

# **MISSOURI CITY POLICE DEPARTMENT**

## **FIELD TRAINING PROGRAM OPERATIONS MANUAL**

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# Missouri City Police Department Field Training Program Operations Manual

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# **WELCOMING LETTERS**

## **Introduction**

The Missouri City Police Department's (M.C.P.D.) field training program is designed for newly hired probationary police officers (P.P.O.). The program's main purpose is to produce a competent police officer who may function independently in a safe, professional, courteous, and efficient manner; whether or not he/she has prior experience as a police officer or has recently graduated from a police academy.

The field training program serves as a transition from the classroom environment to the "real world" of policing; or from a prior police department to M. C. P. D. The recruit is exposed to actual street experiences that vary from service functions to felonies in progress, all under the immediate guidance and tutelage of a field training officer (F.T.O.). This arrangement provides an environment wherein the F.T.O. acts as a teacher, coach, mentor, and facilitator to the recruit; where the F.T.O.'s primary duty is to help the recruit reach a level of basic competency as a police officer or to properly identify those recruits who fail to perform at an acceptable level. The program is highly structured to provide a fair and equitable opportunity for all recruits to succeed.

A well managed field training program can produce competent and professional police officers, potentially reduce civil liability, reduce citizen complaints, and improve the overall relationship between the police and the community. The field training program serves as the final screening tool in the selection process and significantly impacts the future of the department.

## **General Responsibilities of Recruit Officers**

1. The P.P.O. shall be under the direct supervision of his / her assigned F.T.O. and shall obey all lawful orders and instructions.
2. It is the P.P.O.'s responsibility to contact his / her assigned F.T.O. and advise the F.T.O. if he / she will be late for duty or absent. If the P.P.O. is unable to contact his / her assigned F.T.O. he / she will contact the shift supervisor. If both of these options fail, the P.P.O. will contact the on duty patrol supervisor.
3. It is the P.P.O.'s responsibility to study and learn the material and instruction provided by the F.T.O. or other instructors.
4. The P.P.O.'s chain of command is as follows: F.T.O., F.T.O. Coordinator, Shift Sergeant, Shift Lieutenant, Patrol Division Captain, Assistant Chief, and Chief of Police.
5. The P.P.O. shall adhere to his / her assigned schedule, and barring exigent circumstances, will not be allowed to take time off during training.
6. The P.P.O. is a commissioned Missouri City Police Officer and is expected to conduct himself / herself as such both on and off duty in accordance with department policy.

7. A P.P.O. is not allowed to engage in any secondary off duty employment while in training.

### **Relief of Duty**

1. The F.T.O. has the authority to recommend that a P.P.O. be temporarily relieved of duty in the interest of the department and the community. The F.T.O. shall make such a recommendation to the shift supervisor who will conduct a proper investigation and act accordingly.
2. The Field Training Coordinator will be advised of the recommendation as soon as possible.
3. The F.T.O. and shift supervisor will prepare a comprehensive report which shall be forwarded to the Field Training Coordinator and Patrol Captain.
4. The Patrol Captain will render any necessary decision on the issue.

## **Program Structure**

The field training program is 16 weeks in duration and is divided into 6 phases for training purposes. The first phase is two weeks long and is classified as the M.C.P.D. Mini Academy. Phases II, IV and V vary in duration and are considered the skill development phases, wherein the F.T.O.'s work closely with the P.P.O. as a teacher, coach, facilitator, mentor, and supervisor. Phase III is the traffic phase, wherein the F.T.O. still acts as a skill developer, but concentrates primarily on traffic related issues. All of these phases prepare the P.P.O. for the Ghost Phase, which are the final two weeks of the program. When possible, each phase of the program will have a different F.T.O.

The field training program can be extended, if necessary, for skill development. This can occur at any point during the P.P.O.'s training, but will most often occur at the end of Phase IV if deemed necessary. A recommendation to extend the P.P.O.'s training must originate from the F.T.O. (s), directed to the Field Training Coordinator. F.T.O.'s should make every effort to identify P.P.O.s in need of additional training prior to the evaluation phase. The Field Training Coordinator will review the appropriate records and consult with the F.T.O. He in turn will consult with the Patrol Captain, and render a decision.

The field training program's length can be shortened where the P.P.O. has prior police experience and demonstrates advanced competency in the tasks areas. A recommendation to shorten the field training program must originate from the F.T.O. (s), directed to the Field Training Coordinator. The Field Training Coordinator will review the appropriate records; consult with the F.T.O. (s) and the Patrol Captain.



The Patrol Captain will render a decision based on the P.P.O.'s performance and review.

Each phase of the training program has a list of "required department policy readings", "required department video viewings" and a list of "training focus areas." The policy readings and video viewings are absolute and the F.T.O. should, either in written form or verbally, quiz the P.P.O. on each policy during the training phase, and may additionally administer a written test over the policies at their discretion. The training focus areas are intended to serve as a guide to training for each phase and are in no way intended as a limit to the scope of training the F.T.O. may provide. The training focus areas, where appropriate, are duplicated in some phases, i.e. traffic stops.

It is the responsibility of each F.T.O. to check out the appropriate training videos in the patrol room of the Missouri City Police Department. It is also the responsibility of each F.T.O. to complete the video checklist indicating when the videos were watched. This should be done by each F.T.O. at the time the videos are watched.

F.T.O.'s should remember that their job is to help the recruits succeed. The task is challenging, demanding, and complex. As an F.T.O. your efforts in this area are directly related to the future quality of our officers and the service they provide to the community.

## Phonetic Alphabet Code

**A – Adam**

**C – Charles**

**E – Edward**

**G – George**

**I – Ida**

**K – King**

**M – Mary**

**O – Ocean**

**Q – Queen**

**S – Sam**

**U – Union**

**W – William**

**Y – Young**

**B – Boy**

**D – David**

**F – Frank**

**H – Henry**

**J – John**

**L – Lincoln**

**N – Nora**

**P – Paul**

**R – Robert**

**T – Tom**

**V – Victor**

**X – X-ray**

**Z – Zebra**

**Not to be confused with the aeronautical  
phonetic code.**

# **Missouri City Police Department Field Training Program**

## **Performance Level Designators**

### **P.L.D. 1: Unacceptable (Failed Score)**

- The P.P.O. was unable to complete the task, indicating little or no benefit from training.
- The P.P.O. was unable to complete the task without constant errors.
- The P.P.O. required continuous or close supervision in order to complete the task.
- Task usually completed by the F.T.O.

### **P.L.D. 2: Poor Performance**

- The P.P.O. displayed a limited ability to complete the task.
- The P.P.O. was unable to complete the task without making an error(s) which jeopardized the task.
- The P.P.O. required recurrent supervision and assistance in order to complete the task.

### **P.L.D. 3: Minimum Acceptable Performance**

- The P.P.O. was able to complete the task satisfactorily.
- The task(s) were completed with occasional errors which did not jeopardize the task(s).
- The P.P.O. completed the task with periodic supervision or assistance from the F.T.O.

### **P.L.D. 4: Acceptable Performance**

- The P.P.O. recognized the action required and was able to effectively complete the task(s).
- Few errors were committed and were easily corrected by the P.P.O.
- Supervision and / or assistance was optional.

### **P.L.D. 5: Very Good Performance**

- The P.P.O. immediately recognized the actions needed and completed the task(s) with no assistance from the F.T.O.
- The P.P.O. was able to complete the task(s) without error.
- The P.P.O. only required assistance or supervision during a complex or difficult task.

# NOTES

# NOTES

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## **Phase I (Two Weeks Mini Academy – Shift Times Vary)**

Phase I is a mini departmental academy, whose purpose is to familiarize the PPO with the daily operating procedures of this agency. The two weeks will be broken down into six separate categories of training, which will consist of both classroom and practical exercises, or hands-on training. The PPO will be expected to be in uniform each day, but will be required to bring a change of clothing suitable for the hands-on portion of the training. The weekly schedule will consist of the following training areas;

### **Day 1: Policies and Procedures**

During the one day period, the PPO will be taught and instructed on the department's policies and procedures. By the end of the day, the PPO should have a thorough understanding of each policy and the procedures governing the operations of the department.

### **Day 2: Report Writing**

During this one day session, The PPO will learn appropriate report writing techniques. The PPO should expect to receive mock criminal incident information and write reports based on the information given. Emphasis should focus on gathering information at the scene from all parties involved as well as witness information, and placing the information in written form in a chronological order of events.

### **Day 3: Administrative and Jail Booking**

During this one day session, the P.P.O. will meet with representatives from the Records Division, Communications Division, Municipal Court and the Crime Victims Liaison. The P.P.O. will be given valuable information pertaining to each department, to help ensure a smooth transition into the agency. In addition to the above, the P.P.O. will be taught proper jail booking procedures which will act as the foundation to future arrests.

### **Day 4: Communications and Municipal Court Observation**

On this day, the P.P.O. will divide his/her time observing Communications and Municipal Courts. The purpose of this observation is to allow the P.P.O. to see first hand the functions of each department prior to stepping into a patrol car. The P.P.O. will hopefully walk away with a greater respect for each department, having learned proper radio techniques as well as proper courtroom etiquette.

### **Day 5: C.I.D. and I.D. Observation**

On this day, the P.P.O. will divide his/her time observing the Criminal Investigation Division and the Identification Division. During the C.I.D. portion, the P.P.O. will be partnered with a detective who will discuss the operations of the division. The P.P.O. will then transfer to I.D. during the second half of the day, and will learn proper procedures for submitting evidence, taking photographs, fingerprinting and chain of custody issues.

