vehicles			
12. Constants to Observe(s)			
a. Position of hands			
b. Keys/Door Lock			
c. Using P.A. System			
d. Contact Officer			
e. "Bust and Case"			

EXPLAINED/UNDERSTOOD			
Probationary Officer		Date	

COMPETENT			
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Felony Vehicle Stops	Discussed	Demonstrated	Accomplished
1. Advise direction of travel, Description of vehicle and Occupant(s), License Number			
2. Location of Stop			
A. Traffic density			
B. Lighting			
C. Cover			
D. Pedestrians/Bystanders			
3. Vehicle Positioning			
4. Cover Units			
5. Spotlight/Headlights			
6. Emergency Lights			
7. Uninvolved Passing Vehicles			
8. Commands to Occupant(s)			
A. Position of hands			
B. Keys, Doors, Etc.			
C. Using P.A. System			
D. Contact Officer			
E. "Bluff and Clear"			

EXPLAINED/UNDERSTOOD			
Probationary Officer		Date	

COMPETENT			
FTO Signature		Date	

Burglaries	Discussed	Demonstrated	Accomplished
1. Response			
A. "In-Progress" (Tactics)			
B. Delayed Reports			
2. Approach			
3. Evaluate Surroundings			
4. Preliminary Investigation			
A. Clear the premises first			
B. Initial contact with victim			
5. Crime Scene Activities			
6. Developing Suspects			
7. 569.160 Burglary 1st Degree			
8. 569.170 Burglary 2nd Degree			
9. Burglar's tools			

EXPLAINED/UNDERSTOOD			
Probationary Officer		Date	

COMPETENT			
FTO Signature		Date	

Robberies	Discussed	Demonstrated	Accomplished
1. Response			
A. Day Vs. Night			
2. Approach			
A. Silent/Stealth			
B. Concealed approach on foot			
C. Observe other persons/ vehicles in the area			
D. Observe interior of business from a position of cover			
E. Coordinate response of cover units			
3. Preliminary Investigation			
A. Ascertain Status			
B. Contact business via telephone if possible			
4. Crime Scene Activities			
A. Transmit suspect description			
B. Notifications of shift supervisor, C.I.D., I.D.			
C. Limit Access			

EXPLAINED/UNDERSTOOD

Probationary Officer		Date	
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COMPETENT

FTO Signature		Date	
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Child Maltreatment	Discussed	Demonstrated	Accomplished
1. Evaluate the complaint			
2. Protect the child			
3. Protective Custody Issues			
4. Secure Scene			
5. Notifications of C.I.D., I.D.			
6. D.F.S. Hotline			
7. Mandated Reporter Law			
8. Resources for Assistance			
9. Evidence			
10. Pattern Injuries			
11. Sexual Abuse/Assault			
12. Neglect			

EXPLAINED/UNDERSTOOD			
Probationary Officer		Date	

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Bomb Threats	Discussed	Demonstrated	Accomplished
1. Response			
2. Radio Transmissions			
3. Information from the person that received the threat			
4. Suspicious Packages			
5. Evacuation considerations			
6. Notification of B.D.U.			

EXPLAINED/UNDERSTOOD			
Probationary Officer		Date	

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Runaways/Missing Persons	Discussed	Demonstrated	Accomplished
1. Evaluation of the case			
2. Obtain photo if possible			
3. Transmit the description			
4. Attempt to locate			
5. Computer entries			
6. Missing person report form			
7. Reporting party to recontact Sheriff's Department if the missing person returns			
8. Supplement required upon return for cancellation			
9. Juvenile Status Offenses			
10. Juvenile Referral (F-11)			
11. Parents and DJO required for questioning			
12. Juvenile Detention			

EXPLAINED/UNDERSTOOD

Probationary Officer		Date	
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COMPETENT

