

**MARIN COUNTY SHERIFF'S DEPARTMENT  
PATROL DIVISION POLICY AND PROCEDURE MANUAL**

**CHAPTER 12 – PROGRAMS  
PAT-12-03  
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**DATE  
8/23/05**

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**FIELD TRAINING PROGRAM**

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**POLICY**

It shall be the policy of the Sheriff's Office to have a comprehensive Field Training Program for all new patrol deputies.

**ORGANIZATIONAL STRUCTURE**

**FIELD TRAINING LIEUTENANT**

The Field Training Lieutenant [FTO Lieutenant] shall be responsible for the general control and operation of the Program. FTO Lieutenant will assume the staff monitoring responsibility for all trainees during the duration of their field training. FTO Lieutenant shall carefully monitor each trainee's progress.

FTO Lieutenant shall monitor and evaluate the overall development of trainees during their field-training period as to ascertain any deficiencies and attempt to have them resolved through training.

FTO Lieutenant shall be responsible for planning, directing, coordinating, controlling and evaluating each trainee's 16-week [7 Daily observation reports every 14 days] field training assignment.

FTO Lieutenant shall periodically seek information relating to each trainee's progress while in field training from the trainee's supervisor and provide information to command officers.

FTO Lieutenant shall provide the Bureau of Field Services Captain with a weekly Field Training Program Trainees' Progress report. This report shall list the name(s) of each trainee, including the date entered the Field Training Program and the date of anticipated completion, the number of unacceptable weekly progress reports, a Synopsis of response to training, the number of trainee(s) graduating from the Program since the last weekly progress report, trainee(s) removed from the Program for cause, trainees resigning from the Program and those trainee(s) due to enter the Field Training Program.

FTO Lieutenant shall collect trainer performance evaluations and Program evaluations from trainees after the conclusion of his/her training and share this information with the Field Training Program sergeants.

FTO Lieutenant is responsible for planning the training activities of the Field Training Officers.

FTO Lieutenant shall monitor the selection, training and certification of Field Training Officers.

FTO Lieutenant shall maintain a roster of all Field Training Officers and monitor the placement of trainees with Field Training Officers.

FTO Lieutenant shall evaluate the Field Training Officer's performance as trainers, ensuring that it meets department expectations.

FTO Lieutenant shall be responsible for the preparation, distribution and updating of the Field Training Manual.

FTO Lieutenant shall periodically consult with Field Training Officers to maintain standards, solicit suggestions, and discuss new approaches to training program problems.

FTO Lieutenant shall assume responsibility for security and maintenance of Field Training Files until given to the Professional Standards Unit who will retain said files in accordance with approved personnel retention schedules.

#### FIELD TRAINING SERGEANTS:

##### 1. Duties and Responsibilities.

1. FTO Sergeant(s) shall be responsible for the direct supervision of the program.
2. FTO Sergeant(s) shall maintain staff supervision of the training of trainees while they are in a field training assignment, including the designation of trainee/Field Training Officer assignments, changes in such assignments and variations in the length of assignments until the trainee is released from the Field Training Program.
3. FTO Sergeant(s) will prepare the Sergeant's F.T.O. Supervisor's Weekly Evaluation Report of trainee progress during field training.
4. FTO Sergeant(s) shall be provided access to evaluation critiques of Field Training Officers and Field Training Program prepared by trainees at the conclusion of his/her training program.
5. FTO Sergeant(s) shall participate in the Field Training Officer selection process, which is described in this order.
6. FTO Sergeant(s) shall confer with Field Training Officers and require the preparation of comprehensive End of Phase Reports of Training Progress for each trainee at the conclusion of the 7<sup>th</sup>, 11<sup>th</sup>, 16<sup>th</sup>, weeks of training program. The End of Phase Report of Training Progress will be completed, approved by the Training Supervisor, signed by the Field Training Officer and the trainee no later than the first day of the next training phase, and if it is the concluding report it shall be completed as hereinabove stated and in the Training File prior to the first day the graduated trainee is assigned to his/her new solo position outside of the Field Training Program.
7. FTO Sergeant(s) shall confer with Field Training Officers and, when necessary, prepare a comprehensive evaluation of any trainee whose performance does not meet the standards of the Field Training Program.
8. FTO Sergeant(s) shall have the responsibility for preparing recommendations, through channels to the Sheriff for termination of trainees assigned to the Field Training Program, based on input obtained from meetings with the trainee's Field Training Officer, other Field Training Program Supervisor, Field Training Program Lieutenant and from information divulged by the trainee's Daily Observation Reports, which reflect ratings of below standards of expectation to training.

