

SACRAMENTO POLICE DEPARTMENT FIELD TRAINING PROGRAM (FTP) MANUAL



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Revised 2-01-2023



SACRAMENTO POLICE DEPARTMENT FIELD TRAINING PROGRAM (FTP) MANUAL



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INTRODUCTION
FIELD TRAINING PROGRAM (FTP) MANUAL
2-01-2023

PURPOSE AND SCOPE

The Field Training Program (FTP) is intended to provide a standardized program to facilitate the transition of police officers and limited-term community service officers (CSO) from the academic setting to the actual performance of general law enforcement duties of the Sacramento Police Department. Upon completion of the academy, each new officer and each new limited-term community service officer is assigned to a POST-Certified Field Training Officer (FTO).

It is the policy of this department to assign all new police officers and limited-term community service officers to a structured Field Training Program that is designed to prepare the new officer and new limited-term community service officer to perform in a patrol assignment, and possessing all skills needed to operate in a safe, productive, and professional manner.



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ORGANIZATIONAL AND STRUCTURE RESPONSIBILITY

A. GENERAL

1. The department will provide an FTP for police officer trainees that is in compliance with the standards set forth by the California Peace Officers' Standards and Training (POST).
 - a. The FTP for officer trainees shall be delivered over a minimum of ten weeks based upon the standards set forth by POST.
 - b. The FTP for limited-term community service officers shall be delivered over a minimum of ten weeks.
 - c. Officer trainees must complete the POST Regular Basic Course Academy before participating in the FTP.
 - d. Limited-term community service officers (CSOs) must complete the POST Regular Basic Course Academy or the Community Service Officer Academy before participating in the FTP.
 - e. All newly hired officers and CSOs will complete their respective FTP requirements prior to transitioning to solo patrol duties.
2. The department will maintain a sufficient number of FTOs to meet the training needs of newly sworn officers and limited-term community service officers.
3. The FTP shall be utilized for:
 - a. Training of all sworn personnel and CSOs.
 - b. Retraining of sworn personnel, based upon specific needs, as determined by the Deputy Chief, Office of Operations.

B. FIELD TRAINING UNIT (FTU) RESPONSIBILITIES

1. General
 - a. The supervision of FTOs, trainees and CSOs shall be the responsibility of the direct line supervisor that the FTO, trainees, or CSO is assigned to.
NOTE: Unless specifically stated, the term 'trainee' refers to both officer and CSO trainees throughout this manual.
 - b. The FTU will work in partnerships with the shift supervisor and the chain of command to which the FTO, trainee, or CSO is assigned to ensure all employees are representing the expectations of that command as well as the expectations of the FTU.
 - c. The FTU shall develop and manage the FTP, certify FTOs, and monitor FTOs and trainees.
 - d. The shift supervisors shall be responsible for the line supervision of FTOs, trainees, and CSOs, accomplishing all training expectations established by the FTU, and for evaluating the performance of each participant.
 - e. Ensure that the CSO Academy is administered.
2. Field Training Unit Supervisor responsibilities include, but are not limited to:
 - a. Managing and supervising the FTP.
 - b. Revising the Field Training Documentation Book and Required Knowledge Manual.
 - c. Assigning FTOs to special training.
 - d. Providing FTO schools and meetings.
 - e. Coordinating FTO selection.
 - f. Reviewing and signing monthly and quarterly evaluations.
 - g. Recommending termination or downgrade of trainees and CSOs.
 - h. Recommending removal of FTOs for cause.
 - i. Monitoring developments in the field training programs, including changes dictated by POST, and ensuring that the department maintains compliance with all standards set forth by POST and statutory/case law, as relevant to the FTP.
 - j. Attesting, in writing, to the trainee's successful completion of the FTP. The statement shall release the trainee from the FTP and shall be signed by the Chief of Police or his/her designee. That record shall be maintained in the trainee's personnel record and field training file.
 - k. Providing an annual evaluation of each FTO regarding his/her performance as an FTO. The



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annual evaluation shall only be required of those FTOs who had a trainee within that year. The annual evaluations are to be completed no later than December 31st of each year and shall be placed in the FTU File after review.

- l. Liaison with the police academy coordinator to ensure all training and expectations are in alignment with current policies and procedures.
- m. Prepare monthly reports on trainee progress and status.

3. Field Training Coordinator responsibilities include, but are not limited to:

- a. Administering the FTP.
- b. Coordinating the Trainee Orientation and department-specific training.
- c. Evaluating the program and FTOs.
- d. Monitoring the progress of trainees and CSOs.
- e. Administering the phase upgrade tests.
- f. Conferring with the watch commanders in determining and meeting special training needs.
- g. Preparing reports in accordance with this manual.
- h. Serving as a resource contact for FTOs, trainees and CSOs.
- i. Acting as liaison among department divisions and facilities.
- j. Transferring and assigning trainees to FTOs throughout training.
- k. Reviewing and signing Daily Observation Reports.
- l. Maintaining FTO evaluations.
- m. Acting as a liaison between POST and the department.
- n. Coordinating the CSO Academy.
- o. Acting as a liaison with the CSO Academy Commander to ensure training and instructors are identified to meet the needs of the department.
- p. Act as the custodian of training records and evaluation for all CSOs until they are upgraded to police officer and complete their probationary period.

C. AGENCY RESPONSIBILITIES

1. Watch commander responsibilities include, but are not limited to:

- a. Ensuring that program guidelines are met.
- b. Providing feedback on program effectiveness.
- c. Providing input on the recommendation process for FTO candidates for the FTO interview panel.
- d. Recommending removal of FTOs for cause.
- e. Monitoring trainee progress.
- f. Recommending termination of trainees.

2. District Sergeant responsibilities include, but are not limited to:

- a. Being cognizant of the trainee's performance by personal observation and review of the FTOs evaluations.
- b. Administering the Phase I to II and II to III upgrade tests if requested by the FTU.
- c. Ensuring they are available to the FTOs on their watch.
- d. Providing feedback of their trainees and the FTOs to the field training supervisor.
- e. Completing a monthly evaluation on Phase IV officers and quarterly solo CSOs. For the solo CSO evaluation, include a recommendation in support or against the upgrade to a police officer.
- f. Recommending remediation alternatives.
- g. Expediting evaluations of problematic trainees.
- h. Serving as a resource contact for FTOs.
- i. Evaluating the program and FTOs.
- j. Recommending retention or release of existing FTOs.
- k. Identifying candidates for the FTO program.
- l. Completing semi-annual evaluations on each FTO assigned to their teams. This form will be provided by the FTU and is due the second week of June and the second week of November,



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- which coincides with the Employee Performance Evaluation due dates.
3. FTO responsibilities include, but are not limited to:
 - a. Directly supervising assigned trainees.
 - b. Instructing trainees and evaluating their performance in accordance with the Field Training Manual and directives of the FTU.
 - c. Providing training and remediation to trainees, documenting on the Daily Observation Reports, the approximate amount of time spent on remedial training.
 - d. Documenting the trainee's mastery of material in the Field Training Documentation Book and Required Knowledge Manual.
 - e. Completing and reviewing with the trainee, Daily Observation Reports, no later than the first day of the next work week. Any extension must be approved through the FTU.
 - f. Making recommendations regarding trainees.
 - g. Attending periodic training meetings.
 - h. Facilitating department training.
 - i. Mentoring and developing trainees.
 - j. Attending specialized training.
 - k. Identifying training needs.
 - l. Avoiding exposure of CSO trainees to unnecessary danger.
 - m. Knowing the CSO trainee limitations and responsibilities.
 - n. Not signing-up for the following cars:
 - (1) Any type of hospital car, including the hospital hybrid position(s)
 - (2) Prisoner Transport Vehicle
 - o. Treat all fellow department employees, regardless of rank, with the respect.
 - p. Not perform any actions against a trainee, whether verbal or written, that would be considered belittling, demeaning, condescending, or otherwise that would interfere with or hinder a trainee's learning process or contribute to a negative learning environment.
 - q. Not engage in any harassing type of behavior towards a trainee where the FTO speaks slightly or expresses humiliating discourtesies or derogatory comments.
 - r. Adhere to the **City's Equal Opportunity Policy**, specifically section 1. **Policy Statement on Discrimination and Harassment** which states:
 - (1) The City prohibits all forms of discrimination, including any employment-related action by an employee that adversely affects an applicant or worker and is based on any protected classification identified including age, ancestry, color, physical or mental disability, gender, gender expression, gender identity, genetic information, marital status, medical condition, military and veteran status, national origin, race, religious creed, sex, sexual orientation, and any other classification protected by law.
 - (2) The City's commitment to equal opportunity and non-discrimination extends to all job applicants, employees, and all aspects of employment, including but not limited to recruitment, hiring, training, assignment, promotion, compensation, transfer, layoff, reinstatement, benefits, education, and termination, as well as to the provision of reasonable accommodation to qualified persons with disabilities.
 - (3) Harassment, including sexual harassment, is verbal or physical conduct that demeans or shows hostility or aversion toward an individual based upon that individual's protected class. It has the effect of interfering with an individual's work performance or creating a hostile or abusive work environment. Conduct that may, under certain circumstances, constitute harassment, can include:
 - a) making derogatory comments
 - b) crude and offensive statements or remarks
 - c) making slurs or off-color jokes
 - d) stereotyping
 - e) engaging in threatening acts
 - f) displaying indecent gestures, pictures, cartoons, posters, or material
 - g) making inappropriate physical contact, or