## **Days 6-10: Use of Force and Self Defense Techniques**

During this two day session, the PPO will under-go strenuous training in the area of use of force continuum and self defense techniques which are employed and in current use by the members of the Missouri City Police Department. Although the basics will be present, the PPO should enter this two day session with an open mind and a willingness to learn techniques that may or may not have been taught in their respective academies or their former place of employment. The areas covered will consist of but not limited to the following:

Handcuffing  
Building Searches  
Traffic Stops  
Felony Traffic Stops  
Asp Baton  
Take Downs  
Firearms Simulation Room

The PPO will be expected to wear clothing suitable for the class.

### **Checklist of tasks to accomplish:**

1. Employee number (Will be located on the training schedule provided by the Field Training Coordinator)
2. Building key / Electronic access card
3. Code for service gate
4. Department policies manual (Provided at the end of the Operations Manual)
5. City policy manual
6. City ordinance booklet
7. City key map (Provided by the Field Training Coordinator)
8. Ticket book / Warning book

9. Traffic law book / Criminal law book (Combined)
10. Traffic vest
11. Finger print kit
12. Uniforms – raincoat and cap
13. Firearms qualifications (Firearms instructor will determine)
14. Discuss MDB usage
15. Oath of Office (Administered by Chief of Police)
16. City Hall orientation (Date and time provided)
17. Spend 4-8 hours in Communications as an observer

### **View Required Department Videos:**

Video titles will not be listed due to the periodic change, but the P.P.O. will watch all videos assigned to Phase I.

### **Phase I Training Focus Areas:**

- City boundaries
- Beat assignment boundaries
- Overview of radio system
- Overview of patrol vehicles
- Overview of MDB and building computers – learn to sign on and off, clearance codes, busy status, report manager, AS400, web mail (email) to be checked daily, etc.
- Voice mail – learn how to access and check it everyday
- Explain and demonstrate house watches and close patrols

## DEPARTMENT POLICY TO REVIEW

**FTO**

**Initials/Date**

**1. 10-01 Code of Conduct (all)**

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To include the following:

- Code of Ethics/Personal Conduct pgs. 2 & 3
- Gifts/Gratuities pgs.2 & 5 #11
- Truthfulness p. 8 #5
- Professional Conduct pgs. 7-12
- Emergency Recall p. 9 #11
- Attendance p.9 #12
- Political Activity pgs. 12-14
- Use of Alcohol pgs. 18 & 19
- Use of Drugs p. 19
- Appearance p. 22 #6

**2. 30-09 Family Violence (include forms)**

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**3. 30-11 Investigations** (including preliminary and follow-up investigations, interrogation, and use of Miranda)

**4. 30-19 Vehicle Pursuits (all)**

**5. 30-20 Bias Based/Racial Profiling (all)**

**6. 40-06 Appearance (all)**

**7. 40-12 Professional Standards (to include Sexual and Other Unlawful Harassment)**

**I have read and understood the above department policies.**

**P.P.O. Signature**

**Date**

# ARREST, SEARCH AND SEIZURE

## I. Regulations to Review

FTO Initials/Date

### A. State Statutes

1. CCP 1.06 Search & Seizure
2. CCP Ch. 14 Arrest Without Warrant
3. CCP Ch. 15 Arrest Under Warrant
4. CCP Ch. 18 Search Warrants
5. PC Ch. 9 Justification Excluding Criminal Responsibility

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### B. Department Policy

1. 20-01 Arrest Procedures
2. 20-06 Search & Seizure
3. 20-07 Use of Force
4. 30-09 Family Violence (Arrest)

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## II. Topics to Demonstrate/Discuss

### A. Reasonable Suspicion vs. Probable Cause

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### B. Searches

1. Frisk vs. Search
2. Opposite Gender Search
3. Consent to Search form
4. Search Warrants
  - a. Felony
  - b. Misdemeanor
5. Exigent Circumstances
6. Incident to Arrest
7. Vehicles

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### C. Use of Force form

\_\_\_\_\_

**I certify that I have received sufficient training and have a basic understanding of Arrest, Search & Seizure**

\_\_\_\_\_  
**P.P.O. Signature**

\_\_\_\_\_  
**Date**

**I certify that the above topics I have initialed have been sufficiently covered.**

\_\_\_\_\_  
**F.T.O. Signature**

\_\_\_\_\_  
**Date**

**F.T.O. Training Notes:**

## **Phase II – Skill Development (Four Weeks – Day Shift)**

This is the first phase designed for the P.P.O. to actually engage in the performance of police duties. This phase will generally require the F.T.O. to serve as a model for the P.P.O. throughout the entire phase. Additionally, the F.T.O. will want to allow, encourage, and insist that the P.P.O. begin performing police tasks where demonstration and / or discussion have occurred; thus providing the P.P.O. with the opportunity to begin developing the required competency in the various task areas. At first, Phase II will generally require that the F.T.O. act as the primary officer, however the P.P.O. by end of week 2, needs to be conducting scene investigations and assisting the F.T.O. as much as possible. **The F.T.O. should be the primary driver during the first week in order to allow the P.P.O. to adjust and become more familiar with the vehicle and the operation of all equipment.** At the beginning of week 2, the P.P.O. should be the primary operator of the patrol car. The F.T.O. will serve as a coach and facilitator, providing the required guidance, correction, encouragement and overall support necessary for skill development. The F.T.O. during this phase of training should make the P.P.O. well aware of the differences between day and night patrol duties since Phase IV is quickly approaching, due to decreased visibility and the impact it has in performing ones duties. By phase end, the P.P.O. should be handling most calls with relative ease.

### **View Required Department Videos:**

Video titles will not be listed due to the periodic change, but the P.P.O. will watch all videos assigned to Phase II.

## **Phase II Training Focus Areas:**

- Review and discuss the policies listed above
- Command presence
- Handcuffing techniques – discuss and practice
- Traffic stops – low and high risk
- Felony stops
- Building searches
- Alarm response
- Beginning arrest procedures
- Report information – review and discuss required information needed to complete an offense report.
- Use of force
- Stop and frisk
- Vehicle Searches
- Report Writing / Narrative Structure
- Domestic Disturbances / Family Violence Calls
- Civil Disturbances
- **All Identified Areas Of Weakness**



### **Phase III – Traffic Unit (One Week – Day or Evening Shift)**

This is the first phase of true continuous hands-on traffic detail. The P.P.O. will be subjected to one week of intense training with the Traffic Unit. While assigned to the F.T.O. (s) in this phase, the P.P.O. will not be required to take any calls for service that the regular shift officers are responding to. The P.P.O. however, under the direction of the F.T.O., or good judgment on his / her part, may respond to high priority calls, i.e. in progress calls, etc., should the type of call warrant the Traffic Unit to respond as an additional backup unit. The F.T.O. / P.P.O. however should limit such calls as much as possible, as the main focus of this phase is to produce traffic contacts. The P.P.O., under the guidance and leadership of the F.T.O., should begin establishing exceptional traffic stop techniques, thus focusing on positioning of the patrol vehicle, officer safety issues, verbal communication skills, and effective ticket writing skills, i.e. good penmanship, and useful detailed information from the traffic stop for purposes of notes on the back of the citation. The P.P.O. will eventually progress, or should already be comfortable at this stage of training, to take on the primary roll in all traffic stops during this phase, and utilize the F.T.O. only when needed. The F.T.O. should not automatically assume the P.P.O. is ready to handle the primary roll, and should evaluate each P.P.O. on an individual basis. Furthermore, the F.T.O. needs to subject the P.P.O. to as many traffic laws as possible during the one week phase. The F.T.O. should verbally quiz the P.P.O. on a daily basis, on traffic procedures and what constitutes a violation. By the end of Phase V, the P.P.O. should have a firm understanding of most major traffic laws, and be comfortable in performing traffic stops and the subsequent violator contacts that follows.

In addition to having mastered the skills of executing and completing traffic stops, the P.P.O. will be required to give proper professional courtroom testimony, in the event a citation he / she issues, is ever contested in a court of law. The F.T.O. will be required to explain and discuss proper courtroom testimony, and the professional image that an officer will uphold while representing the Missouri City Police Department and the City of Missouri City, while in a court of law

### **View Required Department Videos:**

Video titles will not be listed due to the periodic change, but the P.P.O. will watch all videos assigned to Phase V.

### **Phase III Training Focus Areas:**

- Officer safety
- Communication Skills (7 step violator contact)
- Penmanship
- Courtroom professionalism
- Courtroom testimony

## **Phase IV– Skill Development (Four Weeks – Night Shift)**

Phase IV is a continuation of skill development. The F.T.O. will continue to function as a model for the P.P.O., but the P.P.O. should take a much more active role in all contacts. The P.P.O. should be the primary vehicle driver at all times. The P.P.O. should be taking the lead in general case investigations by interviewing proper parties, surveying scenes, gathering evidence, and writing reports. During this phase, the P.P.O. will be exposed to intensive hands-on training in the areas of handcuffing, traffic stops, felony stops and building searches. The F.T.O. should expect the P.P.O. to perform between 70 – 80 % of the work without assistance by the end of week 3. By the end of week 4 during this phase, the P.P.O. should be performing 90% of the work without the F.T.O. assisting. It is not expected that the P.P.O. will be able to handle all calls, but the F.T.O. should require the P.P.O. to handle routine calls and provide necessary guidance and support. The P.P.O. should be displaying self-initiative, especially in the area of traffic contacts and field investigations. It is recommended that the F.T.O. require a minimum of five traffic contacts per shift, call volume and weather permitting. Phase IV is a very important phase of training, in that the P.P.O. should be assuming responsibility for activities in his / her beat, and will be graded accordingly. Beat integrity is a must. It is critical that F.T.O.'s provide encouragement, feedback, and support so that the P.P.O. will develop confidence in his abilities. All contacts are training opportunities and should be discussed and reviewed with the P.P.O.

