

CLINTON TOWNSHIP POLICE DEPARTMENT		
POLICIES AND PROCEDURES		
SUBJECT: FIELD TRAINING AND EVALUATION PROGRAM		
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ACCREDITATION STANDARDS: 1.9.4	BY THE ORDER OF: CHIEF OF POLICE	

PURPOSE: The purpose of this written directive is to establish a Field Training & Evaluation Program facilitating the transition from academy training to agency specific training. The success of the program is dependent upon the combined efforts of everyone involved. To achieve the maximum benefits from this Field Training & Evaluation Program, both the supervisors and their subordinates must approach this training with an attitude that reflects confidence in its value and purpose.

POLICY: The Field Training & Evaluation Program is designed to augment the basic training courses taught at the police academy and commences upon the graduation of each trainee from the academy or upon hire, whichever is later. Each trainee is assigned to an experienced police officer that has been selected to mentor him or her through their field training. The Clinton Township Police Department must always strive to maintain the highest standards of professionalism. The Field Training & Evaluation Program has been developed to meet this responsibility. The standards for proficiency set by the Field Training & Evaluation Program are developed to ensure that each sworn law enforcement officer completing the program will have received the necessary instructions and guidance under field conditions to meet the minimum standards of the department.

PROCEDURE:

I. PROGRAM OBJECTIVES

- A. The Clinton Township Police Department's Field Training & Evaluation Program is an objective evaluation to ensure that the standards of a competent sworn law enforcement officer are met. The goal of the Field Training & Evaluation Program is to improve the overall effectiveness and efficiency of law enforcement service delivery by:
1. Improving the overall applicant screening process: The Field Training & Evaluation Program is one phase of the department's overall applicant screening process designed to facilitate on-the-job observations and performance assessment.
 2. Establishing a trainee appraisal system: The program is designed to provide a valid, job related, post-Basic Academy Training evaluation of trainee's performance. The process utilizes a standardized and systematic approach to documenting a trainee's performance.
 3. Establishing a program review procedure: The program provides an appraisal system to measure the effectiveness of the department's selection and training processes by allowing feedback to the appropriate organizational component regarding trainee strengths and weaknesses.
 4. Improving the trainee training process: The program provides post-Basic Academy Training and on-the-job training to trainee. Field Training Officers serve as role models for trainees in the development of the knowledge/skills/abilities that are needed to perform patrol duties and practical application of police academy materials.
 5. Establishing career opportunities within the Department: The Field Training & Evaluation Program is another career path within the department. It provides incentive for the demonstration of proficiency in the knowledge/skills/abilities needed to perform patrol functions. The Field Training Officer (FTO) gains experience and knowledge that improves leadership abilities, training and evaluation skills, and may enhance career opportunities.

II. DEFINITION OF TERMS

- A. **Field Training & Evaluation Program (FTEP)** - A structured and closely supervised program provided to trainees that facilitates the application of skills and knowledge obtained in the academy/classroom to actual performance in on-the-job situations.
- B. **Field Training Coordinator (FTC)** - Supervisor responsible for the administration, management and supervision of the Field Training & Evaluation Program.
- C. **Field Training Officer (FTO)** - A specially selected and trained officer who provides field training to trainees and participates in the evaluation of the trainee.
- D. **Trainee** - A newly sworn law enforcement officer who has successfully completed the required training course and is certified by the New Jersey Police Training

Commission. This shall include full-time police officer, alternate route candidate, and if applicable, prior law enforcement experience or a special law enforcement officer and auxiliary officer.

III. PROGRAM STRUCTURE

A. Durations

1. The duration of the Field Training & Evaluation Program for full-time officers shall be at least eight (8) weeks.
 - a. The duration of the program may be abbreviated at the recommendation of the Field Training Officer and the Field Training Coordinator. This recommendation will be based on the trainee's prior law enforcement experience or a trainee's progress with the program.
 - b. No program duration shall fall below four (4) weeks.
2. The above durations may be extended with the approval of the Chief of Police or designee.

