Chicago Police Department

Field Training and Evaluation

Manual

Enhancing the quality of Chicago's Police Officers and
Shaping the future of Chicago's Police Department
Field Training and Evaluation Program

Foreword

The Field Training Evaluation provides guidance to Chicago Police Probationary Officers' concerning training requirements. This manual is not an employment contract and confers no rights upon Probationary Police Officers or duties and obligations of the employer. The purpose of this document is to provide guidelines. Contents of the manual will be modified and/or updated from time to time at the discretion of the employer. Probationary Police Officers are at-will employees and can be terminated at any time, with or without notice, for any reason.
Introduction

The Chicago Police Department, through the Education and Training Division, is committed to providing ethical, highly trained and positively motivated law enforcement officers to the City of Chicago. New police recruits receive training in two phases; approximately twenty-six weeks of academic training at the Education and Training Division and twelve weeks of field training in districts within the Patrol division. Each phase of training is equally important. The recruit must demonstrate proficiency in the academic phase, and that he or she can apply that proficiency in the field setting.

A correlation between what is taught in the academic phase and the field training phase is essential to the success of the department's recruit training program. The Field Training and Evaluation Program is a partnership between the Education and Training Division and the Patrol Division. To facilitate this partnership, the Field Training and Evaluation Section of the Education and Training Division has been established. The Field Training and Evaluation section is tasked with facilitating the transition of recruits from the academic phase to the field phase of their training. This is accomplished in several ways. First, the recruits are informed about what is expected of them during the field training phase. Field training officers, both new and incumbent, receive training and information needed to function excellently as trainers, guides and evaluators of recruits. Appropriate training and information are provided to those who supervise field training officers in the field. Finally, field training officers and supervisors are kept up to date on changes in department policy and law.

Field training officers have the responsibility of guiding, training and evaluating, probationary police officers and ensuring that only qualified persons become Chicago Police Officers. Field training officers will ensure that the field training phase is a continuation of the training received at the Education and Training Division. This revised manual was created to provide assistance and support in making decisions regarding the Field Training and Evaluation Program to all department members involved in this difficult task.
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Section 1

The Field Training and Evaluation Program:

Structure, Roles, and Responsibilities

Chicago Police Department Field Training and Evaluation Program
Recruits — Trainees who are attending the Timothy J. O'Connor Training Center (Academy), for Basic Recruit Training. While attending the academy recruits are hired as probationary full-time law enforcement officers and are required to complete the minimum standard basic law enforcement training established by the Illinois Law Enforcement Training and Standards Board (ILETSB), and the standards required by the Chicago Police Department.

Probationary Police Officer (PPO) — A recruit who has successfully completed the Chicago Police Basic Recruit Training Course. Upon graduation, the PPO will enter field training.

The Academic Phase of Training consists of approximately twenty-six weeks of training at the Education and Training Division. The curriculum covers the theory of policing, law, physical skills, and firearms. The PPO must pass all classes and an Illinois State Certification Test during the Academic Training Phase. The curriculum consists of approximately 0900 hours of instruction covering the Student Performance Objectives set by the State of Illinois and subject matter specific to the Chicago Police Department (CPD objectives).

Student Performance Objectives (SPOs) are set by the Illinois Law Enforcement Training & Standards Board and are the basis for the core training curriculum of the Chicago Police Department. SPO's encompass the specific skills and knowledge that must be acquired to execute the duties of a police officer effectively.
PPOs begin their probationary period of employment at the Education and Training Division, where the Academic Phase of Training takes place. Upon successful completion of this first phase of employment, the PPO graduates to the Field Training and Evaluation Phase, in which s/he is detailed to a district to be further trained and evaluated by Field Training Officers (FTOs). The Field Training and Evaluation Phase is the focus of this manual.

The goal of the Field Training and Evaluation Program is to transition the PPO from the academic environment of the Education and Training Division into the real world of policing effectively, by bridging knowledge and skills learned in the academic phase with practical application in the field. The program strives to promote:

- **Consistency** in information taught at the Education and Training Division and reinforced by the FTO.

- A *correlation* between what is taught during the Academic Phase and how performance is evaluated during the Field Training and Evaluation Phase.

- **Teamwork** between instructors and FTOs essential to the successful transformation of the PPO into a competent Chicago Police Officer.

In keeping with these objectives:

- FTOs have been provided with training and evaluation guidelines which mirror those used during the Academic Training Phase.

- A partnership has been fostered between the Patrol Division and the Education and Training Division, which promotes communication, teamwork, and shared responsibility for the program.
Training and Evaluation of the PPO

The Field Training and Evaluation Phase consists of three training cycles, with a remedial (fourth) cycle available if needed. Each cycle is:

- 28 calendar days
- Performed on a different watch (if operationally possible)
- Conducted with a different FTO (if operationally possible)
- In a new District for each cycle (if operationally possible)

In order to ensure the consistency / correlation between the academic and field phases of training is maintained, the training objectives (SPOs and CPD performance objectives) introduced during the Academic Phase are used to train and evaluate the PPO in the field. These training objectives have been divided into the following 10 categories of police performance (rating areas):

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<tr>
<td>2. Written Communication</td>
<td>7. Traffic Enforcement</td>
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<tr>
<td>5. Patrol Procedures</td>
<td>10. Demeanor / Attitude</td>
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In order to successfully complete the Field Training and Evaluation Phase, the PPO must become field qualified in each of the ten rating areas by the end of the third (or remedial) training cycle. A PPO earns a rating of field qualified when s/he consistently performs tasks / objectives in the rating area at an acceptable level. The employment of a PPO who fails to become field qualified may be terminated.