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Missouri Criminal Code	Discussed	Demonstrated	Accomplished
1. 569.080 Tampering 1st Deg.			
2. 569.090 Tampering 2nd Deg.			
3. 569.100 Property Damage 1st. Degree			
4. 569.120 Property Damage 2nd. Degree			
5. 570.080 Receiving Stolen Property			
6. 570.120 Passing Bad Checks			
7. 571.030 Unlawful use of a Weapon			
8. 571.050 Possession of a defaced firearm			
9. 574.010 Peace Disturbance			
10. 575.150 Resisting arrest			
11. 575.180 Failure to execute an arrest warrant			
12. 575.200 Escape from custody			
13. 567.010 Prostitution			
14. 565.020 Murder 1st Degree			
15. 565.021 Murder 2nd Degree			
16. 565.023 Manslaughter			

EXPLAINED/UNDERSTOOD

Probationary Officer

Date

COMPETENT

FTO Signature

Date

Auto Thefts	Discussed	Demonstrated	Accomplished
1. Preliminary Investigation			
A. Vehicle Description			
B. C.Y.M.B.A.L.			
C. Distinguishing Features			
D. Contents			
E. Locked/Unlocked			
F. Keys			
G. Amount of gas in vehicle			
H. Possible suspects			
I. Possibility of repossession			
2. Computer entries			
3. Crime Patterns			
4. Domestic/Civil dispute			

EXPLAINED/UNDERSTOOD			
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Evidence	Discussed	Demonstrated	Accomplished
1. Department evidence form			
2. Marking			
3. Packaging			
4. Storage			
5. Hazardous			
6. Valuables			
7. Narcotics			
A. Field Testing			
B. Packaging			
C. Officer Safety - Handling			
8. Vehicles as evidence			

EXPLAINED/UNDERSTOOD

Probationary Officer		Date	
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Animal Calls	Discussed	Demonstrated	Accomplished
1. Animal Control			
A. Duties and Responsibilities			
B. Availability			
2. Barking Dogs (Co. Ord.)			
3. Injured or dead animals			
4. Dangerous animals			
5. Livestock on/near roadway			

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EXPLAINED/UNDERSTOOD			
Probationary Officer		Date	

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Employee Rules and Regulations	Discussed	Demonstrated	Accomplished
1. Employer/Employee Relations			
2. Personnel Records			
3. Merit Commission			
4. Substance abuse policy			
5. Employee Assistance Program			
6. Benefits Package			
7. Secondary Employment			
8. Leaves of Absence			
9. Sick Leave			
10. Duty Injuries			
11. Disciplinary Action			
12. Address/Telephone Changes			
13. Reporting for duty			
14. Neglect of duty			
15. Grievances			
16. Chain of Command			
17. Car Program			

EXPLAINED/UNDERSTOOD

Probationary Officer		Date	
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Death Cases	Discussed	Demonstrated	Accomplished
1. Identify Witnesses			
2. Secure Scene			
3. Determine if a crime has occurred			
4. Notify Shift Supervisor			
5. Contact Medical Examiner			
6. Info. Required for M.E.			
A. Victim Pedigree			
B. Date/Time last seen			
C. Next of Kin Pedigree			
D. Who discovered victim			
E. Prior Medical History			
F. Private Doctor Info.			
G. Date last seen by Doctor			
H. Funeral Home Choice			
I. S.C.C.S.D. Report Number			

EXPLAINED/UNDERSTOOD			
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Abandoned Vehicles	Discussed	Demonstrated	Accomplished
1. Check for Wanted			
2. Evaluate for Traffic Hazard			
3. Contact the Owner			
4. When to tow			

EXPLAINED/UNDERSTOOD			
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Conduct	Discussed	Demonstrated	Accomplished
1. Courtroom Demeanor			
2. "Unbecoming" Conduct			
3. Abuse of Authority			
4. Identification			
5. Use/abuse of alcohol			
6. Truthfulness			
7. Use/abuse of County Property			

EXPLAINED/UNDERSTOOD			
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Duty Weapons	Discussed	Demonstrated	Accomplished
1. Shotgun			
A. Shotgun Rack			
B. Removing from vehicle			
C. Loading and Unloading			
D. When to deploy shotgun			
E. Ammunition			
F. Cleaning			
2. Handgun			
A. Operation			
B. Holster			
C. Magazines			
D. Ammunition			
E. Loading and Unloading			
F. When to deploy handgun			
G. Ammunition			
H. Cleaning			