9. FTO Sergeant(s) shall complete a P.O.S.T. Field Training Supervisors school as soon as possible, but in no case longer than 12 months of assignment as FTO Sergeant.
  10. FTO Sergeant pay is compensable only when an FTO and his/her recruit are under his/her direct supervision for an entire patrol shift when that sergeant is assigned to that shift as the FTO sergeant.
  11. FTO Sergeant(s) shall have the responsibility for ensuring the Role/Expectation of the FTO is maintained through mentoring and coaching as explained in the FTO Operations Manual.
- Qualifications of a FTO Sergeant
    1. Currently holding rank of Sergeant with two years experience as a Sergeant with the Marin County Sheriff's Office, unless otherwise exempted by the Sheriff.
    2. Possess and demonstrate strong supervisory skills demonstrated (through past performance) strong commitment to quality of work product, initiative, track record of completing projects, and proven ability to foster team philosophy Demonstrated (through past performance).
    3. Possession of strong training skills.
    4. Commitment to a philosophy that prioritizes emphasis on teaching, guiding, coaching, instructing as the primary goal; proper evaluation as the second goal
  - Application & Selection of FTO Sergeant
    1. A Sergeant who meets the qualifications set forth hereinabove may make application providing therewith his/her resume pertaining to the position to the Field Training Lieutenant for assignment as a Field Training Officer during periods of recruitment for the position.
    2. The names of qualified Sergeants applying for the Field Training Sergeant position shall be forwarded no later than the next working day following the closing date of recruitment by the Field Training Program Lieutenant through the applicant's chain of command to the Commander of the Bureau of Field Services.
    3. The Commander of the Bureau of Field Services shall forward the names of those qualified Sergeants applying for the position of Field Training Sergeant with his/her endorsement for presentation to a selection panel knowledgeable in the operation of the Field Training Program, of his/her choice, for review and selection recommendation.
    4. The Bureau of Field Services Commander, Field Training Lieutenant and a Patrol Division Lieutenant or Administration Division Lieutenant may be the selection panel.
    5. The Bureau of Field Services Commander for final approval shall submit the list of names of applicants who have been recommended by the selection panel to the Sheriff. The list shall contain the names of all applicants and a statement regarding the reason(s) for selection, order of ranking and for having rejected those applicants not selected.
    6. No member shall be designated as a Field Training Sergeant until the Sheriff has approved him/her.

## FIELD TRAINING OFFICER:

- Duties and Responsibilities
  1. Field Training Officers shall be responsible for the training and evaluation of trainees assigned to them.
  2. Field Training Officers shall provide to the trainee training progress information through Daily Observation Reports and verbally to their Field Training Sergeants and Lieutenant as meetings scheduled by them as needed to discuss the progress of their trainees. Training techniques to correct trainee deficiencies will be discussed at that time.
  3. Field Training Officers will objectively prepare Daily Observation Reports in a timely manner based upon the trainee's response to daily training and discuss the information contained therein with the trainee no later than the next duty day.
  4. Field Training Officers will be responsible for their behavior as outlined in the FTO Operations Manual.

- Qualifications of a Field Training Officer

A Field Training Officer shall possess the following qualifications:

1. Possess a POST Basic Certificate and be a Deputy with at least two years of Patrol experience with the Marin County Sheriff's Office, unless otherwise exempted by the Sheriff.
  2. Possess the technical knowledge necessary for the successful job performance of a Marin County Sheriff's patrol deputy. He/she shall be particularly adept at preliminary investigation and report writing, be conversant with the law and aware of his/her policing responsibilities.
  3. Be skilled in interpersonal relations. He/she must be able to work with people under a wide variety of circumstances and be able to recognize and successfully manage potentially violent situations.
  4. Possess the verbal, writing and teaching skills required of a Field Training Officer. He/she must be able to perform in a coach-pupil relationship and evaluate others objectively.
  5. Possess a desire to participate and exhibit a commitment to the goals of the Field Training Program and the department.
  6. Possess qualities of maturity, patience, fairness and dependability.
- Application to become a Field Training Officer.
    1. A Deputy who meets the qualifications set forth hereinabove may make application providing therewith his/her resume pertaining to the position to the Field Training Lieutenant for assignment as a Field Training Officer during periods of recruitment for the position.
    2. The names of qualified Deputies applying for the Field Training Officer position shall be forwarded no later than the next working day following the closing date

of recruitment by the Field Training Program Lieutenant through the applicant's chain of command to the Commander of the Bureau of Field Services.