## **View Required Department Videos:**

Video titles will not be listed due to the periodic change, but the P.P.O. will watch all videos assigned to Phase III.

## **Phase IV Training Focus Areas:**

- Review and discuss the policies listed above
- Domestic disturbance calls / Family violence
- Civil disturbances
- Report Manager Information – review and discuss all required information
- Report writing / Narratives
- Jail procedures / Arrest procedures – Booking
- Juvenile procedures
- Non emergency / Emergency driving skills – review and discuss Priority 1, Priority 2, and Priority 3 and Priority 4 responses.
- Latent print development
- Evidence procedures

## **\*\*\*SPECIAL TRAINING OPPORTUNITY\*\*\***

**If at all possible during the training cycle of the P.P.O., the P.P.O. will be scheduled to attend the Pressure Point Control Tactics (P.P.C.T.) class, sponsored by the Sugar Land Police Department, with Sgt. Wayne Coleman or another instructor. The class is designed not only to teach the techniques of pressure points, but also puts the officer through a rigorous training with the ASP baton, take down techniques, as well as facing what's known as the "Red Man", to name a few. The training not only enhances the skills of the officer, but also identifies any weaknesses he / she may have.**

## **Phase V – Skill Development (Three Weeks – Evening Shift)**

Phase V is the final phase of skill development training for the P.P.O. During these three weeks the P.P.O. should be performing 95 – 99% of the work without the F.T.O. assisting. The P.P.O. should essentially be functioning independently in most areas without major difficulty. The F.T.O. will still provide guidance, support, encouragement, and correction as required, but grading will be more stringent. The third week should be used to “fine tune” the P.P.O., wherein the P.P.O. is honing his / her skills in all areas in preparation for evaluation. In addition to the training focus areas for Phase V, the F.T.O. should carefully review the training file for identified areas of weakness, for extra training purposes. The F.T.O. should provide appropriate training to correct and / or improve the P.P.O.’s identified weaknesses. The F.T.O. should encourage the P.P.O. to self admit to the areas where he / she believes his / her skills are deficient, to enhance the fine tuning.

## **Phase VI – Evaluation (Ghost)**

The two weeks of Phase VI will be the evaluation portion of the field training program (commonly called **GHOST**). During these two weeks the P.P.O.’s work performance is evaluated, and he / she should be performing 100% of the work without F.T.O. assistance. If the P.P.O. performs at an acceptable level in all task areas, he / she will advance to a regular duty assignment, where he / she will function as a regular officer in an independent capacity.

The P.P.O. should not receive any substantive assistance in the performance of his / her tasks, although the P.P.O. may, where circumstances are appropriate, direct the F.T.O. to assist on a call; essentially functioning as a lead officer utilizing the F.T.O. as a secondary officer (the F.T.O. must closely scrutinize such actions to make sure his / her assistance is really needed and not simply a ploy for the P.P.O. to avoid confronting difficult tasks).

Even though the ghost portion is not a training phase, the F.T.O. may provide a small amount of training in areas deemed appropriate to clarify or correct minor issues. If the F.T.O. identifies major deficiencies that are likely to preclude the P.P.O.'s successful conclusion of the evaluation phase, he / she should consult with the Field Training Coordinator; circumstances may dictate terminating the evaluation phase and instituting a remedial training cycle in specific task areas. The main point for F.T.O.'s to remember is this: the P.P.O. should be handling all calls and contacts as if he / she were riding alone. He / she should not require any significant assistance, although he / she is not expected to be perfect or function as a seasoned officer. The F.T.O. may administer written tests to the P.P.O., covering department policies and city ordinances during the evaluation phase, and require a passing score of 70% or higher. The tests may be repeated (two times) as necessary for successful conclusion. Only tests provided by management may be used as a failure instrument for the P.P.O. in the evaluation phase, unless a test compiled by an F.T.O., is first approved by the Field Training Coordinator. If a test is administered to the P.P.O., and the P.P.O. cannot pass the appropriate test, then the F.T.O. may be justified in failing the P.P.O. in the evaluation phase.

## **Remedial Phase – Specialized Skill Development**

A remedial phase is solely for the purpose of covering an identified weakness or weaknesses that a P.P.O. may have. This phase will, if necessary, occur at any time throughout the training program, and its length will be based on an individual basis, governed by the Field Training Coordinator and Division Commander, based on first hand information from the F.T.O. and the P.P.O.'s documentation. If the F.T.O. feels that he / she has identified an area of performance from the P.P.O. that is less than acceptable, and they are unable to correct the problem for any reason, the F.T.O. should immediately notify the Field Training Coordinator in writing. The F.T.O. should be specific when explaining the weakness or weaknesses, and provide any remedies that they may have. The Field Training Coordinator will make the determination of where the P.P.O. needs to be assigned.

The training during this phase should be geared towards the weakness or weaknesses exhibited by the P.P.O. If the P.P.O. overcomes his / her weakness or weaknesses by the end of this phase, then he / she will graduate from the Field Training Program, or continue on in the program where he / she left off, whichever is the case. If the P.P.O. does not overcome their weakness or weaknesses, the F.T.O. should notify the Field Training Coordinator. The Field Training Coordinator will review the training file; speak to the F.T.O. and P.P.O., to assure that the P.P.O. was afforded ample training in the area of their weakness or weaknesses. The Field Training Coordinator, along with the Division Commander, will then make a determination to extend the current remedial phase with either the same F.T.O or a different F.T.O., or to terminate the P.P.O.



## **Form Guidelines**

The following is intended to inform the F.T.O. and P.P.O. which documentation needs to be completed and when to complete it.

All training documentation will be kept in one training folder in chronological order. The folder shall be titled with the P.P.O.'s name, and kept in the field training file cabinet so that all F.T.O.'s have access to it during the entire training program. Upon completion of the program, or termination, the Field Training Coordinator will store the folder in a designated location within the police department.

## **Daily Evaluation Report**

At the end of every training day, the F.T.O. will complete a Daily Evaluation Report. The purpose of this form is to expose the P.P.O. to performance standards that he / she will be responsible for, upon successful completion of the program. Evaluations are not only a means to document performance, they also are a training aid to identify and correct deficiencies. The P.P.O. should be afforded the chance to read this form at the beginning of the next shift, and any explanations shall be given in reference to a high or low grade. Both the F.T.O. and P.P.O. sign the Daily Evaluation Report.

## **End of Week Evaluation Report**

At the end of every week, the Daily Evaluation Reports are averaged, and an End of Week Evaluation Report shall be completed, based on this average.

Again, the P.P.O. should be afforded the chance to read the form and any explanations given. Both the F.T.O. and P.P.O. sign the form.

### **End of Phase Evaluation Report**

At the end of every phase, the Weekly Evaluation Reports are averaged, and an End of Phase Evaluation Report is completed, based on this average. Again, the P.P.O. should be afforded the chance to read this form and any explanations given. Both the F.T.O. and P.P.O. sign the report.

### **Daily Calls for Service Form**

The Daily Calls for Service Form or similar type form can be used by the F.T.O. for note purposes only. This form provides the F.T.O. an opportunity to make notations pertaining to the P.P.O.'s shift arrival time, whether or not the P.P.O. was prepared for work, whether or not the P.P.O. was groomed, whether or not the P.P.O.'s uniform was in order, whether or not the P.P.O. conducted a vehicle inspection, along with information pertaining to an individual call for service. From this form, the F.T.O. can then compile a narrative, based on the day's activity. The P.P.O. is not required to view this form or sign it.

### **Daily Narrative**

At the end of every day, the F.T.O. shall complete a daily narrative, which is not of a form base. The purpose of this narrative is to document in detail, the day's activities, any training, weaknesses and / or strengths, along with any other information the F.T.O. feels needs to be documented in the P.P.O.'s training file. The narrative should be attached to the Daily Evaluation Report.

## **End of Phase Recommendation Form**

An End of Phase Recommendation form shall be completed at the end of each phase. This form identifies any weaknesses with either the P.P.O.'s performance or any shortcomings in his / her training at that particular time. It also lists the F.T.O.'s recommendation on the advancement or setback of the P.P.O. Again, both the F.T.O. and the P.P.O. sign this form, once the P.P.O. has had the opportunity to read the form and have any questions he / she may have, answered by the F.T.O.

## **End of Week Training Checklist**

At the end of every week, the End of Week Training Checklist will be completed by the F.T.O. This form simply identifies the training that the F.T.O. has provided to the P.P.O. The form should be signed by both the F.T.O. and the P.P.O.

## **End of Phase Training Checklist**

At the end of every phase, the End of Phase Training Checklist will be completed by the F.T.O. The F.T.O. should check his / her End of Week Training Checklists, and complete the End of Phase Training Checklist, based on the weekly information. Both the F.T.O. and P.P.O. sign the form.