The designation of "Field Qualified" at the end of the training cycle is not the only determining factor as to whether or not a PPO is qualified to serve as a Chicago police officer. The probationary police officer will remain in a probationary status for eighteen months.
The correlation between the academic and field phases of training is reflected in the evaluation documentation and the training tools used by the FTO and the PPO.

**Evaluation and Training Tools**

- **Performance Checklist**
  A complete listing of performance objectives which are to be addressed during the Field Training and Evaluation Phase.

- **Quick Reference for the Performance Checklist**
  A list of the most frequently performed objectives which are used by the FTO when evaluating the PPO.

- **Ratings Guidelines**
  Examples of acceptable and unacceptable performances for objectives in each rating area.

- **Daily Observation Report**
  Used by the FTO to document observations regarding the PPO and to rate the PPO's performance in each of the 10 areas.

- **Cycle Summary Report**
  Used by the FTO to summarize observations / ratings of the PPO's performance in the 10 areas for the entire training cycle.

- **Final Summary Report**
  Completed by the FTO at the conclusion of the final training cycle. Summarizes performance ratings from all three cycles and renders PPO field qualified (or not).

- **Remedial Summary Report**
  Completed by the FTO at the conclusion of the fourth cycle. If the FTO is unable to render the PPO field qualified, documentation on the form may provide the basis for termination of employment.

- **Training Cycle Guidelines**
  Referred to by the FTO to ensure that the objectives in each rating area are reviewed in a consistent manner / time frame.

*Note: The above is a brief summary of documentation / training tools.*
The Field Training and Evaluation program is administered through a combined effort of the Education and Training Division and the Bureau of Patrol. The responsibility for the administration of the field training program lies with the Deputy Chief, Education and Training Division. Supervision, assignment, and other field-operation decisions will be the responsibility of the Chief, Bureau of Patrol.

The daily operations of the Field Training Program are the responsibility of:

- The Commanding Officer of the Field Training and Evaluation Section of the Education and Training Division.
- The Bureau of Patrol Administrative Lieutenant.

**Field Training and Evaluation Review Board**

The Field Training and Evaluation Review Board consists of Supervisors and an FTO liaison from the Education and Training Division. The Board is charged with the responsibility for the oversight of the Field Training and Evaluation Program and the personnel assigned. The goal is to ensure thorough, appropriate, and consistent evaluation of probationary police officers. The Board is comprised of the following:

- Commanding Officer of the Education and Training Division (chairperson)
- Commanding Officer of Recruit Training, Education and Training Division (co-vice-chairperson)
- Executive Officer, Bureau of Patrol Administrative field duties (co-vice-chairperson)
- One supervisor assigned to the Office of Legal Affairs
- One supervisor assigned to the Management and Labor Affairs Section
- A liaison officer identified by the Deputy Chief of the Education and Training Division
The Field Training and Evaluation Review Board:

- Will report directly to the Chief, Bureau of Patrol. The Chairperson will forward evaluations and recommendations through the chain of command to the Superintendent of Police.
- Meets upon request by either the assigned Field Training Officer or a supervisor assigned to the unit of assignment. The board will review a Probationary Police Officer's performance.
- Reviews the performance of PPOs who fail to perform at any time during the probationary period and makes recommendations regarding retention / termination.
- Will be convened at the direction of the Deputy Chief, Education and Training Division.

The Field Training and Evaluation Review Board have several options to address problematic behavior including (not in any specific order):

- Separation, when it is determined that separation is the appropriate course of action. The board will submit its recommendations through the appropriate chain of command to the Superintendent of Police.
- Re-training at the Education and Training Division. If this is the Board's recommendation, a specific training plan, with objectives and goals, will be created. Permission to reassign the PPO back to the Education and Training Division will be requested from the First Deputy Superintendent.
- Extension in field training. A specific training plan will be identified and approved by the Chief, Bureau of Patrol, when the board recommends an extension of training.
Field Training and Evaluation Sergeant:

A Field Training and Evaluation Sergeant is assigned to each watch at the district level and is responsible for monitoring the Field Training and Evaluation Program at the district level. The designated sergeant:

- Monitors the progress of PPOs and the performance of FTOs on a continual basis.  
  **NOTE: Deficiencies will be identified and addressed as soon as practical rather than waiting for cumulative problems or field evaluations to be submitted.**
- Ensures accuracy and approve the submitted Daily / Cycle / Final / Remedial Observation Reports.
- Notifies the Executive Officer (XO) and/or the Field Training Evaluation Review Board when a PPO is not responding to training at the conclusion of any training cycle.  
  **Note: An FTO can also notify the XO and the Field Training Evaluation Review Board.**
- Continually evaluates FTOs under their command.
- Performs other duties related to the Field Training and Evaluation program e.g. counseling PPOs
- Ensure the confidentiality of the information maintained at the district level.

*Duties listed above are collateral and are not the sole responsibility of the designated sergeants.*

Field Training and Evaluation Designated Desk Supervisor:

The District Commander will designate a supervisor to be a liaison to the Education and Training Division. The designated district supervisor will report to the Commanding Officer of Recruit Training, Education and Training Division

Each designee will:

- Monitor the progress of PPOs and the performance of the FTOs on a continual basis.
- Ensure that all FTOs and PPOs assigned to the watches are performing at acceptable standards.
- Performs other duties related to the Field Training and Evaluation program e.g. counseling PPOs
- Monitor the program on the district level.
- Coordinate the flow of information concerning the program.
- Ensure all reports are completed and approved in a timely manner.

**The Executive Officer, District Law Enforcement**

The Executive Officer, District Law Enforcement, will ensure;

- Each PPO is assigned to work with an FTO. If operationally possible, each training cycle will be conducted with a different FTO to allow the PPO to experience different policing styles.
- The assigned field training and evaluation supervisors on the watch are performing their above described duties.