B. General

1. Training Scenarios - During the course of the Field Training Program, certain incidents may not occur. For this, the FTO(s) will utilize scenario-based training as a tool to evaluate the trainee. During any scenario-based training approved by the patrol supervisor(s) and/or Field Training Coordinator, the trainee and any other individuals involved will be notified that it is a training scenario. At no time during these scenarios are firearms to be used. The department's training "red guns" are to be used for any firearm related scenarios.
2. Calls for Service - During the Field Training Program, the assigned FTO may take any dispatched call for service in the township in order to evaluate the trainee. The FTO will notify the original dispatched officer and the Hunterdon County Communication (HCC) that the FTO and trainee will take the call for service. The FTO and trainee may also be assigned to a call for service if the patrol supervisor(s) feels that the call will benefit the training of the trainee.

C. Field Training & Evaluation Program Phases

1. Phase I: Pre-Academy Phase
 - a. This portion of phase I begins with the Department orientation. Included in this orientation will be matters handled by Personnel Department in reference to Departmental benefits, insurance and payroll information. The trainee will be introduced and begin his/her training on the computer-based programs and tools, utilized by this department, to effectively perform one's duties. The trainee will read and sign off on department policies and procedures. The trainee will also be issued his/her Probationary Officer's Manual.

- b. When applicable, the trainee shall be assigned to the Field Training Coordinator for a minimum of two (2) days prior to the attendance at a police academy. The Field Training Coordinator will expose the trainee to agency operations & culture and review pre-academy training requirements in accordance with the Police Academy and New Jersey Police Training Commission Guidelines. (*P.O.S.T. Manual*)
- c. The Field Training Coordinator will also ensure that any remaining paperwork and/or documentation required by the academy is completed and will assist the trainee to acquire necessary uniforms and equipment, when applicable.

2. Phase II: Field Training Officer Assignment/Instructional Phase

- a. Phase II is approximately a three (3) week training and evaluation period. This phase begins after the trainee's successful completion of the Basic Training Course at the police academy. Trainees hired by the Clinton Township Police Department that have already graduated from an approved police academy shall begin the program with this phase.
 - 1) The trainee will also qualify with his/her department issued duty weapon as well as shotgun, and rifle. Trainee accountability and responsibility will be defined and discussed.
- b. The trainee may be assigned to a variety of Field Training Officers over the course of the program. This is to expose the trainee to the different working styles and areas of expertise of our Field Training Officers and an understanding of the functions and duties of each component of the department.
- c. The Field Training Officers will institute a formal evaluation process using the Daily Observation Report (DOR). Entries on this report will be explained to the trainee at the completion of the day. Field Training Officers shall correct and explain any deficiencies observed immediately. The Field Training Checklist as described in Section XI shall be used to address training topics.
 - 1) A weekly debriefing meeting, between the FTO and the patrol supervisor(s) is completed at the end of each week. The trainee now assists the FTO in some cases, concurrent with his/her capability. Each task which has been performed by the FTO will be discussed with the trainee to help him/her better understand what has happened and the reason for the actions taken. The trainee will begin completing CAD entries.
- d. This phase is the trainee's first exposure to the Field Training & Evaluation Program. It is important that Field Training Officers fully explain the Field Training & Evaluation Program process so that it can be clearly understood by the trainee.

- e. The trainee will meet and begin working with his/her Field Training Officer (FTO). During this time the trainee will also be oriented with the different departments and department heads throughout the township. These areas will include the Municipal Building, Municipal and Superior Courthouse, County Jail, Department of Public Works, Communications, Water Utility, etc. The FTO will also familiarize the trainee with the various schools within the township, homeland security areas, as well as the local hospital (Hunterdon Medical Center).
- f. The FTO will familiarize the trainee with the geographical boundaries of the township, departmental zones, as well as the neighboring jurisdictions. The FTO will take the lead on the majority of the workload, during this phase of training. The FTO will be the Primary Contact Officer (PCO). The FTO will begin the 2C, Title 39, and Township Ordinances training with the trainee.
- g. The Field Training Officers in this phase must also spend time reviewing the trainee's areas of weakness and providing remedial training where indicated.
- h. At the conclusion of this phase, the trainee should have the necessary knowledge and skills to function as a solo officer and acceptably meet the standards required in every category on the Daily Observation Report (DOR).
 - 1) A meeting will take place with the FTO, patrol supervisor(s), and the Field Training Coordinator to discuss the performance of the trainee. They will make recommendations for or against advancement to the next phase. The End of Phase Report shall be completed. This should include positive and negative aspects of the trainee's performance during the current phase.
 - a) Where weaknesses and deficiencies are noted and the efforts of the FTOs and/or patrol supervisor(s) fail to remedy the deficiency, the Field Training Coordinator will develop and institute additional or remedial training.
- g. While the trainee is in the Field Training Program (still riding with the FTO), the FTO will be required to attend any court appearance made by the trainee on a work-related matter. The FTO will use the court appearance to evaluate the trainee.