## **Task Checklist**

This form is meant to be an accumulative total of all calls or tasks completed or handled by the P.P.O. this form is to be passed from one F.T.O. to another, throughout each phase of the P.P.O.'s field training. Separate sheets may be required for each phase.

## **Field Training Officer Critique**

At the end of the training program, The Field Training Coordinator will provide the P.P.O. with a critique for each training officer he / she was assigned to. The P.P.O. will complete the Field Training Officer Critique on each of his / her trainers. This form shall only be completed on field Training Officers that trained the P.P.O. for a significant time. It is not to be completed on F.T.O.s the P.P.O. was with for a day or two because of the absence of their regular assigned F.T.O. The P.P.O. shall turn these forms into the Field Training Coordinator for review. The Field Training Coordinator will maintain a file for all critique forms.

# Missouri City Police Department Field Training Program

## Daily Evaluation Report

Phase: \_\_\_\_\_ Week: \_\_\_\_\_ Day: \_\_\_\_\_ Date: \_\_\_\_\_

Probationary Officer: \_\_\_\_\_ Badge #: \_\_\_\_\_

Training Officer: \_\_\_\_\_ Badge: \_\_\_\_\_

Training Categories	Performance Level
▪ Professional Demeanor / Appearance	1 2 3 4 5 N/O
▪ Knowledge of Dept. Policies / Procedures	1 2 3 4 5 N/O
▪ Knowledge of City Ordinances	1 2 3 4 5 N/O
▪ Knowledge of Penal Code	1 2 3 4 5 N/O
▪ Knowledge of Traffic Code	1 2 3 4 5 N/O
▪ Laws of Evidence (Search / Seizure)	1 2 3 4 5 N/O
▪ Radio Communications	1 2 3 4 5 N/O
▪ Computer Usage	1 2 3 4 5 N/O
▪ Driving Skills (Normal / Stress)	1 2 3 4 5 N/O
▪ Geography Response Time	1 2 3 4 5 N/O
▪ Reports	1 2 3 4 5 N/O

- Form Proficiency 1 2 3 4 5 N/O
- Self-Initiated Activity 1 2 3 4 5 N/O
- Investigations / Scene Management 1 2 3 4 5 N/O
- Handling Person(s) / Control of Conflict 1 2 3 4 5 N/O
- Arrests 1 2 3 4 5 N/O
- Booking / Jail Procedures 1 2 3 4 5 N/O
- Officer Safety 1 2 3 4 5 N/O

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Probationary Officer

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Field Training Officer

# Missouri City Police Department Field Training Program

## End of Week Evaluation Report

Phase: \_\_\_\_\_ Week: \_\_\_\_\_ Day: \_\_\_\_\_ Date: \_\_\_\_\_

Probationary Officer: \_\_\_\_\_ Badge #: \_\_\_\_\_

Training Officer: \_\_\_\_\_ Badge #: \_\_\_\_\_

Training Categories	Performance Level					
▪ Professional Demeanor / Appearance	1	2	3	4	5	N/O
▪ Knowledge of Dept. Policies / Procedures	1	2	3	4	5	N/O
▪ Knowledge of City Ordinances	1	2	3	4	5	N/O
▪ Knowledge of Penal Code	1	2	3	4	5	N/O
▪ Knowledge of Traffic Code	1	2	3	4	5	N/O
▪ Laws of evidence (Search / Seizure)	1	2	3	4	5	N/O
▪ Radio Communications	1	2	3	4	5	N/O
▪ Computer Usage	1	2	3	4	5	N/O
▪ Driving Skills (Normal / Stress)	1	2	3	4	5	N/O
▪ Geography / Response Time	1	2	3	4	5	N/O
▪ Reports	1	2	3	4	5	N/O

- Form Proficiency 1 2 3 4 5 N/O
- Self-Initiated Activity 1 2 3 4 5 N/O
- Investigations / Scene Management 1 2 3 4 5 N/O
- Handling Person(s) / Control of Conflict 1 2 3 4 5 N/O
- Arrests 1 2 3 4 5 N/O
- Booking / Jail Procedures 1 2 3 4 5 N/O
- Officer Safety 1 2 3 4 5 N/O

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Probationary Officer

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Field Training Officer



# Missouri City Police Department Field Training Program

## End of Phase Evaluation Report

Phase: \_\_\_\_\_ Week: \_\_\_\_\_ Day: \_\_\_\_\_ Date: \_\_\_\_\_

Probationary Officer: \_\_\_\_\_ Badge #: \_\_\_\_\_

Training Officer: \_\_\_\_\_ Badge #: \_\_\_\_\_

Training Categories	Performance Level
▪ Professional Demeanor / Appearance	1 2 3 4 5 N/O
▪ Knowledge of Dept. Policies / Procedures	1 2 3 4 5 N/O
▪ Knowledge of City Ordinances	1 2 3 4 5 N/O
▪ Knowledge of Penal Code	1 2 3 4 5 N/O
▪ Knowledge of Traffic Code	1 2 3 4 5 N/O
▪ Laws of Evidence (Search / Seizure)	1 2 3 4 5 N/O
▪ Radio Communications	1 2 3 4 5 N/O
▪ Computer Usage	1 2 3 4 5 N/O
▪ Driving Skills (Normal / Stress)	1 2 3 4 5 N/O
▪ Geography / Response Time	1 2 3 4 5 N/O
▪ Reports	1 2 3 4 5 N/O

- Form Proficiency 1 2 3 4 5 N/O
- Self-Initiated Activity 1 2 3 4 5 N/O
- Investigations / Scene Management 1 2 3 4 5 N/O
- Handling Person(s) / Control of Conflict 1 2 3 4 5 N/O
- Arrests 1 2 3 4 5 N/O
- Booking / Jail Procedures 1 2 3 4 5 N/O
- Officer Safety 1 2 3 4 5 N/O

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Probationary Officer

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Field Training Officer

# Missouri City Police Department Field Training Program

## Daily Calls for Service

P.P.O. \_\_\_\_\_ F.T.O. \_\_\_\_\_

Date: \_\_\_\_\_ Phase: \_\_\_\_\_ Week: \_\_\_\_\_ Day: \_\_\_\_\_

Begin Shift: ( ) Late ( ) On Time ( ) Prepared ( ) Groomed ( ) Veh, Insp.

Time: \_\_\_\_\_ Address: \_\_\_\_\_

Nature of Call: \_\_\_\_\_

Radio Use: \_\_\_\_\_ Map Use: \_\_\_\_\_

Disposition: \_\_\_\_\_

Notes: \_\_\_\_\_

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Time: \_\_\_\_\_ Address: \_\_\_\_\_

Nature of Call: \_\_\_\_\_

Radio Use: \_\_\_\_\_ Map Use: \_\_\_\_\_

Disposition: \_\_\_\_\_

Notes: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Time: \_\_\_\_\_ Address: \_\_\_\_\_

Nature of Call: \_\_\_\_\_

Radio Use: \_\_\_\_\_ Map Use: \_\_\_\_\_

Disposition: \_\_\_\_\_

Notes: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

# Missouri City Police Department Field Training Program

## End of Phase Recommendation

Phase: \_\_\_\_\_

Date: \_\_\_\_\_

A. List specific weaknesses that require additional training.

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

4. \_\_\_\_\_

B. List specific weaknesses that could result in remedial training.

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

4. \_\_\_\_\_

My recommendation is to:

Pass P.P.O. to next phase of training \_\_\_\_\_

Recycle P.P.O. for further skill development \_\_\_\_\_

Graduate P.P.O. from the Field Training Program \_\_\_\_\_

\_\_\_\_\_  
P.P.O.

\_\_\_\_\_  
F.T.O.

# Missouri City Police Department Field Training Program

## End of Week Training Checklist

Phase; \_\_\_\_\_ Week: \_\_\_\_\_ Date: \_\_\_\_\_

Probationary Officer: \_\_\_\_\_ Badge #: \_\_\_\_\_

Field Training Officer: \_\_\_\_\_ Badge #: \_\_\_\_\_

### Training Categories

The box checked indicates whether or not training was provided in that category.

	YES	NO
1. Accidents	( )	( )
2. Alarm Responses	( )	( )
3. Jail Procedures	( )	( )
4. Control of Persons	( )	( )
5. Report Writing	( )	( )
6. Disturbances	( )	( )
7. Death Investigations	( )	( )
8. Driving While Intoxicated	( )	( )
9. Robbery/Kidnapping/Assaults	( )	( )
10. Traffic Stops	( )	( )

	YES	NO
11. Felony Stops	( )	( )
12. Liquor / Narcotics Investigations	( )	( )
13. Evidence Procedures / Search & Seizure	( )	( )
14. Missing Person / Runaway	( )	( )
15. Handcuffing	( )	( )
16. Building Searches	( )	( )
17. Use of Force	( )	( )
18. Juvenile Procedures	( )	( )
19. Latent Fingerprinting	( )	( )
20. Vehicle Searches	( )	( )
21. Computer / MDB Usage	( )	( )
22. House Watches / Close Patrols	( )	( )
23. Frauds / Forgery	( )	( )
24. Citations	( )	( )

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Probationary Officer

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Field Training Officer

# Missouri City Police Department Field Training Program

## End of Phase Training Checklist

Phase; \_\_\_\_\_ Week: \_\_\_\_\_ Date: \_\_\_\_\_

Probationary Officer: \_\_\_\_\_ Badge #: \_\_\_\_\_

Field Training Officer: \_\_\_\_\_ Badge #: \_\_\_\_\_

### Training Categories

The box checked indicates whether or not training was provided in that category.