**District Commander**

The District Commander will ensure;

- FTOs are assigned with PPOs detailed to the district for their training cycles.
- When deficiencies are noted in the performance of an FTO or when any disciplinary action is taken against an FTO, submit notification in the form of a To-From-Subject report through the chain of command to the Deputy Chief, Education and Training Division, Attention: Field Training and Evaluation Program
- A supervisor is designated to be a liaison to the Education and Training Division.
Duties and Responsibilities of Support Personnel / Education and Training Division

Commanding Officer of the Recruit Training Section:

The Commanding Officer of the Recruit Training Section of the Education and Training Division is responsible for the overall coordination of the Program. The lieutenant assigned to this position:

- Serves as the co-vice-chairperson of the Field Training and Evaluation Review Board whenever it is convened.
- Ensures constant evaluation of the program by maintaining all records relating to recruit development throughout the probationary period.

In order to ensure that the integrity and professionalism of the program are maintained, the Recruit Training Commanding Officer:

- Facilitates coordination of the program with the Patrol Division Districts and the Education and Training Division by maintaining contact with the Bureau of Patrol.
- Ensures appropriate training is provided to supervisors in the field with regard to supervising and evaluating the performance of FTO's as well as monitoring the progress of PPOs.
- Ensures appropriate training is provided to both new and incumbent FTOs.
- Maintains contact with the Patrol District Personnel, including supervisors, FTOs, and PPOs to facilitate the constant improvement of the program.

Field Training and Evaluation Sergeant of the Field Training and Evaluation Section:

A Field Training and Evaluation Sergeant is assigned to the Field Training and Evaluation Section of the Education and Training Division. The assigned sergeant:

- Assists the Commanding Officer of the Recruit Training Section in coordinating daily operation of the Program.
- Manages the FTO critique process and summarizes critique results.
Field Training and Evaluation Liaison Officer of the Field Training and Evaluation Section:

An FTO is assigned to the Field Training and Evaluation Section of the Education and Training Division. The assigned FTO:

- Coordinates the flow of information to and from the Bureau of Patrol.
- Tracks the evaluation process and retention of files.
- Serves as the Secretary of the Field Training and Evaluation Review Board.
- Assists the Commanding Officer and Sergeant of the Field Training and Evaluation Section with their responsibilities.
Field Training Officers (FTOs) are responsible for training and evaluating PPOs in the field and ensuring that only competent, motivated, well-trained, and ethical individuals become members of the Chicago Police Department.

Field Training Officers:

- Can be assigned to each watch in every district when operational conditions permit.
- Will wear the insignia that identifies them as an FTO on both sleeves of the outer garment. The insignia is a chevron with a single rocker containing the letters (FTO).

The FTO and the PPO comprise the Field Training Unit.

- The unit is assigned as a primary beat car.
- The FTO instructs the PPO in all aspects of the primary duties of a beat officer.
- Beat integrity is to be maintained at all times, with the exception of assignments training purposes. *
- The Field Training and Evaluation Sergeant monitors the assignments of the units.
- The Filed Training Unit may be given alternative assignments at the discretion of the immediate supervisor (i.e., response car, squadron)

*The FTO will able to volunteer for assignments for training purposes with the approval of the Field Training and Evaluation Sergeant.

Note: At no time during the Field Training and Evaluation Phase will a PPO:

- Be assigned to a district or area lockup.
- Be allowed to work alone.
Section 2

The Field Training and Evaluation Program:

Training Methodology
Training and Evaluating the PPO

During the Academic Phase of Training, PPOs are given theory and allowed to perform in simulated situations while in training. While this type of training can be a predictor of future performance, it cannot replace the valuable demonstration and teaching activities that are provided by the FTO in the field.

The FTO is appointed with the task of assisting the PPO in becoming a competent Chicago Police Officer. This is accomplished by:

- Modeling / demonstrating a proper response to daily activities.
- Gradually allowing the PPO to take on workload responsibilities.
- Providing immediate feedback to the PPO regarding his/her performance.
- Exposing the PPO to as many varied functions of a police officer as possible.

Common mistakes made by FTOs during field training include:

- Not allowing the PPO to take responsibility for conducting investigations or driving.
- Requiring the PPO to perform all functions from the minute they arrive in the district.

The effective FTO:

- Demonstrates the performance that is desired and then requires the PPO to perform the task.
- Corrects the PPO when a mistake is made, pointing out the error and offering suggestions or advice.

Feedback, along with correction, is a highly effective tool the FTO can use for ensuring successful outcomes for the PPO in the field training program.
Workload Responsibilities

FTOs should remain cognizant of the fact that PPOs learn and develop at different cognitive levels. The workload should be shifted from the FTO to the PPO as the PPO demonstrates proficiency in the required skill. Some PPOs will become more readily accustomed to performing more independently as a police officer after a very short time in the field; others will require a remedial cycle of training before performing at an acceptable level.

Evaluation and training tools are used by the FTO to structure the field training experience.

The FTO:

- Provides opportunities for the PPO to perform tasks included on the Performance Checklist.
- Rates the PPO's performance on a daily basis and provides feedback to the PPO, utilizing the Daily Observation Report.
- May request a remedial cycle of training when a PPO is not field qualified at the conclusion of the third cycle.
- Requests a Field Training and Evaluation Review Board when a PPO is unable to attain field qualified at the conclusion of the remedial cycle.
- Ensures consistency / uniformity in the presentation of material by following the Training Cycle Guidelines, which provides of objectives to be covered with the PPO.
- Keeps the Field Training and Evaluation Section apprised of the progress of the PPO.
- Directs problems associated with the training and evaluation cycle to the Field Training and Evaluation Section.