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- h) using written material or City equipment and/or systems to transmit or receive offensive material, statements, or pictures.
4. Trainee responsibilities include, but are not limited to:
- a. Completing an evaluation of the FTP at the completion of probation.
 - b. Completing an evaluation of all assigned FTOs. These evaluations are due one (1) month after the trainee goes Phase IV or as a solo CSO.
 - c. Reviewing the Daily Observation Reports and Supervisor Evaluations with the FTO.
 - d. Reviewing the Field Training evaluation system sometime during each workday.
 - e. Identifying and reporting training needs.



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SELECTION

A. QUALIFICATIONS

1. **Field Training Supervisor:** The Field Training Program shall have a Field Training Supervisor who:
 - a. Has been awarded, or is eligible for the award of a POST Supervisory Certificate; or
 - b. Has been appointed by the department head, or his/her designee.
 - c. Meets the Field Training Supervisor/Administrator/Coordinator (SAC) training requirement specified in POST Commission Regulations (outlined in 11 CCR §1004(c)), which states:
 - (1) Every peace officer promoted, appointed, or transferred to a supervisory or management position overseeing a field training program shall successfully complete a POST-certified Field Training Supervisor/Administrator/Coordinator (SAC) Course prior to or within 12 months of the initial promotion, appointment, or transfer to such a position.
2. **Field Training Coordinator:**
 - a. Meet all the FTO qualifications listed below.
 - b. Successful completion of the Field Training Supervisor/Administrator/Coordinator (SAC) Course, prior to or within 12 months of the transfer date.
3. **Field Training Officer (FTO):**
 - a. Candidates must first electronically submit an SPD 320 (Request Transfer) as outlined in GO 255.01 (Specialty Unit Testing and Selection).
 - b. In addition, the candidate must meet the following qualifications:
 - (1) Possess the POST Basic Academy Certificate.
 - (2) Be a non-probationary police officer with at least three (3) years of cumulative sworn service with the Sacramento Police Department, or a lateral police officer with at least one (1) year of cumulative sworn service with the Sacramento Police Department and two (2) years of prior law enforcement service with another POST law enforcement agency to train police officer trainees; or
 - (3) Be a police officer with at least 2 years of cumulative sworn service with the Sacramento Police Department to train CSO trainees.
 - (4) Demonstrate ability to be a positive role model.
 - (5) Have continued satisfactory performance.
 - (6) Have the willingness to be an FTO and accept trainees.
 - (7) Possess above average preliminary investigation skills and report writing.
 - (8) Possess above average ability to manage interpersonal relations.
 - (9) Have the necessary skills to present instructional material.
 - (10) Have the willingness to teach and the ability to effectively evaluate trainees.
 - (11) Have a minimal number of personnel complaints.
 - (12) Have a minimal amount of preventable vehicle collisions.
 - (13) Be able to balance beat/district integrity, self-initiated activity, and focus-area work.
 - (14) Possess good professional appearance.

B. SELECTION

1. The FTU shall:
 - a. Select candidates as outlined in GO 255.01 Specialty Unit Testing and Selection.
 - b. Send the list of approved FTO candidates to Internal Affairs to determine if there are any sustained cases for review.
 - c. Complete a list of FTO candidate recommendations and forward to the Deputy Chief, Office of Operations.
 - d. The Deputy Chief, Office of Operations, shall give final approval of the selected FTOs.
2. Upon selection, the FTU supervisor or designee shall meet with approved candidates to discuss program expectations.
3. All employees selected to participate in the FTU will be assigned as part-time FTOs first.
4. After the part-time FTO has trained a minimum of four (4) trainees, the FTU may upgrade the FTO to full time status based on the needs of the department and the FTO's performance.



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CERTIFICATION

A. CERTIFICATION

1. Approved FTO candidates shall complete the following courses:
 - a. A 40-Hour POST-Certified FTO course prior to being assigned a trainee.
 - b. A 40-Hour POST-Certified AICC Course within 12 months of selection.
 - c. A 24-Hour POST-Certified FTO Update Course every three (3) years.
2. The FTU shall coordinate and schedule the FTOs for the above listed courses and ensure that the Travel and Training forms are routed through the officer's chain-of-command.

B. RECERTIFICATION

1. Every reassigned FTO after a three (3) year or longer break in service as an FTO shall successfully complete a POST-Certified FTO Update Course prior to training new officers or CSOs.
2. The candidate must meet the "Qualification" and "Selection" requirements.
3. Candidates must have current knowledge of the FTO policy and procedures as determined by the FTU.
4. Unless waived with cause by the training captain, or his/her designee, candidates must advance through the nomination, selection, and interview process.

C. DOWNGRADE AND REMOVAL FROM THE FTU

1. Downgrade and removal from the FTU could be for cause and not the result of a disciplinary action which may include a failure to meet the qualifications established in the "Qualifications" section of this chapter.
2. The removal of an FTO may occur under the following circumstances:
 - a. The FTO transfers from patrol or promotes to sergeant.
 - b. If an FTO receives a sustained internal affairs complaint for excessive force, he/she shall be removed from the field training program and decertified as a field training officer for a minimum of (3) years in compliance with AB26.
 - c. The FTO receives formal discipline for an offense that could negatively impact a trainee directly and/or reflects poorly upon the FTU.
 - d. The FTO receives informal discipline or engages in a pattern of behavior that negatively impacts or could impact a trainee directly, or reflects poorly on the FTU (e.g., discourtesy, dishonesty, or CUBO). The decision is based on the totality of the circumstances and is made based on the recommendation of the training captain.
 - e. Prior to removal, the training captain may elect to place the FTO on a PIP (Performance Improvement Plan) for a minimum of three (3) months in an effort to correct deficient behavior.
3. The station captain, watch commander, patrol sergeant and/or field training supervisor can recommend during the midyear evaluation period to "not retain" an FTO in the FTU. This recommendation shall be accompanied with sufficient documentation to support such action.
4. Officers no longer wishing to train shall forward a memorandum through their chain of command to the FTU.
5. When full time FTOs are downgraded or removed from the FTU, they will no longer receive the incentive pay and PSD will be notified to ensure the removal of the incentive is completed.



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INCENTIVES

A. FIELD TRAINING OFFICERS

1. Field Training Officer incentives include, but are not limited to:
 - a. Corporal Rank (refer to RM 430.01, Uniform Manual).
 - b. Supervisory authority and responsibility for an assigned trainee.
 - c. Incentive pay, as specified by the current Memorandum of Understanding.
 - d. Identification as an FTO on the Candidate Resume.
 - e. Preferential status for teaching assignments within the department.
2. An FTO-of-the-Year shall be selected for outstanding performance by the Training Captain with the recommendation of the Field Training Supervisor.



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REQUIRED TRAINING

A. LIMITED-TERM COMMUNITY SERVICE OFFICER (CSO):

An entry level, limited-term community service officer newly appointed to the Sacramento Police Department who has successfully completed a POST approved Basic Academy or the Community Service Officer Academy.

1. Pre-FTO Placement Training:

- a. Department/FTO orientation
- b. Less Lethal Force options training (C.E.D. and O.C. spray)
- c. Computer, In-car Camera and Body-Worn Camera training (MDC, MRE, ICC, BWC, etc.)
- d. Peer support
- e. C.E.D. training
- f. Property/Evidence
- g. Firearm familiarization training
- h. Traffic/collision training
- i. Homicide/OIS training
- j. Internal Affairs orientation
- k. SPOA
- l. Personnel/Benefits
- m. Fitness training
- n. CSI orientation
- o. Domestic Violence training
- p. Use of technology (i.e., Lo-Jack/RAM/Grab'em) training

2. CSO Placement with an FTO:

- a. The FTU shall determine trainee/FTO assignment. The standard placement term for FTO/CSO Trainee is one (1) month.
- b. The CSO must successfully complete the Field Training Documentation Book, CSO Oral Interview Test, and shadow week prior to going solo.
- c. CSOs who do not meet a minimum acceptable level of performance after four (4) months of field training, and have failed to go solo, will receive a 30-Day Trainee Warning Letter from the Field Training Supervisor. Additionally, this warning letter can also be given at any time for specific and/or serious training issues.
- d. CSOs must be solo by the end of the sixth (6) month. Absent extenuating circumstances, CSOs who do not meet this requirement may be released from probation.