EXPLAINED/UNDERSTOOD

Probationary Officer		Date	
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Duty Weapons (continued)	Discussed	Demonstrated	Accomplished
3. Aerosol Weapons			
A. Expected effects			
B. When/How to deploy			
C. First Aid after use			
D. Fit for Confinement			
4. Impact Weapons			
A. When to deploy			
B. ASP Baton			
C. Flashlight as a weapon			

EXPLAINED/UNDERSTOOD			
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Arrests, Warrants and Subpoenas	Discussed	Demonstrated	Accomplished
1. How to obtain a warrant			
2. Confirmation of existing warrant			
3. Warrant arrests			
4. Arrests without a warrant			
5. Arrested person's vehicle			
6. Use of force to arrest			
7. Handcuffing			
8. Transporting prisoners			
9. Opposite sex prisoners			
10. Serving Subpoenas			
11. Receiving Subpoenas			

EXPLAINED/UNDERSTOOD			
Probationary Officer		Date	

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Miscellaneous Topics	Discussed	Demonstrated	Accomplished

EXPLAINED/UNDERSTOOD			
Probationary Officer		Date	

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Miscellaneous Topics	Discussed	Demonstrated	Accomplished

EXPLAINED/UNDERSTOOD			
Probationary Officer		Date	

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Miscellaneous Topics	Discussed	Demonstrated	Accomplished

EXPLAINED/UNDERSTOOD			
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Probationary Officer		Date	
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COMPETENT			
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FTO Signature		Date	
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Appendix H

St. Charles County Sheriff's Department Field Training Manual Survey

Response	Agree	Disagree	Strongly Agree	Strongly Disagree	Other
1. This manual defines the minimum number of training hours that must be completed for each training module.	1	2	3	4	5
2. This manual defines the minimum number of training hours that must be completed for each training module.	1	2	3	4	5
3. This manual defines the minimum number of training hours that must be completed for each training module.	1	2	3	4	5
4. This manual defines the minimum number of training hours that must be completed for each training module.	1	2	3	4	5
5. This manual defines the minimum number of training hours that must be completed for each training module.	1	2	3	4	5
6. This manual defines the minimum number of training hours that must be completed for each training module.	1	2	3	4	5
7. This manual defines the minimum number of training hours that must be completed for each training module.	1	2	3	4	5

**ST. CHARLES COUNTY SHERIFF'S DEPARTMENT
FIELD TRAINING MANUAL SURVEY**

Please circle the appropriate number that corresponds with the following scale:

Strongly Disagree	Somewhat Disagree	Neither Agree or Disagree	Somewhat Agree	Strongly Agree
1	2	3	4	5

1. This manual defines the appropriate remedial training a recruit should receive prior to being dismissed from the Field Training Program.
1 2 3 4 5
2. This manual defines the standardized evaluation guidelines to evaluate recruit performance.
1 2 3 4 5
3. This manual is thorough in training Field Training Officers to evaluate recruit performance.
1 2 3 4 5
4. This manual is thorough in training Field Training Officers to document recruit performance.
1 2 3 4 5
5. This manual defines the appropriate length for a Field Training Program.
1 2 3 4 5
6. This manual defines the objectives of a Field Training Program.
1 2 3 4 5
7. This manual defines the selection process for Field Training Officers.
1 2 3 4 5

Strongly Disagree	Somewhat Disagree	Neither Agree or Disagree	Somewhat Agree	Strongly Agree
1	2	3	4	5

8. This manual defines the training necessary to be considered as a Field Training Officer.

1 2 3 4 5

9. This manual is thorough in training officer safety issues.

1 2 3 4 5

10. This manual allows the recruit sufficient training on all shift assignments.

1 2 3 4 5

11. This manual defines the terms for successful completion by the recruit.

1 2 3 4 5

12. This manual allows for appropriate Field Training Officer critiques.

1 2 3 4 5

13. This manual defines the responsibilities of the Field Training Officer.

1 2 3 4 5

14. This manual is thorough in training the recruit to answer all types of calls for service.

1 2 3 4 5

15. This manual is thorough in developing a recruit who can work independently.

1 2 3 4 5

16. This manual promotes impartial evaluation of every recruit.

1 2 3 4 5

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