A note regarding the Performance Checklist:

While it may not always be possible for the FTO to provide the opportunity for the PPO to perform every task on the checklist - i.e. it may not be possible to make a felony arrest during a Field Training and Evaluation Phase, it is still necessary for the FTO to share the knowledge s/he has acquired over the years through discussion and example. This could include reviewing past felony arrest paperwork with the PPO or reviewing the work of other officers.
Evaluation/Removal of the FTO

The FTO is evaluated on a continual basis by both his/her supervising sergeant and the District Field Training Lieutenant Officer. When a supervisor becomes aware that an FTO is not adequately performing the functions of their assignment, they will initiate the removal process consistent with the Department Directive titled "Removal Process for D-2, D-2A, and D-3 Positions" (Employee Resource E05-06-01).

FTO Standards

FTO's must sustain the standards required to maintain eligibility to apply for the Field Training Officer position. The FTO must maintain:

1. The ability to perform all assigned tasks at an acceptable level.
2. The ability to work all watches.
3. Performance ratings above the minimum standard established by the Special Order entitled "Performance Ratings-Sworn Members."
4. A disciplinary record which contains no sustained C.R. investigations for misconduct resulting in a suspension of more than 10 days, or 3 or more sustained C.R. investigations resulting in suspensions during the past 5 years.[Sustained C.R. investigations with a penalty determination of "No Disciplinary Action" will not be counted as sustained violations.]
5. Satisfaction of all indebtedness to the City of Chicago.

Note: If, after appointments as an FTO, a member demonstrates a lack of knowledge, skills, or abilities necessary for the job; is unable to perform the duties of the position; or exhibits problematic behavior, the member will be subject to removal from the position of field training officer through the "Removal Process for D-2, D-2A, and D-3 Positions" (Employee Resource E05-06-01).

FTOs that demonstrate pride in doing their job and share their knowledge with the PPOs are helping shape the future of the Chicago Police Department by ensuring PPOs have the necessary foundation to be effective officers.
The Field Training and Evaluation Review Board is responsible for monitoring PPOs during the probationary period of employment. Supervisors and FTOs in the district are required to make an immediate telephone notification to the Commanding Officer of Recruit Training in the Education and Training Division and submit a To-From-Subject report through the chain of command to the Deputy Chief of the Education and Training Division, Attention: Field Training and Evaluation Program whenever a PPO:

- Displays an inability to successfully complete the training cycle due to unacceptable performance.
  
  NOTE: Unacceptable performance may include, but is not limited to medical roll abuse, or disciplinary action.
- Becomes the subject of a pending Complaint Register Number (CR).
  [Notification to the Education and Training Division does not relieve district personnel from the responsibility of obtaining Complaint Register Numbers as required by department directives.]
- Is the subject of Summary Punishment (SPAR).
- Exhibits any peculiar traits, including (but not limited to) issues of integrity, ethics, abusive behavior, the inability to function in stressful situations, and/or any other officer safety issue.

A Field Training and Evaluation Review Board must be requested whenever a PPO:

- Demonstrates that continued employment will not result in the successful completion of training.
- Is a safety risk.
- Fails to achieve field-qualified status at the end of a training or remedial cycle of training.
- Is not performing to standards.
- Unacceptable performance e.g. CR number, medical roll abuse, other disciplinary action

Request for a Board Review can be requested at any time during the PPO’s training cycles. If the PPO fails to achieve field-qualified status at the end their third cycle of training, the field training will be extended to a remedial cycle of training prior to the request for a Review Board.
A Review Board can be requested at **any time during a PPO's probationary period** (not just during the training cycles) should the PPO demonstrate the inability to perform properly as a Chicago Police Officer.

**Any department FTO or supervisor** can request that a Review Board be convened to review the performance of a PPO who is not meeting the standards by submitting a report through the chain of command to the Deputy Chief, Education and Training Division. (When a Review Board is held, the FTO or supervisor who initiated the request may be called in to answer any questions the board may have.)

Once a Review Board has been requested, police powers of the PPO are suspended and s/he may be returned to the Education and Training Division pending the decision of the Board. If the decision is to retain the PPO, detail to district law enforcement and police powers will be reinstated.
Section 3

The Field Training and Evaluation Program:

Training Criteria
The following pages list evaluation and documentation requirements, workload responsibilities, and training cycle guidelines for each training cycle. The guidelines are provided as a training tool to ensure as many topics as possible are addressed with PPOs during training cycles. *The topics listed are for discussion and instruction purposes only and are not intended to set the sequence to perform police functions.*

- The listed information (including items that have previously been performed by the PPO) should be reviewed and re-enforced during the designated time period. Once the PPO demonstrates a proficiency in an area, the discussion should move on to other areas of policing.
- FTOs are not limited to subjects listed in the guidelines for instruction. During the course of training, any subject matter that arises from day to day assignments and contacts should be addressed by the FTO.

These guidelines have been formatted so that FTOs can use them as a checklist.

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<th>Chicago Police Department Field Training and Evaluation Program</th>
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<tr>
<td>Training Cycle #1</td>
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<tr>
<td>Evaluation / Documentation</td>
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<table>
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<tr>
<th>The FTO:</th>
<th>The PPO:</th>
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<tbody>
<tr>
<td>Follows Training Cycle #1 Guidelines</td>
<td>Begins first cycle of training.</td>
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<tr>
<td>Reviews Performance Checklist</td>
<td>Reviews Performance Checklist</td>
</tr>
<tr>
<td>Documents evaluations of PPO's performance on Daily Observation Reports</td>
<td>Reviews Daily Observation Reports</td>
</tr>
<tr>
<td>Request Field Training and Evaluation Board when appropriate</td>
<td>Is given notice of Field Training and Evaluation Board</td>
</tr>
<tr>
<td>Completes the appropriate training cycle summary report at the end of each cycle</td>
<td>Reviews the Training Cycle Summary Report</td>
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Workload Responsibilities

Week #1: The PPO is a ride-a-long observer while the FTO does the majority of the work.