B. POLICE OFFICER TRAINEES:

Any entry level or lateral police officer newly appointed to the Sacramento Police Department who has successfully completed a POST approved Basic Academy.

1. Pre-FTO placement training for all sworn trainees:

- a. Department/FTO orientation
- b. Firearms refresher/qualification (Handgun and Less Lethal tools)
- c. Computer, In-car Camera and Body-Worn Camera Training (MDC, MRE, ICC, BWC, etc.)
- d. Peer support
- e. Draeger Breathalyzer/SFST training (may be completed in training)
- f. Crowd and Riot Control
- g. C.E.D. training
- h. Property/Evidence
- i. Traffic/Collision training
- j. Homicide/OIS training
- k. Internal Affairs orientation
- l. SPOA
- m. Personnel/Benefits
- n. Fitness training
- o. Domestic Violence training



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- p. Use of technology (i.e., Lo-Jack/RAM/Grab'em) training
- q. Handgun Qualification/TAC light orientation
2. Pre-FTO Placement Training for Lateral Trainees:
 - a. Emergency Vehicle Operation Course (EVOC)
 - b. CPT
 - c. Arrest, Control, Baton training including Max Restraints, if not covered in CPT.
 - d. Crisis Intervention Training (CIT), Procedural Justice, Equal Employment Opportunity (EEO) training
 - e. CLETS certification (if needed).
3. Police Officer Trainee placement with an FTO:
 - a. The FTU shall determine trainee/FTO assignment.
 - b. The trainee/FTO should not be separated except in extreme circumstances. Another FTO or non-probationary officer may be assigned to a trainee during the primary FTO's vacation, holiday, etc. If this occurs, the substitute FTO and/or non-probationary officer are responsible for the completion of any evaluation form(s) that may be necessary.
 - c. Phase Progression
 - (1) The standard assignment for trainee/FTO is one (1) month.
 - (2) Only FTOs shall sign off "Instructed" and "Competent" sections for phases above the current level of the trainee as appropriate.
 - (3) Trainees who are Phase I, II, or III for more than two (2) months each, without justification, shall receive a 30-Day Trainee Warning Letter from the Field Training Supervisor. Additionally, this warning letter can also be given at any time for specific and/or serious training issues.
 - (4) The trainee must successfully complete the Field Training Documentation Book, Phase IV Interview Test, and shadow week prior to being assigned as a solo officer.
 - (5) Trainees must be a solo officer by the end of the ninth (9) month. Absent extenuating circumstances, trainees who do not meet this requirement may be released from probation.
4. All time-off requests, with the exception of sick leave, shall be submitted to the FTU and evaluated on a case-by-case basis. If the request is approved, the FTU shall coordinate with the appropriate patrol sergeant and/or watch commander for the time off.
5. Each FTO is permitted one (1) training day, per assigned trainee, where no evaluation is necessary. This will allow the FTO an opportunity to train only on deficient areas. A Daily Observation Report shall be completed, indicating "Training Day".

C. RETURNING POLICE OFFICERS

1. Officers returning after an absence of more than one (1) year shall complete, at a minimum, the following refresher training:
 - a. Firearms refresher/qualification
 - b. Arrest, Control, and Baton refresher
 - c. Computer, In-car Camera and Body-Worn Camera Training (MDC, MRE, ICC, BWC, etc.)
 - d. EVOC
2. If returning officers do not physically perform at a minimum acceptable level of performance in these areas by the end of these training hours, remedial training shall be scheduled.
3. Officers shall be assigned to work with another non-probationary officer for eighty (80) hours.
4. The assigned patrol sergeant shall make the determination if the officer is ready to work as a solo officer or shall continue to work with another officer for an additional forty (40) hours at a time.
5. The assigned patrol sergeant shall complete a monthly evaluation once they are satisfied that the officer is ready to work solo.



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PHASE/FIELD TRAINING ROLES AND RESPONSIBILITIES

A. PHASE TRAINING

1. All trainees shall be given the following field training materials:
 - a. Field Training Documentation Book. FTOs are responsible for signing off on the identified tasks where the trainee satisfactorily performs.
 - b. Required Knowledge Manual. This book is a study guide for the trainees to use for all Phase Tests.
2. First-Day FTO Role
 - a. Shall complete the First Day Checklist.
 - b. Perform visual assessments of professional appearance of the trainee, such as uniform, equipment, etc.
 - c. Assess the trainee's attitude and knowledge through general conversation.
 - d. Discuss and practice an action plan in case dangerous situations are encountered.
 - e. Discuss expectations with the trainee.
 - f. Review critical department policies and procedures to ensure the trainee has a firm understanding. The minimum policies include:
 - (1) Use of Force (GO 580.02)
 - (2) Code 3 Driving (GO 521.02)
 - (3) Pursuit of Vehicles (GO 521.01)
 - (4) General and Professional Conduct (GO 210.04)
 - (5) Department Mission statement
3. First-Week FTO Role
 - a. The first week of phase training is an orientation week only. All procedures, techniques, and tactics should be demonstrated by the FTO. Expectations shall be clearly outlined.
 - b. Daily Observation Reports shall be completed, indicating "Orientation Week".

B. OFFICER TRAINING LEVELS

1. The officer will be assigned an FTO for Phase I to III, as well as shadow week. During Phase IV, new officers work independently.
2. **Phase I:** FTO/Trainee shall log-on as a 1-unit identifier
 - a. FTO Role
 - (1) Inform the trainee of the rules of the car, such as using the radio, Code 7, business checks, etc.
 - (2) If possible, tour the various sections of the department. At a minimum, tour the assigned facilities (HOJ, JERPF, WJKPF, and Central/East).
 - (3) Stress the importance of Phase I and explain that it is a foundation for all police work to come.
 - (4) Frequently demonstrate tasks.
 - (5) Be sensitive to the trainee's actions, reactions, attitudes, and confusions.
 - (6) Enhance the trainee's self-esteem and potential.
 - (7) Sign off on "instructed" and "competent" sections in the trainee's Documentation Book.
 - (8) Quiz and prepare the trainee for the Phase I to II Test.
 - (9) Maintain "direct and immediate" supervision of assigned trainees, when involved in uniformed patrol duties.
 - b. Trainee Role
 - (1) Actively participate in calls, as directed.
 - (2) Display eagerness and assertiveness.
 - (3) Accept constructive criticism.
 - (4) Work to improve identified deficiencies.
 - (5) Study and pass the written Phase I to II Test.
3. **Phase II:** FTO/Trainee should log-on as a 1-unit identifier.
 - a. FTO Role
 - (1) Give guidance, as opposed to demonstrating tasks.