3. Phase III: Observation Phase

- a. This phase will last approximately three (3) weeks and is a very important part of the evaluation process and provides Field Training Officers with insight into the individual capabilities of the trainee.
- b. During this phase, Field Training Officers will review the trainee's records to see if the trainee has achieved an acceptable level of proficiency in all areas covered on the Daily Observation Report

(DOR). The Field Training Officer shall address any performance areas that require further evaluation through on-the-job observations or the use of training simulations. Any final remedial training takes place during this period.

c. Finally, during this phase the trainee will be expected to perform the duties of Police Officer with minimal guidance from the Field Training Officers. Field Training Officers will closely monitor and document the trainee's individual ability, work ethic, and attitude during this phase. Any and all areas of concern will be addressed and forwarded in writing to the Field Training Coordinator on a daily basis.

1) The FTO will continue to complete the trainee's Daily Observation Report (DOR), during this phase, unless otherwise instructed by the Field Training Coordinator.

2) During this period the trainee will begin driving the patrol vehicle and conducting motor vehicle stops. The trainee will begin taking a more active role as it pertains to radio transmissions. During this phase, the trainee will spend one day shadowing the School Resource Officer, at North Hunterdon Regional High School. The trainee will also spend two (2) to three (3) days in the detective bureau shadowing the detectives and learning the job from an investigative point of view.

3) CAD entries continue to be completed by the trainee. The trainee will complete all investigation reports. The trainee will be the Primary Contact Officer (POC), FTO will observe. With the approval of the patrol supervisor(s), the trainee may rotate with other squad members for a day or two.

4) A meeting will take place with the FTO, patrol supervisor(s), and the Field Training Coordinator to discuss the performance of the trainee. They will make recommendations for or against advancement to the next phase. The End of Phase Report shall be completed. This should include positive and negative aspects of the trainee's performance during the current phase.

a) Where weaknesses and deficiencies are noted and the efforts of the FTOs and/or patrol supervisor(s) fail to remedy the deficiency, the Field Training Coordinator will develop and institute additional or remedial training.

4. Phase IV: Graduation from Field Training & Evaluation Program/Training Extension/Termination

a. This phase is approximately two (2) weeks. Trainees should complete all paperwork.

- b. In this phase, the trainee will be riding as a solo officer, however, their assigned FTO will shadow them on the calls for service. The FTO will still be observing the trainee as he/she interacts with the public. The FTO will continue to complete the trainee's Daily Observation Report (DOR), during this phase, unless otherwise instructed by the Field Training Coordinator.
- c. A written test, consisting of the Performance Objectives for Phases I through III, will be administered and the minimum of 80% must be attained by the trainee. The trainee will also ride with one of the patrol supervisors, for one or two days, as a final evaluation. The trainee must successfully pass the written test and the final evaluation in order to complete the Field Training Program.
- d. During the second week of the phase, a meeting will take place with the FTO, patrol supervisor(s), and the Field Training Coordinator to recommend to the Field Training Coordinator that the trainee:
 - 1) Is qualified to work alone, or
 - 2) Should be given an extension of training for remedial purposes, or
 - 3) Has not made acceptable progress and should be considered for termination.
- e. The Field Training Coordinator will meet with the Chief of Police at which time the trainee's completed Field Training reports will be reviewed.
- f. The Chief of Police will make the final decision on the trainee's status.