Week #2: The PPO gradually begins taking on duties and responsibilities. However, the FTO continues to carry the majority of the workload.

Week #3: The PPO takes on approximately 30-50% of the workload.

Note: Keep in mind that PPOs learn at different paces. While a Review Board can be requested at any time, the purpose of review at this stage should be limited to PPOs who are a safety risk if they remain in the field.

Training Cycle #1 Guidelines

1st Week – Motor Vehicle Operation
During the first week, the FTO will do the driving and discuss the geographical layout of the district with the PPO. The FTO will:

- Provide the PPO with beat maps and street guides.
- Require the PPO to begin learning the streets and beats of the district.

Prior to allowing the PPO to operate the vehicle, the FTO will review:

- Knowledge of the vehicle (i.e. location of equipment)
- Proper driving / non-emergency
- Proper driving / emergency
- Pursuit policy / reports
- Geographical layout of the district (knowing whereabouts at all times)

Note: After the first week, the FTO will allow the PPO to drive the squad car. Due to the PPO's inexperience and lack of geographical knowledge of the district, it is recommended that the FTO coordinate the driving.

The second area of concern that should be addressed immediately is OFFICER SAFETY. The FTO will discuss with the PPO:

- The responsibilities of each officer in contact/business versus cover/security roles.
- How communication will take place during interactions.
- Role expectations.
- When the PPO will be required to take action or be the lead officer.
2nd Week – Communication Skills – Verbal

PPOs are almost always uncertain when using the RADIO for the first time. During this time, the FTO should:

- Gradually let the PPO transmit on the radio, handling routine assignments and requests
- Do the transmitting during stressful situations, when possible.

The PPO should be able to handle the radio under all circumstances as s/he becomes accustomed to radio traffic and use (by the middle of the second cycle).

Communication skills – Written

PPOs will begin writing CASE REPORTS as soon as possible (after the first week). Prior to allowing the PPO to write case reports, the FTO will:

- Demonstrate interviewing techniques to gain information from complaints and victims.
- Demonstrate proper note-taking procedures.
- Demonstrate the use of the Incident Reporting Guide to locate proper classification.
- Discuss information that is necessary to put into the body of the case report.
- Review how to make necessary notifications.
- Provide the PPO with examples of past case reports illustrating the proper format.

Additionally, the PPO should:

- Begin to write traffic citations and parking tickets.
- Be able to prepare properly a To/From Subject Report.

3rd Week – Communication Skills – Verbal

By the third week, the PPO should start using the RADIO more often and be given the chance to send flash messages and to run name checks and vehicle plates for information. The FTO will:

- Provide formats for the PPO to follow while learning how to use the radio properly.
- Review the Miscellaneous Incident Reporting table, ensuring the PPO understand all codes used in radio transmissions.
- Provide the order of information when giving a flash message and description of offenders.
• Ensure the PPO learns the proper use of the PDT computer in the vehicle and is given the opportunity to operate it.

This is the week to discuss INTERVIEW AND INTERROGATION TECHNIQUES with the PPO. The FTO should:

• Explain the difference between interview and interrogation techniques and provide examples.
• Discuss interviewing witnesses and complainants for information.
• Discuss locations for interviews.
• Talk about locating witnesses to crimes and controlling interviewing process.
• Begin to focus on interrogation techniques, including the proper use of Miranda warnings.
• Instruct the PPO in taking statements from offenders.

The USE OF VERBAL COMMANDS to control situations will be addressed during the third week. The FTO will address;

• Confrontational situations and calming emotional persons.
• Techniques concerning control over argumentative persons.
• Issuing of commands or instructions during an arrest situation.
• The importance of staying calm and giving precise instructions during times of stress.

EXAMPLE: Discussion of radio transmission during a foot chase of a suspect to ensure responding units can locate the officers needing assistance.

4th Week – Community Interaction

The importance of this portion of training cannot be over-emphasized. The PPO must learn that the CITIZENS are the best sources of information. The PPO has to learn:

• Which citizens in the community will assist the police department.
• Sources of information within the district and how to use them for identification of criminal activity.
• How to use web mapping program programs for learning about persons and locations within the district.

The PPO must develop a working knowledge of the Community Policing Strategy and demonstrate the ability to apply problem-solving techniques. The FTO will:

• Take the PPO to beat meetings (when possible).
• Familiarize the PPO with the reports used in the policing strategy.
• Ensure the PPO is familiar with the Community Policing Strategy.
Discussion of **DOMESTIC VIOLENCE** issues will take place during the fourth week. The FTO will review the following topics:

- How to recognize indications and signs of domestic violence when responding to calls.
- Orders of Protection and the responsibility of police officers responding to domestic violence situations.
- How to gain and maintain control during the intervention process.
- The importance of remaining objective and not choosing sides while handling situations.
- How to prepare the proper reports and make arrests when probable cause exists.

**CHILD ABUSE INVESTIGATIONS** will also be addressed during the fourth week. The FTO should ensure that the PPO is able to:

- Identify the signs of child abuse and neglect.
- Recognize the importance of taking protective custody of children when necessary.
- Conduct a preliminary investigation into child abuse / make proper notifications to the Youth Division and the Child Abuse Hotline.