	YES	NO
1. Accidents	( )	( )
2. Alarm Responses	( )	( )
3. Jail Procedures	( )	( )
4. Control of Persons	( )	( )
5. Report Writing	( )	( )
6. Disturbances	( )	( )
7. Death Investigations	( )	( )
8. Driving While Intoxicated	( )	( )
9. Robbery/Kidnapping/Assaults	( )	( )
10. Traffic Stops	( )	( )



	YES	NO
11. Felony Stops	( )	( )
12. Liquor / Narcotics Investigations	( )	( )
13. Evidence Procedures / Search & Seizure	( )	( )
14. Missing Person / Runaway	( )	( )
15. Handcuffing	( )	( )
16. Building Searches	( )	( )
17. Use of Force	( )	( )
18. Juvenile Procedures	( )	( )
19. Latent Fingerprinting	( )	( )
20. Vehicle Searches	( )	( )
21. Computer / MDB Usage	( )	( )
22. House Watches / Close Patrols	( )	( )
23. Frauds / Forgery	( )	( )
24. Citations	( )	( )

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Probationary Officer

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Field Training Officer

# Missouri City Police Department Field Training Program

## Task Checklist

This form should reflect the total number of identified tasks completed or calls handled by the P.P.O. while he / she is on the Field Training Program. The F.T.O. shall make a mark next to the proper category each time a call is handled or task is completed. This form is meant to be an accumulative total over the entire training program, and will be kept in the P.P.O.'s field training folder. The same form will be used throughout all seven phases. If a certain task or call is not listed, simply add a line.

1. Accidents \_\_\_\_\_
2. Alarm Responses \_\_\_\_\_
3. Jail Procedures \_\_\_\_\_
4. Control of Persons \_\_\_\_\_
5. Report Writing \_\_\_\_\_
6. Disturbances \_\_\_\_\_
7. Death Investigations \_\_\_\_\_
8. Driving While Intoxicated \_\_\_\_\_
9. Robbery/Kidnapping/Assaults \_\_\_\_\_
10. Traffic Stops \_\_\_\_\_

11. Felony Stops \_\_\_\_\_
12. Liquor / Narcotics Investigations \_\_\_\_\_
13. Evidence Procedures / Search & Seizure \_\_\_\_\_
14. Missing Person / Runaway \_\_\_\_\_
15. Handcuffing \_\_\_\_\_
16. Building Searches \_\_\_\_\_
17. Use of Force \_\_\_\_\_
18. Juvenile Procedures \_\_\_\_\_
19. Latent Fingerprinting \_\_\_\_\_
20. Vehicle Searches \_\_\_\_\_
21. Computer / MDB Usage \_\_\_\_\_
22. House Watches / Close Patrols \_\_\_\_\_
23. Frauds / Forgery \_\_\_\_\_
24. Citations \_\_\_\_\_

# Missouri City Police Department Field Training Program

## Field Training Officer Critique

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Probationary Officer

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Field Training Officer

This critique is to be completed by the P.P.O. at the end of the field training program, and turned into the Field Training Coordinator. All questions shall be answered objectively. Please provide specific explanations in the space provided if there is a problem or concern.

1. Did the F.T.O. afford you the opportunity to read the daily training reports? \_\_\_YES\_\_\_NO

**Explain** \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_.

2. Did the F.T.O. discuss the daily reports with you? \_\_\_YES\_\_\_NO

**Explain** \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_.

3. Did the F.T.O. answer questions you had concerning your training?  
\_\_\_YES\_\_\_NO

**Explain** \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_.

4. Do you feel that you were given the opportunity to demonstrate your ability in all training categories? \_\_\_YES\_\_\_NO

**Explain** \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_.

5. Did you have any problems in the training program that were not addressed? \_\_\_**YES**\_\_\_**NO**

**Explain** \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_.

How would you rate the following areas about your F.T.O. (Circle)

1. His / Her ability as a police officer.

Poor                  Fair                  Good                  Very Good

2. The example he / she set for you.

Poor                  Fair                  Good                  Very Good

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

Poor                  Fair                  Good                  Very Good

4. His / Her skill as an instructor / teacher / trainer / mentor.

Poor                  Fair                  Good                  Very Good

5. His / Her ability to communicate with you.

Poor                  Fair                  Good                  Very Good

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

Poor                  Fair                  Good                  Very Good

7. His / Her overall attitude for the work he is doing.

Poor Fair Good Very Good

Additional Comments \_\_\_\_\_  
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\_\_\_\_\_.

\_\_\_\_\_  
Probationary Officer

\_\_\_\_\_  
Date

**MISSOURI CITY POLICE DEPARTMENT  
FIREARMS QUALIFICATION RECORD**

Officer: \_\_\_\_\_ Badge #: \_\_\_\_\_

Date: \_\_\_\_\_

Weapon Make and Model: \_\_\_\_\_

Serial #: \_\_\_\_\_ Score: \_\_\_\_\_

Weapon was inspected and found to be safe, functional, and in compliance with Department policy: Yes: \_\_\_\_\_ No: \_\_\_\_\_

If "No," state the nature of the problem with the weapon and action taken:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Did officer qualify with shotgun: Yes: \_\_\_\_\_ No: \_\_\_\_\_

Firearms Instructor Signature: \_\_\_\_\_

I have read and understood the current Use of Force Policy 20-07.

I have read and understood the current Intermediate Weapons 20-05.

I have read and understood the current Firearms 20-03.

Officer Signature: \_\_\_\_\_

## **Evaluation Guidelines for Performance Levels**

The previously defined Performance Level Designators (P.L.D.), numbered 1- 5, will be used when rating a probationary police officer's performance in each of the categories.

Ratings are to be given based on the P.P.O.'s average for the category observed during the entire shift, and not for singular incidents. It would not be unexpected to see the P.P.O. fail in several training categories in the beginning of his / her training program. He / she should however, show consistent improvement throughout the program. The P.P.O. should not be failing any categories consistently after they reach the middle phases of the training program. The objective is to train the P.P.O. in all of the evaluation categories and make improvements in his / her performance.

Due to the complexity of police work, it is not possible to design an evaluation system that can cover each task or duty of an officer. In training police officers, the same is true, not all training conditions / incidents can be predicted. It is incumbent upon the F.T.O. to rate observed performance within the proper category. Although the evaluation categories cover most circumstances that arise, there may be times when a F.T.O. has to determine which category is most applicable. It is through the use of these guidelines that program standardization and rating consistency is achieved.

Only observed performance is rated. This does not mean that the F.T.O. has to observe the activity. The F.T.O.'s rating can be based on the P.P.O.'s performance observed by another officer.



Should this occur, the F.T.O. should document who observed the performance, and their actions. If a P.P.O. is not observed in a particular category, the rating of Not Observed (N/O) should be given.

## **Appearance / Professional Demeanor**

1. Overweight, dirty uniform, shoes / boots or gear. Hair is not groomed, offensive body odor. Equipment missing, dirty weapon.
2. Wrinkled uniform, faded or torn uniform, hair is not groomed, poor personal hygiene, i.e. dirty fingernails, etc., and fails to maintain proper appearance throughout the shift.
3. Neat, clean, wrinkle free uniform, shoes shined. Well groomed hair, and makes an effort throughout the shift to maintain appearance.
4. Clean pressed uniform, shirt and pants. Highly polished boots, and maintains appearance throughout the shift.
5. Exemplary in appearance, uniform tailored, neat, pressed and shoes always shined. Maintains appearance throughout the shift, and is in good physical condition.

## **Knowledge of Department Policies and Procedures**

1. Has no knowledge of departmental policies or procedures and makes no effort to learn.
2. Fails to obey departmental policies or procedures. Aware of some sections. When tested, either written or verbally, answers with less than 70% accuracy.
3. Displays a good working knowledge of departmental policies and procedures. Knowledge of most commonly used sections. When tested, either written or verbally, answers with 71% to 80% accuracy.

4. Displays a good working knowledge of departmental policies and procedures. Is able to apply knowledge in both common and uncommon situations. When tested, either written or verbally, answers with 81% to 90% accuracy.

5. Displays an exceptional knowledge of departmental policies and procedures. When tested, either written or verbally, answers with 91% to 100% accuracy.

### **Knowledge of City Ordinances**

1. Does not know the ordinance and does not recognize an ordinance violation when observed.

2. Has some knowledge of ordinances, but does not recognize and ordinance violation when observed. When tested, either written or verbally, answers with less than 70% accuracy.

3. Has a working knowledge of commonly used ordinances. Relates elements of observed ordinance violations. When tested, either written or verbally, answers with 71% to 80% accuracy.

4. Has a working knowledge of commonly used ordinances. Relates elements of observed ordinance violations. When tested, either written or verbally, answers with 81% to 90% accuracy.

5. Displays an excellent knowledge of all ordinances, and is able to relate elements to observed ordinance violations. When tested, either written or verbally, answers with 91% to 100% accuracy.