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- (2) Evaluate the trainee's performance with the goal of increasing the skills necessary to develop proficiency in each area.
 - (3) Advise, document, and correct trainee's deficiencies.
 - (4) Provide or coordinate with the FTU to provide remedial training in deficient areas.
 - (5) Quiz and prepare the trainee for the Phase II to III Test.
 - (6) Sign off "instructed" and "competent" sections of the trainee's Documentation Book.
 - (7) Maintain "direct and immediate" supervision of assigned trainees, when involved in uniformed patrol duties.
- b. Trainee Role
- (1) Assume responsibility for work assignments.
 - (2) Demonstrate enthusiasm with exposure to new situations.
 - (3) Develop individual techniques, skills, and habits.
 - (4) Seek out complex tasks.
 - (5) Study and pass the written Phase II to III Test.
4. **Phase III:** FTO/Trainee should log-on as a 1-unit identifier. As the trainee nears shadow week, the FTO/Trainee should conduct a mock shadow.
- a. FTO Role
- (1) Scrutinize trainee's performance as a single-officer unit.
 - (2) Allow the trainee to function on his/her own.
 - (3) Document and correct deficiencies.
 - (4) Recommendation for upgrade should occur.
 - (5) Sign off instructed and applied sections of trainee's Documentation Book as appropriate. All sections must be signed off as "Satisfactory" prior to Phase IV.
 - (6) Maintain "direct and immediate" supervision of assigned trainees, when involved in uniformed patrol duties.
- b. Trainee Role
- (1) Demonstrate an understanding of proper police work.
 - (2) Perform assignments independently at a 'solo-officer' standard.
 - (3) Exhibit self-initiated activity.
 - (4) Display proficiency in interacting with citizens and criminals.
 - (5) Initiate street checks and possess knowledge of the beat/district.
 - (6) Study and pass the Phase IV Oral Test.
5. **Shadow Week:** The shadow week must be a minimum of four (4) shifts but may be extended up to eight (8) shifts, with cause.
- a. FTO Role
- (1) The FTO shall ride with the trainee, dressed in plain-clothes, wearing a department approved Shadow uniform as described in the Uniform & Grooming Standards Manual (RM 430.01).
 - (2) The FTO shall wear the Sam/Sally Brown belt and carry all their equipment on it.
 - (3) The FTO shall have crowd and riot gear readily available in the patrol-car.
 - (4) The FTO shall evaluate the trainee's performance working as a solo patrol officer.
 - (5) The FTO shall complete Daily Observation Reports for each day in shadow week.
 - (6) The FTO shall only step in to protect someone from injury, or to keep the trainee from seriously violating department policy or the law.
 - (7) The FTO shall review all reports, prior to submission, for appropriate documentation. In cases where a deficient report is submitted, the FTO should not make corrections to the report, but shall notify the district sergeant of the deficient report.
 - (8) The FTO shall include a recommendation at the end of the week on whether the trainee has successfully passed shadow week or should be placed back into Phase III.
 - (9) Trainees who fail shadow week may remain with the shadow FTO to work on the deficient areas. Re-training shall be a minimum of one (1) week.
 - (10) The FTO Unit will assign a different FTO to re-shadow the trainee.
 - (11) Maintain "direct and immediate" supervision of assigned trainees, when involved in uniformed patrol duties.



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b. Trainee Role

- (1) The trainee must meet the minimum acceptable standards in field performance expected of a solo patrol officer.
- (2) The trainee shall plan for adequate cover on calls, traffic stops, and all other situations.
- (3) The trainee is expected to use good judgment in balancing the need for self-initiated activity and handling calls-for-service.
- (4) The trainee shall demonstrate a sufficient level of knowledge regarding criminal law, department policies and procedures.

6. Phase IV:

a. Trainee Role

- (1) Seek advice or assistance from fellow officers and supervisors.
- (2) Correct identified problems prior to completion of probation.
- (3) Accept scrutiny of work by superiors, as an integral part of the training period.
- (4) Complete an evaluation of the Field Training Program one (1) month after completion of probation.
- (5) Complete an evaluation on each FTO one (1) month after going Phase IV. Provide a ranked ordering of assigned FTOs to the Field Training Supervisor.
- (6) On a case-by-case basis, when a Phase IV officer is identified as having a specific performance problem, he/she may be placed back into a Phase III status. The amount of time needed for this retraining will be based upon the specific performance issue(s) identified.

7. Patrol Staffing

- (1) Phase I to Phase III officers should not count towards patrol staffing, even in instances where the FTO/Trainee log-on as a 2-unit identifier.
- (2) Phase IV officers shall be counted towards patrol staffing.
- (3) Any questions related to phase trainees and patrol staffing shall be addressed by the watch commander.

C. FTO PROGRAM AND THE CSO

1. The role of the CSO is to relieve officers of assignments which could otherwise consume much of the officer's time. The primary responsibilities of the CSOs are listed below.
 - a. Cold reports
 - b. Stolen vehicle reports
 - c. Tow truck standby
 - d. Traffic control
 - e. Missing person reports and investigations
 - f. Found property
 - g. Casualty reports
 - h. Transportation
 - i. Standby in lieu of officers
 - j. Non-violent crowd control
 - k. Command Post recorder
 - l. Traffic collision reports
2. When training a CSO, the FTO shall take the following into consideration:
 - a. Make a reasonable effort to keep the CSO out of danger.
 - b. Discourage the CSO from becoming involved in dangerous activities.
 - c. Complete a Daily Observation Report.
 - d. Evaluate the CSO on performance objectives related to the job.
 - e. CSOs are not peace officers. Therefore, they shall follow department policy and law and shall not initiate a vehicle-stop, drive Code-3, or actively pursue an offender operating a motor vehicle.
 - f. Maintain "direct and immediate" supervision of assigned CSOs, when involved in uniformed patrol duties.
3. The CSO will be assigned an FTO during field training as well as shadow week. After the CSO has successfully completed field training, the CSO will work independently.



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4. CSO Trainee role
 - a. Actively participate in calls, as directed.
 - b. Display eagerness and assertiveness.
 - c. Accept constructive criticism.
 - d. Work to improve identified deficiencies.
 - e. Assume responsibility for work assignments.
 - f. Demonstrate enthusiasm with exposure to new situations.
 - g. Develop individual techniques, skills, and habits.
 - h. Demonstrate an understanding of proper police work.
 - i. Perform assignments independently at a solo-CSO standard.
 - j. Demonstrate self-initiated activity.
 - k. Display proficiency in interacting with the public.
 - l. Study and pass tests administered by the Field Training Unit.
 - m. Meet the minimum acceptable standards in the field performance expected of a solo CSO.
 - n. Use good judgement in balancing the need for self-initiated activity and handling calls for service.
 - o. Demonstrate a sufficient level of knowledge regarding criminal law, department policies, and procedures.
5. Solo CSO role
 - a. Seek advice or assistance from fellow CSOs, officers, and supervisors.
 - b. Correct identified problems prior to completion of probation.
 - c. Accept scrutiny of work by superiors as an integral part of the training period.
 - d. Volunteer for CSO calls and help other fellow CSOs when applicable.
 - e. Be aware of CSO related problems within your district and/or city.
 - f. Effectively manage your time.
 - g. Utilize specialized training (e.g., CSI) to reduce calls for service and workload.
 - h. Complete an evaluation of the Field Training Program one (1) month after becoming a solo CSO.
 - i. Complete an evaluation on each FTO one (1) month after becoming a solo CSO.
 - j. On a case-by-case basis, when a solo CSO is identified as having a specific performance problem, he/she may be placed back into phase training. The amount of time needed for this retraining will be based upon the specific performance issue(s) identified.
6. Upgrade of CSOs to Police Officers
 - a. Upgrade to Phase I Police Officer trainee for CSOs that have completed the Regular Basic Course Academy shall be determined on a case-by-case basis.
 - b. The assigned district sergeant shall include a recommendation in support or against the upgrade to Phase I Officer on the Monthly Evaluation.



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PERFORMANCE EVALUATIONS

A. PROCEDURES

1. FTOs

- a. The FTO shall complete Daily Observation Reports.
- b. The "Solo Patrol Officer" standards shall be used to evaluate trainees as the "Acceptable" standard.
- c. Only POST-Certified FTOs shall complete Daily Observation Reports and/or Weekly Evaluations. In instances where a trainee is temporarily assigned to an officer, who is not a certified FTO, that officer will write a narrative and forward it to the assigned FTO. The assigned FTO shall use that narrative to complete the evaluation for that day(s).

2. District Sergeants

- a. The assigned district sergeant shall review the progress of the trainee and determine the need for measures to correct deficiencies.
- b. The district sergeant should review all Daily Observation Reports.
- c. Prior to the trainee cycle change, the district sergeant shall complete a Monthly Evaluation on trainees (Phase I to III) assigned to their team.
- d. The district sergeant shall:
 - (1) Complete a Monthly Evaluation on Phase IV officers, until the completion of probation.
 - (2) Complete a Quarterly Evaluation on solo CSOs, until the completion of probation.
 - (3) Include a recommendation for or against upgrade to Phase I Officer on the Monthly Evaluations for solo CSOs who have completed the Regular Basic Course Academy.

3. Due Dates

- a. FTOs shall complete Daily Observation Reports, no later than the first day of the next work week. Any extension shall be approved by the FTU.
- b. If a trainee is off work for a scheduled shift, all categories shall be marked "Not Observed" (N.O.) and the reason for the absence indicated on the Daily Observation Report. The FTO shall comment on the trainee's evaluation if they followed the proper procedures for calling in sick or submitting a time-off request.
- c. Trainees shall log into the Field Training evaluation system to read and electronically sign Daily Observation Reports each day of scheduled duty.
- d. The FTU Staff shall electronically sign all submitted evaluations.

4. Retaining Evaluations

- a. All evaluations shall be stored and archived by the FTU.