D. Balance of Probationary Period

- 1. The continuing evaluation of performance shall be conducted throughout the probationary period in accordance with the department's written directive on Performance Evaluations.

IV. FIELD TRAINING OFFICER ELIGIBILITY AND SELECTION PROCESS

- A. The success of the Field Training & Evaluation Program depends on the abilities and efforts of the personnel instructing the trainee. It is important that the FTO is properly motivated, trained, and has the desire to instruct. The following minimum guidelines are established for becoming a Clinton Township Police Department Field Training Officer:
 - 1. Be employed as a full-time employee with the Clinton Township Police Department for a minimum of three (3) years unless extraordinary circumstances exist;
 - 2. The ability to communicate effectively, orally, and in writing;

3. The knowledge of regulations and standards established by the Clinton Township Police Department;
 4. The knowledge of the regulations, techniques, and procedures used to conduct investigations of violations of traffic and criminal law and local ordinances;
 5. The commitment to police integrity and demonstrates a good work ethic, as evidenced by previous assignments and performance;
 6. Cultural and community sensitivity, as evidenced by previous assignments and training.
- B. When a vacancy occurs for an FTO, interested officers shall submit a formal written request to the Field Training Coordinator. A supervisor may also recommend a candidate.
- C. The Field Training Coordinator or designee shall evaluate each candidate's training and evaluation records.
- D. The Chief of Police will then select the Field Training Officer based upon the recommendation of the Field Training Coordinator.

V. DUTIES AND RESPONSIBILITIES

- A. Field Training Chain of Command
1. Chief of Police;
 2. Field Training Coordinator;
 3. Patrol Supervisor(s);
 4. Field Training Officers.
- B. Field Training Coordinator
1. The Field Training Coordinator shall be the highest-ranking officer responsible for overseeing the Field Training & Evaluation Program, as designated by the Chief of Police or designee.
 2. The Field Training Coordinator shall be responsible for the general control and evaluation of the Field Training & Evaluation Program, as well as the continued monitoring of all probationary patrol officers for the duration of their probationary employment period.
 3. The Field Training Coordinator shall whenever possible, attend the various training sessions and Field Training Officer meetings to provide/receive first-hand information concerning trainee performance and to evaluate the instructional techniques of the Field Training Officers.
 4. The Field Training Coordinator shall monitor and evaluate the overall development of trainees during the probationary period for the purpose of identifying any deficiencies. The Field Training Coordinator is then

responsible for attempting to resolve any such deficiencies through additional training.

5. The Field Training Coordinator shall be responsible for planning, directing, and evaluating field training assignments and any changes in such assignments or variations in the length of the assignments.
6. The Field Training Coordinator shall work closely with the patrol supervisors of trainees during and after the completion of Field Training & Evaluation Program assignments to determine and correct any training deficiencies and may recommend remedial training for the trainee.
7. The Field Training Coordinator shall facilitate the assembly of information relating to a trainee's progress to the Chief of Police.
8. The Field Training Coordinator shall ensure that the training and evaluation process is properly administered.
9. The Field Training Coordinator shall be responsible for the review of Daily Observation Reports (DORs) and all written reports completed by the trainee. Reports written by the trainee serve to identify deficiencies, especially ones of spelling, grammar, neatness, attention to detail, as well as the general organization of thought. Samples of written reports shall be included in the trainee's field training file.
10. The Field Training Coordinator may delegate responsibilities, as needed, to accomplish goals and objectives of the Field Training & Evaluation Program.

C. Supervision of Personnel

1. Patrol supervisors have ultimate supervisory authority over all personnel assigned to a respective shift, including the Field Training Officer and trainee.
2. Field Training Officers and trainees are accountable to the Field Training Coordinator for all matters pertaining to the Field Training & Evaluation Program.
3. Field Training Officers also perform regular patrol duties. The appropriate patrol supervisors oversee regular shift duties performed by the Field Training Officer and the trainee. Patrol supervisors may intervene in any field training activities that they consider unsafe or inappropriate but shall inform the Field Training Coordinator of any such actions taken as soon as practicable. Patrol supervisors that gain information concerning undesirable conduct or poor performance of a Field Training Officer or trainee shall forward the information to the Field Training Coordinator.
4. Patrol Supervisors, when possible, shall have the FTO and trainee respond to calls for service outside of their assigned section in order for the trainee to be exposed to and gain experience in as many aspects of the function of patrol as possible. Patrol Supervisors may direct the FTO and trainee to complete investigations and related reports outside of their assigned sector in order to gain experience.