The initial contact with the public offers the opportunity for the PPO to learn about **INTERACTING WITH THE PUBLIC** in a positive manner. The PPO has to be taught to handle disturbances and mediate problems between citizens. The following topics should be addressed:

- Handling citizens' questions and requests for service.
- Controlling large crowds of people through verbal commands.
- Arresting persons in a large group in a safe manner.
- Recognizing persons that are emotionally disturbed or in a highly agitated condition and the proper police responses.

Additionally the FTO will:

- Point out locations frequented by gangs and signs for the PPO to use in gang identification.
Chicago Police Department Field Training and Evaluation Program

Training Cycle #2

Evaluation / Documentation

<table>
<thead>
<tr>
<th>The FTO:</th>
<th>The PPO:</th>
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<tbody>
<tr>
<td>▪ Follows Training Cycle #2 Guidelines</td>
<td>▪ Begins second cycle of training.</td>
</tr>
<tr>
<td>▪ Reviews Performance Checklist</td>
<td>▪ Reviews Performance Checklist</td>
</tr>
<tr>
<td>▪ Documents evaluations of PPO's performance on Daily Observation Reports</td>
<td>▪ Reviews Daily Observation Reports</td>
</tr>
<tr>
<td>▪ Request Field Training and Evaluation Board when appropriate</td>
<td>▪ Is given notice of Field Training and Evaluation Board</td>
</tr>
<tr>
<td>▪ Completes the appropriate training cycle summary report at the end of each cycle</td>
<td>▪ Reviews the Training cycle Summary Report</td>
</tr>
</tbody>
</table>

Workload Responsibilities
By the end of the second training cycle (week #8), the PPO should be responsible for approximately 60-75% of the workload.

Training Cycle #2 Guidelines

5th Week – Patrol Procedures

The section of Patrol Procedures begins with a review of procedures to follow when STARTING THE TOUR OF DUTY. The FTO will:

▪ Ensure the PPO can obtain a radio and vehicle.
▪ Ensure the PPO can check the condition of the squad car.
▪ Ensure the PPO can search the squad car for contraband.
▪ Discuss areas of patrol and review trouble spots in the district.
▪ Continue efforts to ensure the PPO has a geographical knowledge of the district.
▪ Discuss patrol techniques-i.e. identification and investigation of suspicious persons and vehicles.
- Discuss in detail methods of requesting assistance and backup (including when to call a "10-1").
- Ensure the PPO can use department system to analyze information in the district.

The FTO will discuss **CRIMES IN PROGRESS** and review techniques that have been demonstrated over the past weeks. Topics include:

- Approach and arrival at the scene of assignments.
- Covering the perimeter of a crime scene and how to search it properly.
- Proper entry techniques for officer safety and apprehension of offenders.
- Crime scene protection and the collection of evidence.
- Sending flash messages and advising the dispatcher of conditions on the scene.

The FTO will review **VEHICLE STOPS** and **OCCUPANT CONTROL** by discussing the following topics:

- Approach and arrival at the scene of assignments.
- Procedures in stopping vehicles to investigate, cite, or arrest occupants.
- Requests for assistance.
- How to notify the dispatcher of circumstances.
- The use of emergency equipment.
- Choosing the location for a stop.
- Positioning of vehicle and approach.
- Position and control of persons during street stops.
- Commands to persons in the vehicle.
- Caution in use of weapons and observation of occupants.
- Arrest procedures and handcuffing.
- Searching of the vehicle and seizure, when appropriate.
- The interviewing process when stopping citizens for questioning
- The need for reasonable suspicion and the stop and frisk law.

6th Week – Patrol Procedures Continued

The identification of **DRUG RELATED CRIMES** will be addressed. The FTO will:

- Help the PPO learn the areas in the district that are frequented by drug users.
- Review investigative techniques used in narcotics-related crimes.
- Discuss the use of informants, surveillance, and search warrants.
- Discuss the role of the other units – i.e. gang, tactical, and narcotics teams.
The FTO must ensure that the PPO has the necessary knowledge regarding the responsibility of the FIRST RESPONDER in medical emergencies. The FTO will:

- Review typical emergencies and the appropriate response.

The FTO will discuss STOLEN MOTOR VEHICLES and methods of identification while on patrol. The FTO will:

- Review evidence of stolen vehicle – i.e. broken windows, punched locks, pulled ignitions.
- Address trap vehicles used to store narcotics.

The FTO will continue the REVIEW PROCESS by discussing:

- Responding to calls for service.
- The use of codes in returning to service.*
- A preliminary investigation into crimes against persons, crimes against property, and motor vehicle thefts.
- Use of the Incident Reporting Guide and proper classification of case reports.
- The elements of the various crimes and how to construct the narrative of the case report. (Complete listing found in the Performance Checklist).

*Allow the PPO to practice on the radio and the PDT.

Concluding the REVIEW OF PATROL PROCEDURES the FTO will talk with the PPO about:

- Crime scene protection
- Recognizing evidence
- Collection of evidence
- Proper inventory procedures
- The chain of evidence
- The role of the Evidence Technician, Crime Lab, and follow-up investigative units.
- When notifications are required.

7th Week – Arrest Procedures / Court

The FTO will concentrate on ensuring that the PPO has knowledge of ARREST PROCEDURES and COURT APPEARANCES during this week of training. The FTO will review:

- The narrative of arrest reports, establishing probable cause, and the elements of the offense.
- Custodial searches at the time of arrest, including seizure of vehicles when appropriate.
- Warrant arrest procedures and the information to place in the narrative.
- The process for obtaining arrest and search warrants.*
- Proper arrangements for transportation of an arrestee.
- Probable cause in arrest reports to include logging in an arrestee and proper placement of charges.
- The importance of maintaining control of an arrestee at all times.
- The preparation of complaints and notification procedures when making arrests.