5. Documented Counseling

- a. District sergeants may issue documented counseling to a trainee for items which require immediate correction (e.g., tardiness, grooming standards, etc.).
 - (1) If immediate correction is required, the district sergeant shall first confer with the watch commander or designee.
 - (2) If correction is made in part or full, a follow-up memorandum is required.
- b. Prior approval of the watch commander is needed before counseling on incidents which may result in disciplinary action.

6. Trainee Warning Letter

- a. Chronic deficiencies where corrections are mandatory shall be issued by the FTU.
- b. If acceptable improvement is not made, the Field Training Supervisor shall recommend dismissal.

7. Extension of Field Training

- a. When a trainee is absent due to medical reasons for a continuous period of thirty (30) consecutive calendar days, a request for extension of probationary period shall be submitted by the Personnel Services Department (PSD) to the Department of Personnel (Civil Service Rule 7, Probationary Period).

8. Completion of Phase Training for Officer Trainees

- a. The Field Training Unit shall administer the written phase tests. District sergeants and/or the



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watch commander can also administer the written phase tests if requested by the Field Training Unit.

- (1) Trainees are allowed to miss up to five (5) questions from a twenty-five (25) question written test to obtain a passing score.
 - b. Prior to upgrading a trainee to the next phase, all tasks listed in the Documentation Book must be signed off as “instructed” and “competent” for that specific phase.
 - c. The written tests shall be sent to the FTU and placed in the trainee’s training file.
 - d. Trainees who fail the written examination:
 - (1) May re-take a different twenty-five (25) question test one (1) week later.
 - (2) After a second failure, the trainee shall receive a Trainee Warning Letter indicating that a fourth failure may result in release from probation.
 - (3) On the fourth failure, the trainee may be released from probation.
 - e. The FTU shall administer the Phase IV Oral Examination.
 - f. Trainees who fail the Phase IV Oral Examination may re-take the test one (1) week later. A written assignment will be given to the trainee and is due one (1) week later. Trainees who fail a second Phase IV Oral Examination may be released from training.
 - g. The FTO attestation of each trainee’s competence, and successful completion of the FTP, shall be retained in department records.
9. Completion of Field Training for CSO Trainees
- a. Prior to going solo, all tasks listed in the Documentation Book must be signed off as “instructed” and “competent” for that specific phase.
 - b. The FTU shall administer the Oral Examination.
 - c. Trainees who fail the Oral Examination may re-take the test one (1) week later. A written assignment will be given to the trainee and is due one (1) week later. Trainees who fail a second Phase IV Oral Examination may be released from training.

B. PERFORMANCE EVALUATIONS OF THE FTO

1. The District Sergeant shall:
 - a. Evaluate assigned FTOs on a semi-annual basis. These evaluations are due the 2nd week of June and the 2nd week of November, which coincides with the Employee Performance Evaluation due dates.
 - b. Include a recommendation for retention, or not, as an FTO.
 - c. Evaluations by the district sergeant shall be:
 - (1) Based on the “Qualification” requirements stated earlier and feedback from the trainees.
 - (2) Given to the watch commander and station captain for review and comment. The station captain shall provide a recommendation for FTO retention or decertification.
 - (3) Reviewed and signed by the FTO, after all comments have been made.
 - (4) Retained by the Field Training Unit for two (2) years.
2. The Field Training Supervisor shall:
 - a. Meet with the FTO, during the last quarter of the year.
 - b. Review evaluations with the FTO.
 - c. Review the contributions the FTO has made to the program during the past year.
 - d. Discuss the upcoming year expectations and continued development of the FTO.
 - e. Schedule the FTO for any additional training that may be needed and/or required to remain certified.
 - f. Review evaluations and make recommendations for FTO retention.
 - g. Immediately discuss with the FTO’s chain-of-command any deficiencies.
3. The Training Captain will:
 - a. Complete an annual review for retention of all FTOs. This review will be based on the following:
 - (1) FTO’s patrol sergeant evaluations
 - (2) Trainee evaluations
 - (3) Recommendations from FTO’s chain of command
 - (4) FTU Sergeant’s recommendation



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- b. All FTOs not approved for retention shall be forwarded to the FTU Sergeant to implement the decertification process (see CERTIFICATION Section, Page 6).



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TRAINEE EVALUATION CRITERIA

A. EVALUATIONS

1. An explanation must be provided for performance ratings of one (1), five (5), and NRT's (See Field Training Standards for Performance Measurements).

B. RATING SCALE

1. All trainees shall be evaluated using the "Solo Patrol Officer" Standard as the "Acceptable" Standard
 - a. (1) Unacceptable
 - b. (2) Improvement needed
 - c. (3) Acceptable (meets minimum acceptable level)
 - d. (4) Exceeds acceptable level
 - e. (5) Superior

C. CONTENT

1. Thorough, detailed, accurate, and qualitative documentation is imperative in both the trainee's written assignments and the FTO(s) evaluation reports.
2. Information should include call numbers, and not provide predictions, but comment on current performance.

D. SPELLING

1. Document misspelled words as a deficiency and suggest the spell-check and/or dictionary be used.

E. PUNCTUATION

1. Ensure the use of commonly used punctuation in all trainee written assignments.

F. JOB SPECIFIC

1. The evaluation report must relate to the task(s) performed.

G. MULTIPLE PERFORMANCES

1. Do not focus on one performance task area, but rather numerous aspects of the job.

H. PROVIDE EXAMPLES

1. Give as many examples of the trainee's activities as possible to support deficient or exemplary performances.
2. Also, list and discuss the "Most Satisfactory" and "Least Satisfactory" areas of performance.

I. PRAISE

1. Include positive actions and redeeming qualities in the evaluations.

J. FORMAL COUNSELING

1. Conduct formal counseling when a trainee is having specific and documented deficiencies.

K. REMEDIAL TRAINING

1. A correction or review of previously taught information or procedures is necessary when the trainee's job performance is evaluated as less than acceptable level.
2. Include in the evaluations the total amount of time spent on remedial training.



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STANDARD EVALUATION GUIDELINES

A. ATTITUDE

1. **Acceptance of Feedback/FTO/FTP:** Evaluates how the trainee accepts criticism, how the trainee interacts with the FTO, and how the trainee accepts the training program, including how the FTO's feedback is received and used to further learning and improve performance.
 - (1) Unacceptable Rationalizes mistakes. Denies that errors were made. Is argumentative. Refuses to, or does not attempt to, make corrections. Considers criticism a personal attack.
 - (3) Acceptable Accepts criticism in a positive manner and applies it to improve performance and further learning.
 - (5) Superior Actively solicits criticism/feedback in order to further learning and improve performance. Does not argue or blame other persons/things for errors.
2. **Attitude toward Work:** Evaluates the trainee in terms of personal motivation, goals, and his/her acceptance of the job's responsibilities.
 - (1) Unacceptable Abuses authority. Demonstrates little dedication to the principles of the profession. Is disinterested. Lacks motivation and does not attempt to improve performance. Unable to identify areas in need of improvement.
 - (3) Acceptable Demonstrates an active interest in the new position and responsibilities.
 - (5) Superior Strives to further professional knowledge by actively soliciting assistance from others to improve skills. Demonstrates concern for the fair and equitable enforcement of the law, maintaining high ideals in terms of professional responsibility. Exhibits a desire to complete Field Training and become a productive member of the organization. Aware of public image, personal biases, and self-motivation.
3. **Integrity/Ethics:** Evaluates the manner in which the trainee understands, accepts, and employs his/her own integrity and ethics.
 - (1) Unacceptable Accepts and employs a standard of mediocrity. Has little or no sense of accountability and/or responsibility to the department or community.
 - (3) Acceptable Demonstrates ability to build/maintain public trust through honesty, community awareness, and professionalism. Able to resolve ethical situations through planning, evaluation, and decision-making.
 - (5) Superior Consistently demonstrates high degree of internal strength, courage, and character. Models responsibility of service and enhances public trust.
4. **Leadership:** Evaluates the trainee's ability to exercise influence among people using ethical values and goals for an intended change.
 - (1) Unacceptable Does not use command presence appropriately. Does not prevent/reduce conflict. Fails to show empathy.
 - (3) Acceptable Understands the difference between influence and authority. Provides expected level of competency to the community through effective collaboration, communication/mediation, and compassion.
 - (5) Superior Will not rationalize to compromise integrity. Has the courage to be flexible and employ discretion. Consistently demonstrates trust, respect, and genuine concern.