3. The Commander of the Bureau of Field Services shall forward the names of those qualified deputies applying for the position of Field Training Officer with his/her endorsement for presentation to a selection panel knowledgeable in the operation of the Field Training Program, of his/her choice, for review and selection recommendation.

- Selection of Field Training Officers

1. The Bureau of Field Services Commander, Field Training Lieutenant and a Field Training Sergeant may be the selection panel.
2. The selection panel shall consider each applicant's qualifications and performance as indicated by, but not limited to, management information records, Department safety records and personal recommendations by the applicant's field supervisor(s).
3. A majority vote of the selection panel shall be required before any applicant is recommended for acceptance as a Field Training Officer.
4. The Bureau of Field Services Commander for final approval shall submit the names of applicants who have been recommended by the selection panel to the Sheriff. The list shall contain the names of all applicants and a statement regarding the reason(s) for selection, order of ranking and for having rejected those applicants not selected.
5. No member shall be designated as a Field Training Officer without the Sheriff's approval.

- Field Training Officer Training

1. Deputies selected as Field Training Officers by the Sheriff will attend and successfully complete a San Jose Model Field Training Officer class prior to being certified by the Department as Field Training Officers, unless having previously successfully completed a Department approved Field Training Officer Class within the last 3 years from appointment. If three years have passed, the newly appointed FTO must attend a POST approved 24-hour re-certification course prior to being assigned a trainee.
2. The San Jose Model Field Training Officer class shall consist of four key subject areas:
  - Overview of training and evaluation procedures as they apply to the San Jose Model Field Training Program.
  - Instruction in the role of trainer and its application to the coach-pupil method of training.
  - Review of the technical aspects of a Department patrol person.
  - Review of the human relations aspect of a Department patrol person.

- Certification of Field Training Officers

1. The names of deputies satisfactorily completing the San Jose Model Field Training Officer class shall be placed on a roster of certified Field Training Officers. Deputies who are certified as Field Training Officers shall maintain their status only as long as they perform their job responsibilities in a departmentally approved manner.
2. All Field Training Officers shall receive 24 hours of specific, structured, and on-going training for Field Training Officers every three years following completion of the FTO course.
3. The names of Field Training Officer deputies who are transferred to other organizational units for a period in excess of four months shall be removed from the Department roster of certified Field Training Officers, unless decided otherwise by the Sheriff. Should a deputy request to once again serve as a certified Field Training Officer; he/she must make application to the Field Training Program Lieutenant as previously set forth herein unless decided otherwise by the Sheriff.
4. Every reassigned FTO, after a 3 year-or-longer break in service as an FTO, shall successfully complete a POST –certified Field Training Officer Update Course prior to training new officers; and additionally receive 24-hours of specific, structured, and ongoing training for Field Training Officers every three years following completion of the Update course.

- Report of Service as Field Training Officer

Within thirty days of a deputy's certification as a Field Training Officer, the FTO Lieutenant will forward a letter reporting such certification to the department's Personnel Section, which shall file a copy of the letter in the deputy's personnel file.

## **PROCEDURES**

Each trainee who is assigned to the Patrol Division shall be placed in a Field Training Program assignment under the direction of a certified Field Training Officer as defined herein. Deviation from the Field Training Program assignment; i.e., the separation of a trainee from his/her Field Training Officer, shall be made by Watch Commanders only in extreme cases, where a deputy's safety or critical law enforcement purpose would otherwise be jeopardized.

The Field Training Program Sergeants shall monitor the Patrol Division schedule and be responsible for notifying the Bureau of Field Services Commander, through chain of command, whenever a trainee is assigned to work with a deputy other than his/her designated Field Training Officer.