D. Field Training Officers

1. All FTO's are required to attend monthly meetings with the Patrol Supervisor(s) and Field Training Coordinator to discuss the trainee's field training status and on-going training needs. FTO's will discuss any concerns regarding the trainee's training as well as any recommendations for training, improvements and step-advancement.
2. Field Training Officers are the essential means by which the goals of the program are achieved, specifically, the maturation of a police officer able to work in a safe, skillful, productive, and professional manner.
3. Field Training Officers have two primary roles to fulfill: (1) that of a police officer and (2) that of an evaluator, trainer, and role model for the trainee.
4. Field Training Officers will be responsible for the trainee during the Field Training & Evaluation Program.
5. Specifically, the FTO and trainee relationship closely parallels that of the supervisor/subordinate. The trainee shall work under the direct supervision of his or her FTO and is to obey all orders and instructions. Likewise, the FTO shall be held responsible for directing, guiding and evaluating the trainee during his or her training.
6. When demonstrating various techniques, the FTO shall be prepared to explain every procedure in the best manner as he or she possibly can. The FTO shall be prepared to explain the reasons for using a particular method or technique.
7. If the actions of the trainee constitute a hazard or create a potentially dangerous situation to either citizens or employees, the Field Training Officer must take whatever action is necessary to reduce the hazard and ensure that safety practices are followed. In addition, the Field Training Officer must ensure that the trainee's actions are legal and ethical at all times, without exception.
8. All administrative paperwork associated with this program will be forwarded to the Field Training Coordinator.

E. Trainee

1. A trainee has certain duties, which are required during the Field Training Program. While the foremost duty is for the probationary officer to learn, it is not the sole duty. The following are some of the required duties for the probationary officer.
 - a. Probationary officers are expected to enter the Field Training Program with some basic knowledge and skills, which are required by graduation from a New Jersey Division of Criminal Justice Police Training Commission Recruit Training Academy. In those instances where a probationary officer has not received their Basic Course for Police Officer (BCPO) certification, i.e. Class II officers, it will be necessary for those officers to return to their recruit training

academy, on a part-time basis, in order to fulfill the requirements for their BCPO certification, while they are completing this Field Training Program.

- b. Trainees shall be responsible for completing all assignments.
- c. Trainees shall be expected to progress through extensive field training and evaluation periods during their assignment to the Field Training Program.
- d. Trainees shall comply with all Department General Orders, Rules and Regulations, Policies and Procedures, Township Ordinances, and State laws.
- e. Trainees shall work schedules and assignments are at the direction of the Field Training Coordinator, patrol supervisor(s), and FTO.
- f. Trainees shall check their mailbox, voice mail, and e-mail each shift.
- g. Abide by all Trainee Training Rules.
- h. Trainees will have available to them all necessary issued equipment, tickets, reports and other forms used by the department while on duty.
- i. Trainees will come to work in a timely manner and be prepared to study and learn.

VI. TRAINING

- A. When applicable, the Field Training Coordinator shall liaison with the police academy staff to learn about a trainee's progress while at the academy.
- B. All candidates selected to become Field Training Officers shall be trained in their duties and responsibilities, including the procedural requirements of this written directive by the Field Training Coordinator.
- C. When operationally feasible, all newly designated Field Training Officers will complete a formal Field Training Officer course.
- D. Incumbent Field Training Officers shall receive refresher training regarding this program, minimally on a triennial basis. Additionally, the Field Training Coordinator shall ensure that all Field Training Officers review the contents of this written directive before they are assigned a newly hired trainee.

VII. ROTATION OF FIELD ASSIGNMENTS

- A. The trainee will be rotated though various geographical sectors/zones, shifts/tours and Field Training Officers to provide exposure needed to become a well-developed officer.