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B. APPEARANCE

1. **General Appearance:** Evaluates physical appearance, dress, demeanor, and equipment.
 - (1) Unacceptable Fails to present a professional image. Uniform fits poorly or is improperly worn or wrinkled. Hair not groomed and/or in violation of department regulation. Dirty shoes, weapon, and/or equipment. Equipment is missing or inoperative.
 - (3) Acceptable Uniform is neat/clean. Uniform fits and is properly worn. Weapon, leather, and equipment are clean and operative. Hair within regulations. Shoes and brass are shined.
 - (5) Superior Uniform is neat, clean, and tailored. Leather gear is shined. Shoes are polished. Displays command bearing.

C. RELATIONSHIPS

1. **Relationship with Citizens/Community:** Evaluates the trainee's ability to interact with citizens (including suspects) and diverse members of the community in an appropriate and efficient manner.
 - (1) Unacceptable Abrupt, belligerent, demeaning, overbearing, arrogant, uncommunicative. Overlooks or avoids "service" aspects of the job. Is inaccessible to the public. Introverted, overly sympathetic, ineffective, prejudicial, biased. Fails to explain actions to citizens. Does not follow up on citizen requests. Poor "non-verbal" skills. Communications are confusing to the public.
 - (3) Acceptable Courteous, friendly, and empathetic to citizen's perceptions of problems. Communicates in a professional, unbiased manner. Fully explains police actions to public contacts and follows up on public inquiries and requests. Is service-oriented and contacts the public in non-enforcement situations. Good "non-verbal" skills. Communicates well when interacting with the public.
 - (5) Superior Is very much at ease with citizen and suspect contacts. Effectively manages time to allow increased citizen contact. Quickly establishes rapport and leaves people with the feeling that the officer is interested in serving them. Is objective in all contacts. Excellent "non-verbal" skills. Routinely exhibits strong communication skills when interacting with the public.
2. **Relationship with Other Department Members:** Evaluates the trainee's ability to effectively interact with department members of all ranks, capacities, and positions.
 - (1) Unacceptable Patronizes FTO/superiors/peers or is antagonistic toward them. Gossips. Is insubordinate, argumentative, and/or sarcastic. Resists instruction. Considers himself/herself superior. Belittles others. Is not a "team player." Relies on others to carry his/her share of the work.
 - (3) Acceptable Adheres to the Chain of Command. Good FTO, superior, and peer relationships. Demonstrates a teamwork attitude.
 - (5) Superior Is at ease in contact with all members of the organization while displaying professionalism. Understands supervisors' responsibilities and their positions. Actively assists others.



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3. **Community Organizing and problem-solving:** Evaluates the manner in which the trainee assists members of the community in handling neighborhood issues.

- (1) Unacceptable Makes little attempt to establish or attend crime-watch meetings. Does not know the resources available to the community for problem-solving. Acts as “sole authority” and does not include the public in problem-solving process.
- (3) Acceptable Assists members of the community in establishing crime-watch programs. Attends established group meetings as time allows. Provides the community lists of available resources. Includes the public in problem-solving.
- (5) Superior Actively seeks out public involvement in crime-watch programs. Makes time to attend crime-watch programs and other neighborhood activities. Researches possible resources for neighborhoods to use. Encourages citizens to participate in decisions affecting their community.

D. PERFORMANCE

1. **Driving Skill: Normal Conditions:** Evaluates the trainee's skill in the operation of department vehicles under normal and routine driving conditions.

- (1) Unacceptable Frequently violates traffic laws. Involved in chargeable accidents. Fails to maintain control of vehicle or displays poor manipulative skills in vehicle operation. Drives too fast or too slow for conditions.
- (3) Acceptable Obeys traffic laws. Maintains control of the vehicle while being alert to activity outside of the vehicle. Drives defensively.
- (5) Superior Sets an example for lawful, courteous driving. Maintains complete control of the vehicle while operating radio, checking mobile computer terminals (MDTs, MCTs, CDTs), etc. Consistently demonstrates Situation-Appropriate, Focused, and Educated (SAFE) driving concepts.

2. **Driving Skill: Moderate/High Stress Conditions *Officer Trainee only*:** Evaluates the trainee's skill in vehicle operation under Code 3 situations, in situations calling for other than usual driving, and under conditions calling for other than normal driving skill.

- (1) Unacceptable Involved in chargeable accidents. Uses red lights and siren unnecessarily or improperly. Drives too fast or too slow for conditions/situation. Loses control of the vehicle.
- (3) Acceptable Maintains control of the vehicle and evaluates driving conditions/situation properly. Adheres to department policies and procedures regarding Code 3 pursuit enforcement driving. Practices defensive driving techniques.
- (5) Superior Displays high degree of reflex ability and driving competency. Anticipates driving situations in advance and acts accordingly. Responds well relative to the degree of stress present. Consistently demonstrates Situation-Appropriate, Focused, and Educated (SAFE) driving concepts.

3. **Navigation: Orientation/Response Time:** Evaluates the trainee's awareness of surroundings, ability to find locations, and ability to arrive at destination within an acceptable amount of time.

- (1) Unacceptable Unaware of location on patrol. Does not properly use map book or GPS. Unable to relate location to destination. Gets lost. Spends too much time getting to destination.
- (3) Acceptable Is aware of location while on patrol. Properly uses map book or GPS. Can



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- relate location to destination. Arrives within reasonable amount of time using the most practical route to reach destination.
- (5) Superior Remembers locations from previous visits and seldom needs map book or GPS. Is aware of shortcuts and utilizes them to save time. High level of orientation to the beat and the community.
4. **Routine Forms: Accuracy/Completeness:** Evaluates the trainee's ability to properly utilize departmental forms.
- (1) Unacceptable Is unaware that a form must be completed and/or is unable to complete the proper form for the given situation. Forms are incomplete, inaccurate, or improperly used.
- (3) Acceptable Knows of the commonly used forms, consistently makes accurate form selection, and understands their use. Completes them with accuracy and thoroughness.
- (5) Superior Consistently completes detailed forms rapidly and accurately with little or no assistance.
5. **Report Writing: Organization/Details/Use of Time:** Evaluates the trainee's ability to organize reports, supply the necessary details for a good report, obtain all necessary information from reporting person and/or witnesses, and to complete a report in an appropriate amount of time.
- (1) Unacceptable Fails to elicit necessary information. Unable to organize information in a logical manner and reduce it to writing. Omits pertinent details in the report. Report is inaccurate and/or incorrect. Routinely requires an excessive amount of time to complete a report.
- (3) Acceptable Elicits most information and records same. Completes reports, organizing information in a logical manner. Reports contain the required information and details. Completes reports within a reasonable amount of time.
- (5) Superior Reports are a complete and detailed account of events, written and organized so that any reader understands what occurred. Completes complex reports efficiently and in a timely manner with little or no assistance.
6. **Report Writing: Grammar/Spelling/Neatness:** Evaluates the trainee's ability to use proper grammar, to spell correctly, and to prepare reports that are neat and legible.
- (1) Unacceptable Reports are illegible. Reports contain an excessive number of misspelled words. Sentence structure and/or word usage is incorrect or incomplete. Reports are confusing and not easily understood by the reader/evaluator.
- (3) Acceptable Reports are legible and grammar is at an acceptable level. Spelling is acceptable and errors are few. Errors, if present, do not distract from understanding the report. Report is neat and clean in appearance.
- (5) Superior Reports are *very* neat and legible. Contain no spelling or grammatical errors. Reports are thorough, complete, and easily understood by the reader/evaluator.
7. **Field Performance: Non-stress Conditions:** Evaluates the trainee's ability to perform routine, non-stress police activities.
- (1) Unacceptable Becomes confused and disoriented when confronted with routine, non-stress tasks. Does not or cannot complete tasks. Unable to determine the appropriate course of action, avoids taking action, or employs inappropriate