The assignment of a specific trainee to a specific Field Training Officer shall be at the direction of a Field Training Program Sergeant.

The standard duration of training for a trainee assigned to the Field Training Program shall be 16 weeks, except as is stated herein after, each trainee will be assigned to work with no less than three certified Field Training Officers during his/her training.

Phase 1 consists of a one-week orientation course, followed by five weeks (week 2-6) of instruction and evaluation. During this, and each subsequent phase of instruction, the trainee will receive a Daily Observation Report, or "DOR". The trainee's daily performance will be documented on the DOR, along with any specific instruction provided, or any training regimens required. Successful completion of Phase 1 is required before the trainee can proceed onto Phase 2.

Phase 2 consists of five weeks (week 7-11) of instruction and evaluation. It is expected the trainee will begin handling calls for service with less input required from his or her Training Officer. The Trainee must successfully complete Phase 2 before proceeding onto Phase 3.

Phase 3 consists of four weeks (week 12-15) of instruction and evaluation. The trainee will be expected to handle all details, save those he or she has not yet been exposed to, without assistance. He or she should be initiating all patrol activities on his or her own. During Phase 3, less training is provided in an environment where critical evaluation takes on ever increasing importance.

The third week, #14, of Phase 3 is set aside to concentrate on areas needing expanded attention. Training scenarios are run throughout this particular week to assure the trainee's ability to perform to established standards in a wide range of situations.

Week four of Phase 3 is used to familiarize the trainee with the major geography and landmarks of the other three patrol districts within the Bureau.

The trainee must successfully complete Phase 3 before proceeding onto Phase 4.

Phase 4 consists of one week (at least 3, 12-hour shifts) of observed patrol activity. The Training Officer may observe the actions of the trainee either from within the patrol vehicle while wearing plain clothes, or from a second patrol vehicle, allowing the trainee to ride without a car partner. Successful completion of Phase 4 is required for the trainee to graduate from the Training Program.

If at any time, it is determined the trainee has demonstrated a pattern of difficulty or inability to perform to established standards of achievement, he or she may either receive an extension of training, be placed on a written "performance contract", or terminated from the Training Program. A command officer, or the Field Training Program Sergeant of a trainee under his/her supervision may recommend, through chain of command, that a trainee who is not meeting the expectations of training in the Field Training Program be continued beyond the 16 weeks scheduled to complete the Program if the need for further training is apparent and a reasonable belief exists that improved performance will result from the extended training period.

A command officer or a Field Training Program Sergeant may initiate a recommendation for early completion of the Field Training Program for an exceptionally capable trainee who has completed no less than eight training weeks in the Program. The recommendation will be submitted through chain of command to the Sheriff who will decide whether to release the trainee early or if he/she is to continue the Field Training Program to its completion.

- (a) If the recommendation to release early from the Field Training Program is approved by the Sheriff, the trainee should be assigned for a two-week period to work alone in the Sheriff's Station Area 1 and work a shift to which he/she was last assigned while in the Field Training Program. The accelerated through training deputy will have his/her patrol work monitored and evaluated on Daily Observation Reports by his/her last assigned Field Training Officer during the two week solo period described herein above.

## FIELD TRAINING FILE

### Responsibility For Preparation Content

The Field Training Officers shall use the Field Training File for the purposes of training, tracking, recording, evaluating, and processing the training of each trainee assigned to the Field Training Program.

The Field Training Officer will be provided with a Field Training File for each recruit assigned to him/her.

Each Field Training Officer shall maintain a Field Training File in accordance with the instructions contained therein for each training phase a trainee is assigned to him/her. He/she shall use the file to record the training progress of the trainee, as well as for purposes of retaining other pertinent Field Training Program training information.

The Field Training Officer and his Field Training Program Sergeant shall use the Field Training File for review and discussion of a trainee's performance at the End of Phase evaluation meetings.

A. Field Training Officer

- a. Upon completion of a recruit's end of third phase report, the FTO will check the recruit's file to ensure that all necessary documents are complete.
  - i. The FTO will notify the FTO sergeant that the recruit's file is now complete or if incomplete what forms are not complete.
  - ii. The FTO will leave the file secured in the FTO cabinet.
- b. Upon termination of a recruit prior to the completion of the Field Training Program, voluntary or not, the recruit's FTO will check the recruit's file to ensure that all necessary documents up to that stage are complete.
  - i. The FTO will notify the FTO sergeant that the recruit's file is complete or if incomplete what forms are not complete.
  - ii. The FTO will leave the file secured in the FTO cabinet.