## **Knowledge of Penal Code**

1. Has no knowledge of the elements of basic offenses. Does not recognize criminal offenses when encountered. P.P.O. makes no attempt to learn.
2. Has some limited knowledge of commonly used offenses. Ability to use criminal law books to find “answers” is limited. When tested, either written or verbally, answers with less than 70% accuracy.
3. Has a working knowledge of most commonly used offenses. Is able to recognize offenses when observed. When tested, either written or verbally, answers with 71% to 80% accuracy.
4. Maintains a working knowledge of most commonly used offenses, and demonstrates the ability to apply elements. When tested, either written or verbally, answers with 81% to 90% accuracy.
5. Has an outstanding knowledge of the Penal Code and its various sections. Has demonstrated the ability to apply this knowledge to both normal and unusual situations. When tested, either written or verbally, answers with 91% to 100% accuracy.

## **Knowledge of Traffic Code**

1. Does not know basic elements of a traffic violation. Does not recognize violations when observed. P.P.O. makes no attempt to learn.

2. Has a limited knowledge of commonly used violations and their elements. Does not recognize violations when observed. When tested, either written or verbally, answers with less than 70% accuracy.

3. Has a working knowledge of commonly used violations and their elements. Is able to identify violations when observed. When tested, either written or verbally, answers with 71% to 80% accuracy.

4. Has a working knowledge of commonly used violations and their elements. Is able to identify violations when observed. When tested, either written or verbally, answers with 81% to 90% accuracy.

5. Has an outstanding knowledge of the Traffic Code. Has demonstrated the ability to apply this knowledge to both normal and unusual situations. When tested, either written or verbally, answers with 91% to 100% accuracy.

### **Laws of Evidence (Search and / or Seizure)**

1. Has no knowledge of laws pertaining to the Code of Criminal Procedure, search and / or seizure. Has no understanding of evidentiary procedures and process. Fails to search for evidence, and makes no attempt to learn.

2. Has some knowledge of commonly used sections of the Code of Criminal procedure, but requires being prompted. Understands some laws of evidence, but fails to collect evidence. When tested, either written or verbally, answers with less than 70% accuracy.

3. Has a working knowledge of the Code of Criminal Procedure, and laws of evidence. Is able to apply this knowledge to observed practices. Searches for, and collects evidence. When tested, either written or verbally, answers with 71% to 80% accuracy.

4. Maintains a working knowledge of the Code of Criminal Procedure and laws of evidence. Is able to apply this knowledge to calls for service, and is able to locate seldom used sections of the code. When tested, either written or verbally, answers with 81% to 90% accuracy.

5. Has an outstanding knowledge of the Code of Criminal Procedure. Is able to apply it to both normal and unusual situations. When tested, either written or verbally, answers with 91% to 100% accuracy.

## **Radio Communications**

1. Repeatedly misses his/her call number, and is unaware of other radio traffic. Does not comprehend radio traffic, and has to ask dispatcher to repeat transmission. Unprofessional transmission or “horse play”.
2. Is unaware of locations of other officers. Does not pre-plan what he/she is going to say, causing long delays in radio traffic. Occasionally misses radio traffic.
3. Hears most radio transmissions, and makes a written notation when appropriate. Comprehends most radio transmissions, and answers radio clearly and concisely.
4. Comprehends most radio transmissions, and is aware of other radio traffic and responds to adjoining beats without being directed to do so.
5. Always uses proper procedure with a clear, calm voice, even under stress. Transmissions are well thought out, or come naturally. Always comprehends radio traffic and is always aware of other officer’s locations.

## **Computer Usage**

1. P.P.O. has no idea how to operate the computer, and is not willing to learn. Does not understand basic computer functions

2. Has general knowledge of computer functions. Is able to retain information from one day to the next. Constant rationalization of mistakes, and fails to improve.
3. Displays a good working knowledge, and is able to maneuver through various commands and screens with relative ease. Retains most information when given.
4. Has a very good knowledge of computers, and requires little assistance in all programs utilized by the police department. Once shown something, he/she retains the information.
5. Displays an excellent knowledge of computers, and needs no assistance with any of the programs used by the police department. Willingly assists others, and is quick to give information to others who might need assistance.

### **Driving Skills (normal and stress)**

1. Continually violates traffic laws. Involved in chargeable accident. Lacks coordination during vehicle operations.
2. Fails to properly evaluate driving situations in normal and/or stress situations. Fails to maintain control of the vehicle while operating equipment, and during emergency situations. Has no knowledge of departmental policy pertaining to vehicle operation.



3. Maintains control of the vehicle, and evaluates driving conditions, and reacts properly. Obeys all traffic laws.
4. Maintains proper control of the vehicle and reacts appropriately during emergency or unusual situations. Slows at intersections to avoid accidents. Demonstrates good defensive driving techniques. Demonstrates full knowledge of departmental policy in regards to emergency driving and vehicle operation.
5. Sets an excellent example of lawful, courteous driving. Exhibits high degree of overall competence in driving skills, and always uses defensive techniques.

### **Geography / Response Time**

1. Does not know city geography, and does not understand how to use city key map. Unaware of his/her location, and is unable to relate his/her location in regards to the destination point.
2. Does not know city geography. Is able to use a key map to locate a destination point. Fails to take most direct route to the call. Is unaware of his/her location while on patrol. When tested, either written or verbally, answers with less than 70% accuracy.
3. Reasonable knowledge of his/her location, and can quickly use the key map to find the destination point. Takes the most direct route, and is able to find some locations without the use of a map. When tested, either written or verbally, answers with 71% to 80% accuracy.

4. Is able to locate most destination points without the use of a key map. Is able to quickly use a key map to locate destination points. Is aware of his/her location at all times. When tested, either written or verbally, answers with 81% to 90% accuracy.

5. Outstanding knowledge of the city. Always uses most direct route to all calls, and can locate businesses and residential destinations with the street address that's given. When tested, either written or verbally, answers with 91% to 100% accuracy.

### **Reports (organization, use of time, grammar)**

1. P.P.O. is unable to organize information into an acceptable chronological format. Takes 2-3 hours to complete a basic report. Illegible, misspelled words, and incomplete sentence structure.

2. Fails to write a report that's understandable. Has some difficulty organizing information into chronological format. Reports are turned in dirty, torn or not in order. Continues to use an excessive amount of time to complete a report.

3. Is able to convert most investigations into logical chronological formatted reports. Reports are turned in neat, in order, legible and in a timely manner. Errors such as grammar, spelling and sentence structure are rare, and do not impair understanding.

4. Completes reports in a reasonable amount of time, with above average level of grammar, spelling and neatness. Completes all reports with details organized chronologically.

5. All reports are turned in neatly, without grammar or spelling errors. Reports are well written and organized in chronological format, to assist the reader in comprehending the occurrence. Completes reports in a very timely manner.

### **Form Proficiency (accuracy, completeness)**

1. P.P.O. is unable to determine what forms are needed for reports. Unsure of what information is needed for a citation. Fails to complete report forms when required.

2. Is unable to determine which forms are needed for any given situation. Requires constant supervisory checking of reports, and other forms for information and details.

3. Knows most standard forms and understands format. Has good knowledge of what information is required for report forms and citations. Forms are complete and accurate most of the time.

4. P.P.O. uses correct forms in all situations. All forms are completed with little or no assistance. Is able to ask for information from subjects without having to refer to forms.

5. Consistently and rapidly completes detailed forms without assistance. High degree of accuracy. Uses correct form in all situations.

## **Self-Initiated Activity**

1. Does not see, or avoids activity. Does not follow up on investigations. Unable to recognize, or lacks initiative to check out on suspicious activity or traffic violations when observed.
2. Recognizes activity as suspicious, or in violation of a law, but fails to act on it. Avoids activity, and avoids assisting other units on calls.
3. Recognizes and takes appropriate action when he/she identifies suspected criminal activity. Gathers information and forwards it to the proper authority (i.e. narcotics activity). Assists other officers freely.
4. Recognizes and takes appropriate action when he/she identifies suspected criminal activity. Makes cases from daily activity. Uses information given at shift changes, for reasonable cause to stop vehicles.
5. Makes good quality arrests as a result of observed suspicious activity or traffic stops. Always takes appropriate action without any direction from F.T.O. Actively seeks out activity and assists other officers freely.

## **Investigations / Scene Management**

1. P.P.O. is hesitant or unsure of what actions are to be taken, Fails to follow up on leads. Fails to contact possible witnesses. Fails to secure crime scenes. Fails to contact a supervisor or C.I.D. when necessary. Fails to look for latent prints.

2. Secures crime scenes only after being told to do so. Has to have things explained repeatedly before comprehending. Fails to cooperate with investigating detective or primary officer. Incomplete information taken at a scene.

3. Properly handles crime scenes, and initial investigation. Thoroughly interviews witnesses, victims or suspects with minimal assistance from F.T.O. Follows up on leads when appropriate. Notifies supervisors or other pertinent personnel, and coordinates all parties involved. Attempts to locate and lift latent fingerprints.

4. Interviews and obtains oral statements from witnesses, victims and suspects when appropriate, with no direction from F.T.O. Attempts to locate unknown witnesses, and takes charge of the scene without being told to do so.

5. P.P.O. is outstanding in his dealings with witnesses, victims and suspects. Is able to talk with these subjects on their level, with ease and comfort. P.P.O. is able to locate, dust, and successfully lift latent fingerprints.

### **Handling Persons / Control of Conflict**

1. Loses temper or improper voice inflection (i.e., overbearing, indecisive or not authoritative) Cowardly, physically weak, or uses too little or too much force for given situation. Becomes emotional and panic stricken, unable to function.