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- action for a given situation.
- (3) Acceptable Properly assesses aspects of routine situations; determines appropriate action and takes same.
- (5) Superior Properly assesses aspects of both routine and complex situations. Quickly determines and employs appropriate course of action.
8. **Field Performance: Stress Conditions:** Evaluates the trainee's ability to perform in moderate to high stress conditions.
- (1) Unacceptable Becomes emotional, panic stricken, unable to function. Holds back, loses temper, or displays cowardice. Over/under reacts or acts in unsafe or ineffective manner.
- (3) Acceptable Maintains calm and self-control in most situations. Determines proper course of action and takes it. Controls a situation and does not allow it to further deteriorate. Keeps safety in mind.
- (5) Superior Maintains calm and self-control in even the most extreme situations. Quickly restores control of the situation and takes command. Determines and employs best course of action. Handles situations safely, efficiently, and effectively.
9. **Investigative Skills:** Evaluates the trainee's ability to conduct a proper investigation with an emphasis on crime scene investigatory procedures.
- (1) Unacceptable Does not conduct a basic investigation or conducts investigation improperly. Unable to accurately identify offense committed. Fails to discern readily available evidence. Makes frequent mistakes when identifying, collecting, or submitting evidence. Does not connect evidence with suspect when apparent. Lacks skill in collection and preservation of fingerprints. Does not protect crime scene. Fails to identify and follow up obvious investigative leads.
- (3) Acceptable Follows proper investigatory procedure in routine cases. Is generally accurate in identifying the nature of offense committed. Identifies, collects, tags, logs, and submits evidence properly. Connects evidence with suspect when apparent. Collects useable fingerprints from crime scenes, with little assistance, when conditions allow. Protects crime scene. Knows when to consult a supervisor, investigator, or crime scene technician when processing is needed at involved or unusual crime scenes.
- (5) Superior Consistently follows proper investigatory procedure and is routinely accurate in identifying the nature of the offense committed. Connects evidence with suspect even when not readily apparent. Collects useable fingerprints from crime scenes, with little to no assistance, when conditions allow. Actively seeks to improve evidence collection and processing skills.
10. **Interview/Interrogation Skills:** Evaluates the trainee's ability to use proper questioning techniques, to vary techniques to fit persons being interviewed/interrogated, and to follow proper and lawful procedure.
- (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 recognize when to give the Miranda admonishment. Fails to elicit or obtain enough information to determine what is occurring. Fails to identify citizens contacted during the course of the investigation.



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- (3) Acceptable Uses proper questioning techniques. Elicits available information and records same. Establishes proper rapport with victims/witnesses. Controls the interrogation of suspects and properly conducts a Miranda admonishment.
- (5) Superior Consistently uses proper investigative questioning techniques. Establishes rapport with all victims/witnesses. Controls the interrogation of even the most difficult suspects. Conducts successful interrogations of suspects. Fully understands the legalities associated with the Miranda admonishment, and administers the admonishment appropriately.
11. **Self-initiated Field Activity:** Evaluates the trainee's desire and ability to observe and act upon suspicious activity, and to address situations where citizens may require law enforcement assistance.
- (1) Unacceptable Fails to observe and/or avoids suspicious activity. Does not investigate same. Rationalizes suspicious circumstances. Avoids or does not recognize situations where citizens may require law enforcement assistance.
- (3) Acceptable Recognizes and acts upon situations requiring law enforcement contact or attention. Develops cases from observed activity. Displays inquisitiveness.
- (5) Superior Routinely acts on situations requiring law enforcement contact or attention. Maintains "Watch Bulletins" and information provided at roll call for later use in the field. Appropriately uses the information as reasonable suspicion to detain, or to develop probable cause to arrest. Makes quality contacts and/or arrests from observed activity. "Sees" beyond the obvious. Maintains vigilance for suspicious activity and/or situations where citizens may require law enforcement assistance.
12. **Trainee Safety: General:** Evaluates the trainee's ability to perform police tasks without injuring self or others, and without exposing self or others to unreasonable danger or risk.
- (1) Unacceptable Fails to follow acceptable safety procedures. Fails to exercise officer safety, including but not limited to:
1. Exposes weapons to suspect (handgun, baton, chemical agents, etc.).
 2. Fails to keep weapon hand free in enforcement situations.
 3. Stands in front of/next to violator's vehicle door.
 4. Fails to control suspect's movements.
 5. Fails to use illumination when necessary or uses it improperly.
 6. Does not keep violator/suspect in sight.
 7. Fails to advise Communications when leaving vehicle.
 8. Fails to maintain good physical condition.
 9. Fails to properly maintain personal safety equipment.
 10. Does not anticipate potentially dangerous situations.
 11. Stands too close to passing vehicular traffic.
 12. Is careless with gun and/or other weapons.
 13. Fails to position vehicle properly during vehicle stops.
 14. Stands in front of door when making contact with occupants.
 15. Makes poor choice of which weapon to use and when to use it.
 16. Cannot justify why a particular weapon was employed.
 17. Fails to cover other officers or maintain awareness of their activities.
 18. Stands between police and violator's vehicle on a vehicle stop.
 19. Fails to search police vehicle prior to duty and after transporting other than police personnel.
- (3) Acceptable Follows acceptable safety procedures. Understands and applies them.



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- (5) Superior Consistently works safely. Foresees dangerous situations and prepares for them. Keeps partner informed and determines best position for self and partner. Is not overconfident. Serves as an "officer safety" model for others.
13. **Officer Safety: *Suspicious Persons, Suspects, and Prisoners:*** Evaluates the trainee's ability to perform police-related tasks safely while dealing with suspicious persons, suspects, and prisoners.
- (1) Unacceptable Violates officer safety practices as outlined in the POST Field Training Program Guide. Additionally, fails to "pat search," allows people to approach while seated in patrol vehicle, fails to handcuff when appropriate. Conducts poor searches and fails to maintain a position of advantage that could prevent attack or escape.
- (3) Acceptable Follows acceptable safety procedures with suspicious persons, suspects, and prisoners. Routinely works with an officer safety mindset.
- (5) Superior Foresees potential dangers or hazards and acts to mitigate or eliminate them. Consistently maintains control and a position of advantage during contacts in the field. Remains alert to changing events and adjusts accordingly to maintain safety and control.
14. **Control of Conflict: *Voice Command:*** Evaluates the trainee's ability to gain and maintain control of situations through verbal command and instruction.
- (1) Unacceptable Speaks too softly or timidly, speaks too loudly, confuses or angers listener by what is said and/or how it is said. Speaks when inappropriate. Unable to use a confident/commanding tone of voice.
- (3) Acceptable Speaks with authority in a calm, clear voice. Proper selection of words and knowledge of how and when to use them. Commands usually result in compliance.
- (5) Superior Completely controls situations with voice tone, word selection, inflection, and command bearing. Restores order in even the most trying situation through voice and language usage.
15. **Control of Conflict: *Physical Skill *Officer Trainee only*:*** Evaluates the trainee's ability to use the proper level of force for the given situation.
- (1) Unacceptable Employs too little or too much force for a given situation. Is physically unable to gain compliance or affect an arrest. Does not use proper restraints or uses them improperly.
- (3) Acceptable Obtains and maintains control through the proper use and amount of force. Uses restraints effectively.
- (5) Superior Displays above average knowledge and skill in the use of restraints. Extremely adept in employing the proper use of force for a given situation. Understands the legalities involved in the use of force.
16. **Problem-solving Techniques/Decision Making:** Evaluates the trainee's performance in terms of ability to perceive problems accurately, form valid conclusions, arrive at sound judgments, and make proper decisions.
- (1) Unacceptable Acts without thought or good reason. Avoids problems. Demonstrates a failure to understand problem-solving techniques by not using them or not applying them effectively. Fails to ask the right questions. Does not assess a proper or effective response to the problem. Is unable to reason through a problem and come to a conclusion. Is unable to choose



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- alternative solutions. Is indecisive, naive. Cannot recall previous solutions and apply them in similar situations.
- (3) Acceptable Able to reason through a problem and come to an acceptable conclusion in routine situations. Perceives situations as they really are. Is capable of explaining what a problem-solving model is. Generates proper questions designed to identify problem. Generally able to choose a solution. Analyzes response for further action. Makes decisions with little assistance. Makes reasonable decisions based on information available.
- (5) Superior Able to reason through most routine and complex situations and reach appropriate conclusions. When confronted with a problem, uses SARA (Scan – Analyze — Respond —Assess) or other department-endorsed problem-solving approach/model. Has keen perception. Identifies root causes of problems, not just symptoms. Anticipates problems and prepares potential resolutions in advance. Relates past experiences to present situations and selects workable solutions. Properly assesses response, adjusts accordingly, and plans for follow-up.
17. **Communications: *Appropriate Use of Codes/Procedure:*** Evaluates the trainee's use of communications equipment in accordance with department policy and procedure.
- (1) Unacceptable Violates policy concerning use of communications equipment. Does not follow correct procedures. Does not understand or use proper communication codes/language.
- (3) Acceptable Complies with policy and accepted procedures. Has good working knowledge of most common communication codes/language and uses communication equipment appropriately.
- (5) Superior Consistently adheres to department communications policies. Has superior working knowledge of communication codes/language used during communications, and properly applies that knowledge as appropriate.
18. **Radio: *Listens and Comprehends:*** Evaluates the trainee's ability to pay attention to radio traffic and to understand the information transmitted.
- (1) Unacceptable Repeatedly misses own call sign and is unaware of traffic in adjoining beats. Requires dispatcher to repeat radio transmissions or does not accurately comprehend transmission.
- (3) Acceptable Copies own radio transmissions and is normally aware of radio traffic directed to adjoining beats.
- (5) Superior Is aware of own traffic and what is occurring throughout the service area. Recalls previous transmissions and uses that information to advantage.
19. **Radio: *Articulation of Transmissions:*** Evaluates the trainee's ability to communicate with others via the law enforcement radio.
- (1) Unacceptable Does not pre-plan transmissions. Over/under modulates. Improperly uses microphone. Speaks too rapidly or too slowly. Multiple complaints regarding trainee's use of the radio.
- (3) Acceptable Uses proper procedure with clear, concise, and complete transmissions. Few complaints regarding trainee's use of the radio.