*The FTO will review past search warrants retained in the Watch Operations Lieutenants office.

A review of the procedures involved in the **LOCK-UP** of an arrestee will be conducted this week. The FTO will review:

- Fingerprinting and photographing
- Lineup procedures, including the use of photo lineups for identification
- On-the-scene- identification vs. the need for a formal lineup
- The role of Felony Review and the Detective Divisions in the processing of the arrestee.

Lastly, the FTO will review **STREET STOPS** with the PPO to ensure the ability to establish probable cause for arrest. The FTO will:

- Discuss the stop and frisk procedures.
- Further emphasize the need for caution and the danger involved in conducting street stops and making arrests.
- Review department policy on the use of force in making an arrest.
- Ensure the PPO can search and handcuff an arrestee.
- Review the advisement of Miranda rights and questioning techniques.

**NOTE:** During this week the FTO will provide the PPO with the opportunity to check identification and record information.

**8th Week – Traffic Enforcement**

During this week, the FTO will review policing responsibilities relating to **TRAFFIC ENFORCEMENT**. The FTO must ensure that the PPO understands:

- The procedures for citing an intoxicated driver, including the use of proper charges and reports.
- The implied consent law and the procedures which follow a refusal to take the test.
- The procedures for obtaining blood and urine samples.
The FTO will review the PPO's knowledge and performance in the area of traffic enforcement. The FTO will discuss topics such as:

- Positioning of the vehicle
- Common traffic violations
- Issuing verbal warnings
- Inspecting drivers' license
- Preparing citations
- Requesting tows
- Impounding vehicles
- Assisting motorists

Additional areas which need to be reviewed include:

- The investigation of traffic accidents, including the classifications of traffic accidents and the actions to take at the scene.
- Traffic control procedures.
- The use of a flashlight and flares.
- The use of emergency plans and how to determine the need for calling for assist units.
- Actions to take during hazardous materials incident in securing the scene and making notifications.

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<tr>
<th>The FTO:</th>
<th>The PPO:</th>
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<tr>
<td>Follows Training Cycle #3 Guidelines</td>
<td>Begins third cycle of training.</td>
</tr>
<tr>
<td>Reviews Performance Checklist</td>
<td>Reviews Performance Checklist</td>
</tr>
<tr>
<td>Documents evaluations of PPO's performance on Daily Observation Reports</td>
<td>Reviews Daily Observation Reports</td>
</tr>
<tr>
<td>Request Field Training and Evaluation Board when appropriate</td>
<td>Is given notice of Field Training and Evaluation Board</td>
</tr>
<tr>
<td>Complete the Final Training Cycle Summary report at the end of the training cycle. Rates the PPO as field qualified or not field qualified.</td>
<td>Reviews the Final Training cycle Summary Report.</td>
</tr>
</tbody>
</table>
Workload Responsibilities

- The PPO should handle approximately 90-100% of the workload from the start of the training cycle.
- By the end of the evaluation phase (Week #12) the PPO should be handling the majority of the workload, freeing the FTO to evaluate the PPO's performance. This is a necessary transition if the PPO is to be field qualified.

NOTE: It is during this cycle that the PPO should demonstrate the ability to perform independently as a Chicago Police Officers.

Training Cycle #3 Guidelines

9th Week – Physical Skills / Use of Force

This Week the PPO's knowledge of PHYSICAL SKILLS and the PROPER USE OF FORCE will be reinforced. The FTO will discuss with the PPO:

- The various physical skills that are necessary to be a police officer.
- Foot pursuits of suspects and proper use of the radio during a pursuit.
- Subduing a person attacking/resisting arrest.
- Controlling members of a crowd.

NOTE: The PPO should be able to demonstrate that s/he is able to perform all physical actions necessary for police work.

The FTO will review CONTROL AND ARREST TACTICS during this week ensuring that the PPO understands:

- How to conduct field searches of persons including protective pat-downs and searches incident to arrests.
- The mechanics of handcuffing.

The FTO will review additional tactics such as the use of:

- Verbal control
- Positioning
- Pressure points
- Blocking techniques
• Weapons

The FTO will further talk about the important issue of **OFFICER SURVIVAL**. The FTO will ensure that the PPO understands the concepts of:

• Weapon retention
• Disarming suspects
• Defensive techniques
• Escapes of prisoners

**NOTE:** The FTO will once again review the department's policies on USE of Force and ensure the PPO understands "forcible felony."

The FTO will review the proper use of the **FIREARM** including:

• Weapon safety
• Drawing and firing a weapon
• Positioning of body
• Discharging a weapon
• Loading and care of a weapon
• When to draw the weapon
• Use of verbal commands
• Consideration of bystanders
• Use of cover
• The ramifications of firing a weapon

The FTO will also review with the PPO:

• The various reports used when a weapon is fired.
• Responsibilities regarding the use of pepper spray and related reports.
• The necessary reports to be used when an officer is a victim of a battery of resisting arrest.

**NOTE:** The FTO will also advise the PPO on the issuance of **COMPLAINT REGISTER NUMBERS (CR)** and explain the role of Independent Police Review Authority and the Bureau of Internal Affairs in possible follow-up investigations.

**10th Week – Criminal Laws / Department Policy**

The FTO will discuss the court system and ensure the PPO becomes familiar with **CASE PREPARATION** and **COURT APPEARANCES**. The PPO should understand the concepts of:

• Felony review
• Court calls
- Preliminary hearings
- Grand jury
- Indictments
- Corporation Counsel
- State's Attorney
- Public Defender

**NOTE:** The FTO should further educate the PPO about providing testimony in court and the proper method to build and maintain court files.