VIII. STANDARDIZED EVALUATION GUIDELINES

- A. Evaluation processes shall be the same for all trainees, Field Training Officers and patrol supervisor(s) shall follow strict compliance with the Standardized Evaluation Guidelines.
- B. No prejudicial or bias evaluation can be tolerated if the program is to be reliable.
- C. Rating Application: Perhaps the most difficult task in completing the Daily Observation Report (DOR) is the application of the rating that represents the behavior being evaluated. The dilemma usually involves rating philosophy. The following explanation should clarify this issue.
 - 1. The first principle of rating application is that everyone has different perceptions on nearly everything in life. While a standardization of ratings is a necessity, any attempt to standardize perceptions is doomed to failure.
 - 2. The second principle concerns the rating assigned to performance where remedial efforts have been undertaken and the trainee has not responded to that training. A trainee who performs at an unacceptable level will be provided training and evaluated when the next opportunity arises. If the Field Training Officer has provided the trainee with remedial training and the trainee's performance is still not improving, how should the Field Training Officer evaluate the trainee? The Not Responding to Training (N.R.T.) section of the Daily Observation Report (DOR) allows the Field Training Officer and patrol supervisor(s) to report the trainee's failure to improve, while maintaining the integrity of the initial rating.
 - 3. Not Responding to Training (N.R.T.) is an indication of 1) a problem that has occurred in the past, 2) which has been the object of appropriate remedial effort and 3) which has not improved with training.
 - 4. T.R.T. is the total remedial time applied to the behavior category.

XI. REPORTING REQUIREMENTS

- A. It is essential that every step in this program be documented. It is important that these reports be completed properly. These reports are being utilized to document the progress or lack of progress of the trainee and exactly what was taught to the trainee during the program.
- B. The reporting requirements of this program are as follows:
 - 1. Daily Observation Report (DOR)
 - a. Completed by the Field Training Officer on a daily basis. The reports will be submitted to the Field Training Coordinator.
 - b. The criteria and ratings established in the standardized evaluation guidelines shall be used in the preparation of the report.

2. End of Phase Report.
 - a. Completed by the Training Coordinator for each trainee at the end of each phase.
3. Field Training Checklist
 - a. A Field Training Checklist will identify training objectives and serve as a reference guide for Field Training Officers and trainees regarding what topics of instruction must be accomplished. The Field Training Checklist should be reviewed periodically during the course of the program by all Field Training Officers to determine which areas and/or topics need to be covered. In addition, the Field Training Coordinator shall review the contents of the Field Training Checklist on an annual basis to determine the need to amend, add, or delete training objectives.
 - b. It is the Field Training Officer's responsibility to date and initial each of the outlined tasks on the Field Training Checklist as they are completed.
4. Final Report
 - a. This report is to be completed during the final week of the Field Training & Evaluation Program. The result will be one of three detailed in Phase IV.
5. Trainee's Evaluation Report
 - a. This evaluation is also aimed at continually improving the department's field training program, on a whole. With this in mind, the trainee is requested to honestly appraise and evaluate his/her FTO(s), as well as, the Field Training Program.
6. Other Police Reports
 - a. The trainee shall be required to complete agency-specific reports during their Field Training & Evaluation period.

XII. FIELD TRAINING & EVALUATION PROGRAM RECORDS

- A. The Field Training Coordinator is responsible for creating a Field Training & Evaluation Program file for each new trainee. The Field Training & Evaluation Program file shall include all documentation of a trainee's performance throughout the training period.
- B. Field Training Officers are responsible for ensuring that all required Field Training & Evaluation Program documentation is forwarded to the Field Training Coordinator. It is the Field Training Coordinator's responsibility to ensure that all necessary documents are included in the trainee's Field Training & Evaluation Program file.

- B. The Field Training & Evaluation Program files shall be maintained in accordance with the New Jersey Administrative Code and applicable records retention schedule.

Appendices

- A – Trainee Manual
- B – Daily Observation Report (DOR)
- C – End of Phase Report
- D – Field Training Checklist
- E – Final Report
- F – Trainee's Evaluation Report
- G – Standardized Evaluation Guidelines
- H – BCPO Agency Certification Form