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(5) Superior Transmits clearly, calmly, concisely, and completely, even in stressful situations. Transmissions are well thought out and do not have to be repeated. No complaints regarding trainee's use of the radio.

20. **Mobile Computer Terminal: Use/Comprehension/Articulation:** Evaluates the trainee's ability to operate the Mobile Computer Terminal and receive and send clear communications via the terminal.

(1) Unacceptable Does not understand dispatch and/or message formats. Does not recognize messages addressed to his/her unit. Fails to properly update the status of the unit. Is unfamiliar with formats necessary for routine operation and inquiries. Is unable to compose understandable text. Does not recognize officer safety issues involved in dispatch calls. Violates FCC regulations and/or department policy.

(3) Acceptable Understands the operation and formats required for all function and status keys. Can communicate by administrative message. Understands message, dispatch, and database formats used daily by officers. Properly updates status. Readily recognizes officer safety issues involved in the disposition of calls. Types clear and brief messages. Adheres to FCC regulations and department policy.

(5) Superior Consistently recalls dispatch information without running summaries. Understands CAD, DMV, and CLETS error messages. Proficient in use of all function keys, administrative messages, and BOLO file retrieval.

E. KNOWLEDGE

1. **Department Policies and Procedures:** Evaluates the trainee's knowledge of department policies/procedures and ability to apply this knowledge under field conditions.

a. Reflected by Verbal/Written/Simulated Testing:

(1) Unacceptable When tested, answers with less than 70% accuracy.

(3) Acceptable When tested, answers with at least 70% accuracy.

(5) Superior When tested, answers with 100% accuracy.

b. Reflected in Field Performance:

(1) Unacceptable Fails to display knowledge of department policies, regulations, and/or procedures, or violates same.

(3) Acceptable Familiar with most commonly applied department policies, regulations, procedures, and complies with same.

(5) Superior Has an excellent working knowledge of department policies, regulations, and procedures, including those less known and seldom used.

2. **Criminal Statutes:** Evaluates the trainee's knowledge of the criminal statutes [Penal Code (PC), Vehicle Code (VC), Welfare & Institutions (W&I), Business & Professions Code (B&P or BPC), Health & Safety Code (H&S or HSC), and all applicable city/county codes] and his/her ability to apply that knowledge to field situations.

a. Reflected by Verbal/Written/Simulated Testing:



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- (1) Unacceptable Does not know the elements of basic code sections. Does not recognize criminal offenses when encountered or makes mistakes relative to whether or not crimes have been committed and, if so, which crimes. Incorrectly identifies violation(s). Provides incorrect court assignments or dates.
 - (3) Acceptable Recognizes commonly encountered criminal offenses and applies appropriate code section. Recognizes differences between criminal and non-criminal activity. Correctly identifies violation(s). Provides correct court assignments and dates.
 - (5) Superior Has outstanding knowledge of all codes and applies that knowledge to normal and unusual activity quickly and effectively. Consistently able to locate lesser-known code sections in reference material.
- b. Reflected in Field Performance:
- (1) Unacceptable Does not know the elements of basic code sections. Does not recognize criminal offenses when encountered or makes mistakes relative to whether or not crimes have been committed and, if so, which crimes. Incorrectly identifies violation(s). Provides incorrect court assignments or dates.
 - (3) Acceptable Recognizes commonly encountered criminal offenses and applies appropriate code section. Recognizes differences between criminal and non-criminal activity. Correctly identifies violation(s). Provides correct court assignments and dates.
 - (5) Superior Has outstanding knowledge of all codes and applies that knowledge to normal and unusual activity quickly and effectively. Consistently able to locate lesser-known code sections in reference material.
3. **Criminal Procedure:** Evaluates the trainee's knowledge of criminal procedures including laws of arrest, search and seizure, warrants, juvenile law, etc. Evaluates ability to apply those procedures to field situations.
- a. Reflected by Verbal/Written/Simulated Testing
- (1) Unacceptable When tested, answers with less than 70% accuracy.
 - (3) Acceptable When tested, answers with at least 70% accuracy.
 - (5) Superior When tested, answers with 100% accuracy.
- b. Reflected in Field Performance
- (1) Unacceptable Violates procedural requirements. Attempts to conduct illegal searches, fails to search when appropriate, attempts to seize evidence illegally, and arrest unlawfully.
 - (3) Acceptable Follows required procedure in commonly encountered situations. Conducts proper searches and seizes evidence legally. Makes arrests within guidelines.
 - (5) Superior Follows required procedure in all cases, accurately applying the law relative to searching, seizing evidence, release of information, and effecting arrests.



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F. AGENCY-SPECIFIC

1. **Preparedness:** Evaluates the trainee's preparedness for patrol-duty.
 - (1) Unacceptable Unprepared to begin shift. Does not carry proper report forms or mandatory safety equipment. Does not complete specific assignments.
 - (3) Acceptable Comes prepared for the upcoming shift. Carries appropriate report forms and safety equipment. Consistently completes homework assignments on time.
 - (5) Superior Always prepared to work at beginning of shift. Carries appropriate report forms, safety equipment, and specialty equipment, such as digital records, drug testing kits. Always completes assignments on time and often conducts additional research.

2. **Use of Time:** Evaluates the trainee's overall use of time, while on patrol-duty.
 - (1) Unacceptable Constantly mismanages time. Late for roll call. Does not go 909 in a timely fashion. Concentrates on socializing instead of handling duties and responsibilities. Takes inordinate amount of time to complete basic tasks and written reports.
 - (3) Acceptable Manages time well. Reports to roll-call on time and goes 909 in a prompt manner. Keeps social conversations to a minimum. Completes tasks and written reports in a timely fashion.
 - (5) Superior Manages time wisely. Comes to work early and goes 909 immediately after roll-call. Completes tasks thoroughly and expediently. Completes detailed reports in a minimum of time with no assistance.

3. **Common Sense and Judgment:** Evaluates the trainee's common sense and overall judgment.
 - (1) Unacceptable Acts without thought or is indecisive, naïve. Unable to make decisions alone and is unable to use reason to resolve a situation. Considerable lack of common sense and judgment.
 - (3) Acceptable Able to resolve a situation and relate to training. Good perception and ability to make decisions. Shows common sense judgment in most situations.
 - (5) Superior Shows above average ability to evaluate a situation and uses common sense and good judgment in arriving at course of action. Foresees potential problems and arrives at advanced solutions.

4. **Traffic Collision Investigation:** Evaluates the trainee's ability to conduct a comprehensive and thorough traffic collision investigation.
 - (1) Unacceptable Unable to take proper control of a collision scene. Does not recognize physical evidence at scene. Omits important details in report. Unable to condense collision into proper report format. Unable to use physical evidence and statements to reconstruct collision. Unable to determine the primary collision factor and unable to determine the area of impact.
 - (3) Acceptable Takes control of collision scene. Able to correctly determine proper reporting criteria. Able to properly reconstruct collision by using statements and physical evidence. Able to determine the area of impact and primary collision factor.



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- Completes collision report in proper format with few errors.
- (5) Superior Maintains excellent control of collision scene. Demonstrates superior ability to analyze and reconstruct the collision. Produces a complete, concise, and accurate traffic report with no assistance.
5. **Arrest/Control *Officer Trainee only*:** Evaluates the trainee's use of department-approved arrest and control techniques.
- (1) Unacceptable No knowledge of technique elements during the arrest and control (i.e., cursory search, twist lock, standing-modified, kneeling search, prone search, and handcuff). Unable to apply techniques in field. Fails to locate contraband or weapons.
- (3) Acceptable Good knowledge of technique elements during arrest and control. Able to apply techniques in field. Uses the proper technique for circumstances.
- (5) Superior Excellent knowledge of technique elements during arrest and control. Correctly applies techniques. Always uses the proper technique for the situation.