B. Field Training Sergeant

- a. Upon notification from an FTO that a recruit's file is complete, the Sergeant will check the recruit's file and write a memo of recommendation to the Station Commander whether the recruit is fit to graduate, be terminated, or if the recruit has voluntarily asked to return to Custody Division.
  - i. The Sergeant will leave the file secured in the FTO cabinet.

C. Southern Station Commander

- a. Upon receipt of a recommendation memo regarding the status of a recruit, the Station Commander will take the recruit's file from the FTO cabinet and secure the file in the Station Commander's cabinet until forwarded to the Professional Standards Unit for storage.
  - i. The Southern Station Commander will assume responsibility to maintain the security of the files while they are stored at Southern Station until moved to Professional Standards Unit.
  - ii. The Southern Station Commander will assume the responsibility of transporting recruit Training files to the Civic Center.



D. Professional Standards Unit

- a. Professional Standards Unit will be responsible for an annual review of the files to take place every January.
  - i. When a file is determined to be at least five years old or more, it will be destroyed and no longer maintained.

FIELD TRAINING PROGRAM TRAINING MANUAL

The Field Training Manuals consist of the following sections:

Field Training Officer Operations Manual

- Table of Contents
- Mission
- Department Field Training Program Policy
- Role / Expectation
- Program Overview
- Documenting
- Filing
- Compensation
- Uniform
- Training
- Recruit Termination
- SEGs
- Report Writing

Field Training Recruit Workbook

- Table of Contents
- Role/Expectations of Trainees
- Recruit Officer Check List
  - Phase 1
  - Phase 2
  - Phase 3
  - Phase 4 (shadow)
- Evaluation Schedule
- Daily Observation Report blank
- Scale Value Application
- Evaluation Guidelines
- Termination Procedure

Field Training Recruit Reference Binder

- Table of Contents
- Chain of Command
- Department Policy
- Instructional Guides

The Field Training Reference Manual is to be used by the trainee as a training guide while he/she remains in the Field Training Program. Once the trainee completes, or is no longer associated with the Program, the manual is to be returned to the Field Training Program Lieutenant.

## EVALUATION PROCEDURES

During the last week of each training phase (weeks 6, 11, 15, 16), an End of Phase report shall be written on the trainee who will have completed the phase by his/her Field Training Officer describing significant strengths, significant weaknesses, specific training that has been given in areas, additional training that has been given in specific areas, remedial training that has been provided, additional remedial training provided, comments, what week of training the trainee is in and in the judgment of the Field Training Officer the actual week of training in terms of performance the trainee is in and whether or not the trainee is performing at the level of a solo beat deputy.

The End of Phase Report will be discussed with the Field Training Officer assigned to next train the trainee by the Field Training Officer who has written the report. Areas of concern will be discussed between the Field Training Officers with emphasis placed on possible solutions to improve deficiencies demonstrated by the trainee.

The Field Training Sergeant reviewing the End of Phase Report shall attach the report to the designated section therein of the trainee's Field Training File.

If necessary the Field Training Program Lieutenant shall conduct an evaluation meeting with the trainee, his/her Field Training Officer and his/her Field Training Program Sergeant for purposes of clarifying information and concerns as well as providing the trainee with assurances that the Department is supportive of his/her efforts to succeed in the Program and to provide whatever training assistance within the perimeters of the Program is needed for the trainee to complete the Program successfully.

If it appears the trainee is failing the Program and there is no reasonable solution to correcting the deficiencies causing the failure, the Field Training Program Lieutenant shall inform the Bureau of Field Services Commander in report format of the impending trainee failure and describe the reasons surrounding his/her failure in the Program.

### **RELATED STANDARDS**

#### **AFFECTED DIVISIONS**

Patrol  
Administration

#### **DATE OF REVISIONS**

7/1/89  
3/1/95  
12/28/98  
2/5/02 [replaces GN-89-11]  
02/20/04  
05/17/04  
10/11/04

#### **By order of:**

Signature on file

Timothy J. Little, Captain  
Bureau of Field Services