2. Difficulty controlling emotions. Sometimes articulates with authority. Sometimes uses too much or too little force for given situation.
3. Speaks authoritatively in a calm, clear voice. Maintains control of the situation or person with proper amount of force utilized. Maintains calmness and self-control in most situations.
4. Speaks authoritatively in a calm, clear voice. Utilizes leadership abilities in most situations. Restores order in even the most difficult situations. Exhibits good control of emotions. Does not allow situation to deteriorate.
5. Displays leadership abilities in all situations. Maintains control and brings order under any circumstance without assistance. Above average knowledge of restraining holds. Always gives the appearance of complete command through voice tone and bearing.

## **Arrests**

1. Extremely poor officer safety. Fails to recognize his/her own safety, and that of other officers. Fails to use good, clear verbal commands. Fails to use proper handcuffing techniques and pain compliance. Fails to properly search a prisoner. Fails to notify dispatch, advising subject is detained or in custody. Fails to notify dispatch when transporting prisoner. Fails to call for a check-by officer.

2. Often fails in officer safety, either his/her own, or failing to recognize other officers safety. Often fails to give good, clear verbal commands. Often uses poor handcuffing techniques and pain compliances. Often fails in prisoner searches and supplying dispatch with vital information.
3. Has a good understanding of officer safety, both his/her own and that of other officers. Often uses good, clear verbal commands. Often uses good handcuffing and pain compliance techniques. Often uses good searching techniques, and supplies dispatch with vital information.
4. Better than average awareness of his/her own officer safety, and that of other officers. Good, clear verbal commands. Better than average handcuffing and pain compliance techniques. Supplies dispatch with vital information most all the time.
5. Very good officer safety awareness, both his/her own, and that of other officers. Very good, strong, clear verbal commands. Very good handcuffing and pain compliance techniques. Always supplies dispatch with vital information, and always requests a check-by when needed.

### **Booking and Jail Procedures**

1. Fails to follow proper department policies and procedures. Extremely poor officer safety while handling a prisoner both inside and outside the jail. Fails to check for contraband in back seat after transport. Fails to book a prisoner properly (i.e., does not complete AS400, photographs, fingerprints, forms, etc.) Does not conduct jail checks.

2. Often fails to follow department policies and procedures. Fails to remove property from prisoners. Often fails to complete all necessary steps of the booking process. Often does not complete all necessary paperwork. Often forgets to conduct jail checks. Often fails in officer safety.

3. Good understanding of department policies and procedures. Good understanding of booking process, and often completes the booking process with some assistance and errors. Often completes all paperwork and steps of the booking process. Often completes all jail checks during his/her assigned shift. Uses good officer safety.

4. Better than average understanding of department policies and procedures. Better than average understanding of booking process. Books with minimal assistance, very few errors. Completes required paperwork with very few errors or assistance. Completes jail checks as required, and exhibits a better than average understanding of officer safety.

5. Excellent knowledge of department policies and procedures. Very good understanding of the booking process, and books all prisoners without assistance or errors. Completes jail checks as required, and exhibits very good officer safety.



## **Officer Safety**

1. Continuously fails to exercise officer safety by performing two or more of the following traits:

- Exposes weapon(s) to suspect.
- Fails to maintain position of advantage with suspect or prisoner.
- Fails to control prisoner's movements.
- Fails to handcuff prisoner.
- Fails to keep handgun free from obstruction.
- Fails to locate weapon or contraband from a suspect, suspect's vehicle or a patrol vehicle.
- Stands too close to traffic, between vehicles or in front of doors or windows while on calls.
- Continuously fails to keep gun hand free.
- Points gun at other officers.
- Does not foresee potentially dangerous situations.
- Fails to use illumination when necessary.
- Fails to maintain good physical condition (i.e., lack of proper nutrition, lack of sleep, hung over)
- Other (specify)

2. Fails to exercise officer safety by performing one of the above traits.

3. Understands principles of officer safety and generally applies them. Displays awareness of potential danger. Searches and handcuffs all prisoners. Weapon is kept clean and in good working order.

4. Remains alert to changing conditions. Utilizes above average officer safety.

Displays awareness to potential danger. Always maintains position of advantage, and always works safely.

5. Always watchful on his approach to calls, and able to do the same for his partner or other officers in general. Observed in dangerous situation, where injury to an officer, citizen or suspect is avoided because of increased awareness or proper application of officer safety techniques.

## **Evaluation Category Definitions**

The following definitions are meant to be guidelines or starting points for the evaluation categories. They are not to be considered an exhaustive list of all areas that need to be covered in each category.

### **Appearance / Professional Demeanor**

The P.P.O will be:

Instructed on the proper way to wear a uniform, as well as all of the equipment associated with police work.

Instructed in the importance on maintaining an appropriate attitude towards F.T.O.s, fellow officers, supervisors and citizens.

Instructed in the importance of obeying all lawful instructions from his / her F.T.O., supervisors and senior officers.

Expected to accept constructive criticism in a positive manner.

Instructed in the importance of maintaining a professional appearance, on and off duty.

Expected to demonstrate a desire to improve his / her skills while reviewing daily documentation, policies, law books etc.

### **Knowledge of Dept. Policies and Procedures**

The P.P.O. will be:

Provided a copy of the city procedure manual and police department policy manual, and instructed to read both.

Tested, either verbally or written, on both manuals.

Instructed how to apply city and department rules in everyday activities.

Instructed to periodically review the city and department policies in order to maintain familiarity.

### **Knowledge of City Ordinances**

The P.P.O. will be:

Provided a copy of the manual that contains the most commonly used ordinances, and instructed to read it thoroughly.

Instructed on the application of these ordinances to a variety of law enforcement situations, and how to apply them.

Instructed on how to research uncommon city ordinance violations.

### **Knowledge of Penal Laws**

The P.P.O. will be:

Provided a copy of the current Texas Criminal Laws book, and instructed to stay familiar with the elements of common criminal offenses.

Instructed in the application of the Texas Family Code.

Instructed to carry a copy of the Texas Criminal Laws book at all time, for quick reference.

## **Knowledge of Traffic Laws**

The P.P.O. will be:

Instructed on how to recognize various traffic violations, and what constitutes Probable Cause for a traffic stop.

Instructed on the exact wording for traffic citations.

Instructed on how to testify in court, and how to check his / her court schedule.

## **Laws of Evidence (Search and / or Seizure)**

The P.P.O. will be:

Instructed in the application of statutes in the C.C.P. relating to making arrests, handling evidence, and conducting searches and seizures.

Instructed on the proper procedures on the collecting, tagging and storage of evidence and / or property.

Instructed on how to maintain the chain of custody, and the importance of it for all types of physical evidence.

## **Radio Communication**

The P.P.O. will be:

Instructed on the departmental policy and procedures involving the use of the police radio.

Instructed on how to use the police radio during emergency and non-emergency situations. This will include basic knowledge on the proper use of pre-planned transmissions and proper speaking techniques, as well as switching channels, emergency signal, etc. The P.P.O. will be shown the different channels, and advised of their different uses.

Instructed on how to listen to the radio, and comprehend all radio transmissions while engaging in other police functions.(i.e., patrol, investigations, traffic stops, etc.)

Instructed on using proper clearance codes, busy status as well as the importance of calling out when on a call, traffic stop or anytime he / she is out of the vehicle.

### **Computer Usage**

P.P.O. will be:

Provided a copy of the Missouri City Computer Policy, and instructed to read it and become familiar with it.

Instructed on the use of the city's in house computer program (AS400) as well as how to input reports and research subjects, property or cases.

Instructed on how to send and receive email via Webmail or Lotus Notes. The P.P.O. will also be shown how to use their personal voice mail, and the importance of checking it daily.

## **Driving Skills (Normal and Stress)**

P.P.O. will be:

Instructed on the safe and lawful use of the police vehicle. The P.P.O. will also be instructed on practicing good defensive driving skills, and being alert to activity outside the police vehicle.

Instructed in the skills necessary for the safe operation of the police vehicle in all types of traffic conditions.

Instructed on proper procedure for driving emergency traffic as well as vehicular pursuits as provided by departmental policy.

## **Geography / Response Time**

P.P.O. will be:

Provided a copy of the city key map, that indicates city streets and cross streets. P.P.O. will be instructed on its use. Specific training should be provided in the areas of relating locations to destinations, determining the most direct routes, as well as major thoroughfares, intersections and common landmarks.

Instructed on beat boundaries as well as city boundaries.

Instructed in the importance of a quick response time, as well as steps to reduce response times.

## **Reports**

P.P.O. will be:

Instructed on how to give a complete and detailed account of what occurred from beginning to end, and in chronological order.

Trained to include all factual information in all reports.

Instructed in the importance of completing reports in a timely manner. P.P.O. will also be instructed on the importance of writing legibly on report forms, as well as using correct grammar, punctuation, spelling and sentence structure.

Instructed on how to utilize all resource materials available. (i.e., penal code, traffic code, accident books, dictionary, C.I.D., etc.)

## **Form Proficiency (Accuracy and Completeness)**

P.P.O. will be:

Instructed in the use of all departmental forms routinely used by patrol officers. P.P.O. will also be shown where all forms are located.

Instructed on the proper form selection for any given situation and determine when that form should be completed.

Instructed in the importance of neatness, accuracy and completeness of all forms that are submitted and attached to reports.



## **Self – Initiated Activity**

P.P.O. will be:

Instructed in the importance of self- initiated activity, and the role that it plays in proactive policing. The P.P.O. will also be instructed to remain alert to potential crime and non-criminal problems within his / her assigned beat.

Instructed on how to recognize violations of city ordinances, motor vehicle laws and criminal offenses, and how to take appropriate action.

Instructed on how to use patrol time to identify and address problems within assigned beat, otherwise known as Community Policing. (i.e., traffic problems, crime problems, neighborhood issues, etc.) The P.P.O. will also be shown how to use this information to plan patrol activities for his / her assigned beat.

Instructed on how to investigate and take appropriate action regarding suspicious circumstances or individual, or violations of the law that come to their attention.

Instructed in the importance of volunteering or soliciting other calls from dispatch or other officers, in order to gain experience in as many areas as possible.

## **Investigations / Scene Management**

P.P.O. will be:

Instructed on basic investigation skills. (i.e., scene survey, interview techniques, locating and tagging evidence, locating witnesses, drawing diagrams, etc.)

Instructed on the proper way to locate, dust and lift latent fingerprints.

Instructed in scene management and the importance of maintaining control of any scene.

Instructed in how to organize information obtained through an investigation, into chronological order for further investigation by a detective.

Instructed on the proper use of voice control and physical force to control a scene or person, as well as making practical and reasonable decisions towards the resolution of any issue.

Instructed on how to analyze an incident to determine any underlying problems and possible resolutions to those problems.

## **Handling Persons / Control of Conflict**

P.P.O. will be:

Instructed on proper ways of dealing with and handling persons, including the command presence, verbal commands and physical force.

Instructed in taking the proper action, and assessing the situation in a professional and controllable manner.

Trained in the safe and proper restraint of prisoners during frisking as well as searching persons not under arrest.

Instructed on how to safely handle mentally ill subjects, and the unpredictability of their mental state. P.P.O. will also be shown the proper procedures to take when they come in contact with a subject that has a mental problem. (i.e., medical actions, referrals, emergency mental health warrants, etc.)

## **Arrests / Booking and Jail Procedures Combined**

P.P.O. will be:

Instructed on the proper use of his / her handcuffs, as well as other departmental approved restraint devices. P.P.O. will also be shown how to use pain compliance holds, and come along holds to assist him / her in making an arrest or transport.

Instructed on how to perform frisks or searches of persons.

Instructed on how to transport prisoners to the Missouri City Police Department, or to and from other jail facilities. P.P.O. will also be shown the importance of frisking these subjects before placing them in police vehicles. Instructed on the importance of handcuffing before frisk, on all subjects he / she is going to arrest.

Instructed on how to properly book a prisoner into and out of our jail, and all procedures that it encompasses. (i.e., arrest report, photos, fingerprinting, jail log entry, black book entry, jail and dispatch board entry, property inventory sheet, regardless if prisoner has property or not, etc.)

Instructed on how to properly complete an initial jail check, as well as subsequent jail checks at 2 hour intervals. Instructed on making sure all prisoner paperwork matches both in the jail board, prisoners paperwork in the jail, and dispatch board. Instructed on how to properly feed prisoners, and when to feed them. Instructed on proper procedures for having a prisoners out of a jail cell for trustee work, and how to deduct their trustee credit. Instructed on the importance of having the jail clean, all garbage, magazines, cups, etc. picked up prior to the next shift taking over.

## **Officer Safety**

P.P.O. will be:

Instructed on how to use established officer safety techniques designed to ensure the safety of the P.P.O., fellow officers, and citizens in any situation.

Instructed to balance good judgment with good officer safety techniques to ensure self-confidence when handling police matters.

Instructed on how to mentally prepare for, or plan ahead form all types of calls. (i.e., traffic stops, family violence, in progress calls, etc.) P.P.O. will be advised to think “what if”, on all calls, and ask pertinent questions if needed.

Cautioned against repetition and boredom which may and probably will lead to overconfidence, and possibly result in injury.

Instructed on how to take precautions to prevent any unreasonable exposure to hazards that may injure him / her, and further request appropriate personnel.

Instructed on the dangers that accompany any involvement with mentally ill subjects.

Instructed on the importance of having all his / her proper equipment for any situation.

Instructed on the dangers of taking shortcuts, or unnecessary risks to accomplish police related tasks.

## **Field Training Officer Selection Process**

### **Introduction**

The Field Training Program is an important process in the development of new officers. The Field Training Officer is the *most* important part of this program. He/ she is responsible for taking a new recruit, and molding that individual into an officer the department desires. The Field Training Officer must be highly motivated, *professional*, and have the combined skills of an experienced police officer and the patient teacher or coach. He / she *must* be a leader and a role model, not only for the recruit, but his / her peers as well. With these responsibilities in mind, it is easy to see why the selection process is vital and must cover numerous aspects of the applying officer's career, as well as his / her attitudes and expectations for the future.

The following is intended to outline the selection process of a new F.T.O. Adherence to this process, coupled with dedication and determination by those involved in it, will ensure the appointment of only the most qualified personnel to the position of Field Training Officer.

### **Duties**

The F.T.O. has two primary duties; that of a police officer with full responsibility to his / her assigned beat, and that of trainer, to his / her assigned probationary officer.

The F.T.O. must possess the skills necessary to become an effective trainer, and an objective evaluator of the P.P.O.'s performance. The F.T.O. is required to complete Daily, End of Week and End of Phase documentation.

The F.T.O. is accountable for his / her ratings and must be able to make objective recommendations about the P.P.O.'s performance.

## **Responsibilities**

- Train the P.P.O. in a specific phase. Provide direction and counseling as appropriate.
- Communicate responsibilities expected of the P.P.O., as well as discuss the goal of each phase of training.
- Identify training deficiencies of the P.P.O. and the training program. Take corrective action when appropriate, and advise the Field Training Coordinator of recommendations or improvement.
- Develop and instruct formal training courses when required.
- Develop and administer training tests, either written or verbal, when necessary.
- Document and review training forms.
- Complete all paperwork required for documentation, in a timely manner.
- Adhere to all policies and procedures in an exemplary manner.
- Display a courteous and professional demeanor with the public and other employees.
- Maintain a working knowledge of the F.T.O. program and its procedures, and have the ability to instruct in all phases of training.
- Maintain open communications with the shift supervisor and the Field Training Coordinator.

## Minimum Requirements

A Patrol Officer wishing to become a Field Training Officer must meet the listed requirements and follow the outlined procedure. The requirements consist of, but are not limited to the following;

- Minimum of two years experience as a police officer, of which one year must be with the Missouri City Police Department, prior to application deadline.
- Applicants must possess the ability to train and communicate in a positive manner.
- No disciplinary action or P.S.I.s during the previous six months that discredits the character and integrity of the applicant.
- Cannot be under a current P.S.I. investigation.
- Must be meeting or exceeding all shift and departmental averages.
- Officer's performance evaluations must not indicate any below averages.
- Officer **must be able to switch to a different shift**, should the switch be necessary for training purposes.
- Within the first year of being named an F.T.O., he / she must complete a T.C.L.E.O.S.E. approved field training officer school.
- Officers must be professional.



## **Selection Process**

- An official announcement is made, announcing the available position(s) in the field training program.
- All interested police officers that meet the requirements are to obtain a Field Training Officer application from the Field Training Coordinator. When completed, this application is returned to the Field Training Coordinator. Duration of application acceptance will be determined by the Field Training Coordinator.
- Once the application period has ended, the Field Training Coordinator will provide the shift Lieutenant of each applicant, with a Supervisor's Appraisal form. Once completed, they will be returned to the Field Training Coordinator.
- The Field Training Coordinator will then meet with the Patrol Division Captain, review all information on the applicants, and compile a final list of eligible applicants. The list will remain active for one year.
- Applicants may, for good reason, pass on an appointment as a F.T.O. and remain on the list, but they will move to the bottom of the list.
- Applicants on the eligibility list are subject to an updated review / evaluation before an appointment as a F.T.O.
- The Field Training Coordinator will notify the applicant or applicants who were selected for the position or positions.

# **Letter from the Field Training Coordinator**

I would like to personally say welcome to the Missouri City Police Department.

As the Field Training Coordinator, it is my responsibility to oversee the training process for all new recruits, and ensure they are receiving the very best training possible. The process of training a new recruit is a very difficult, and at times, a very stressful task. Because of that, it is important the department has in place, qualified professional men and women, who serve as Field Training Officers, to be your leaders, mentors, coaches and teachers, in all aspects of the training program.

The Field Training Program is made up of five phases of training, spanning sixteen weeks. The training program is meant to test the new recruit in as many ways as possible, to see if he / she is capable of handling the pressure and stresses of the job. The new recruit will follow a set schedule, which will cover all three shifts, Days, Evenings and Nights. In addition to “on the job training”, the new recruit should utilize time away from work, reading his / her department policies and procedures, reviewing city ordinances, and familiarizing themselves with the city key map.

It is imperative; the new recruit disciplines him or herself, and has their priorities in order. As a new recruit, you should be extremely motivated, and have a desire to learn, and be able to accept constructive criticism. Please keep in mind, we are not striving for perfection, but we are striving for success. As you proceed through the training program, keep in mind, my door is always open. If you come to me with any issue, I will do my best to resolve or rectify it, or I will solicit the help of others, to ensure you receive the training you deserve.

Once again, welcome aboard.

Sgt. Phillip Englishbee