The FTO will discuss with the PPO department policy with regard to **CIVIL RIGHTS** and **CIVIL LIABILITY**. The PPO will understand liability in terms of:

- Pursuit driving
- Use of force
- Negligence
- False arrests
- Assault

**NOTE:** Situations in which the department is responsible / not responsible for the actions of an officer will be discussed as well.

The FTO will discuss the **ETHICAL RESPONSIBILITY** of the PPO to follow the rules and regulations of the department. The FTO will refer the PPO to General orders, Special Orders, Department Rules and Regulations, Administrative Messages, Daily and Legal Bulletins, and the FOP contract for further guidance.

The FTO will continue to review **CRIMINAL LAW** with the PPO during this week. The FTO will refer to the Performance Checklist for a complete listing of topics for discussion. A review will be conducted of:

- Criminal laws and the elements necessary for making an arrest.
- Issues of felony / misdemeanor charges.
- Mental state
- Defenses
- Inchoate offenses (See Law books)
- Homicide
- Kidnapping
- Sex offenses
- Bodily harm offenses
- Property crime offenses
- Theft
- Deception
- Robbery
- Burglary
- Arson
- Weapons
- Disorderly conduct
- Interference with police
- Alcohol related offenses

The FTO will review the use of the **VEHICLE CODE** and ensure the PPO understands how to:

- Determine the status of a driver's license.
- Check a vehicle registration.
- Determine when a physical arrest is appropriate for a traffic violation.

**11th Week – Criminal Laws / Department Policy (Continued)**

The FTO will continue the law review by discussing **JUVENILE LAW** and processing of juveniles. The FTO will review terms used to define juvenile related including:

- Delinquent
- Neglect
- Abused
- Dependent
- Emancipated

The FTO will instruct on restrictions involving juveniles including:

- Confinement
- Fingerprinting
- Photographing
- Maintaining information
- Interviewing
- Release of information

The FTO will discuss:

- The criminal prosecution of juveniles and court procedures at Juvenile Court.
- Taking protective custody of abuse / neglected minors and proper notifications.
- Curfew and school absence investigations.
- The Arrest Report and the notification process for the Youth Division.

**ADDITIONAL AREAS** to be addressed:
- The law of admissibility, including the reading of rights and taking statements from offenders.
- The laws of arrest, search, and seizure.
- The exclusionary.
- Probable cause.
- Reasonable suspicion.
- Arrest with and without a warrant.
- Search warrants.
- Consent to search forms.

The FTO will again review:

- The stop and frisk law (including "plain feel doctrine").
- When and how an arrestee can be released without charging.

The FTO will review SEARCH and SEIZURE issues including:

- Preparing, obtaining, and executive search warrants.
- "Plain view" in the recovery of property.
- Conducting searches incident to arrest and searching motor vehicles.
- The proper inventory of recovered property.
- The role of police informants and requirements.

The FTO will use this opportunity to review the legal aspects of the CANNABIS AND CONTROLLED SUBSTANCES ACT. The PPO will understand:

- Job related terms such as possession, delivery, manufacture, and counterfeit substances.
- What constitutes a controlled substance (i.e. heroin, cocaine).
- Procedures for processing a narcotics arrest, inventory of narcotics and the use of the narcotics safe.

The FTO will discuss the RULES OF EVIDENCE with the PPO to ensure working knowledge of:

- Evidence
- Direct evidence
- Circumstantial evidence
- Opinion
- Corpus delicti (body of crime)
- Presumptions
- Hearsay and exceptions
- Admissibility of evidence
- Evidentiary privileges (husband-wife)
- Best evidence
- Impeachment of witness

Lastly, the FTO will once again stress the importance of the **RIGHTS OF AN INDIVIDUAL UNDER ARREST.** This review will include:

- The reading of rights
- Treatment while in custody
- Communication with family and attorney

**12th Week – Demeanor / Review**

This last week will be used to stress the importance of the PPO's attitude and demeanor as well as to review topics and discuss department structure. The PPO will:

- Be able to demonstrate an ability to be involved in the self-imitated activity (pro-active policing).
- Understand the importance of performing in a confident manner and how to use problem-solving skills to accomplish goals.
- Be able to demonstrate the ability to make decisions.
- Be able to accept constructive criticism offered and not become argumentative.
- Understand and be able to remain calm under stressful situations.

The PPO will be instructed on the importance of:

- Managing cultural diversity and accepting the community.
- Abiding by medical roll procedures.
- Maintaining his/her uniform and equipment standards.

**NOTE:** During this week the FTO will also ensure the PPO understands the geographical boundaries of the department, districts, and the command structure. The FTO will review with the PPO the physical make-up of the department and the chain of command. A general review of material offered during the training and evaluation phase should take place as well.
### Chicago Police Department Field Training and Evaluation Program

**Training Cycle #4 (Remedial)**

*Special Note:* A PPO in a remedial cycle **MUST** be trained and evaluated by an FTO.

### Evaluation / Documentation

<table>
<thead>
<tr>
<th>The FTO:</th>
<th>The PPO:</th>
</tr>
</thead>
<tbody>
<tr>
<td>▪ Reviews documentation from the previous three training cycles and addresses areas in which the PPO is deficient.*</td>
<td>▪ Begins remedial cycle of training.</td>
</tr>
<tr>
<td>▪ Reviews Performance Checklist</td>
<td>▪ Reviews Performance Checklist</td>
</tr>
<tr>
<td>▪ Documents evaluations of PPO's performance on Daily Observation Reports</td>
<td>▪ Reviews Daily Observation Reports</td>
</tr>
<tr>
<td>▪ Complete the Remedial Training Cycle Summary report at the end of the training cycle. Rates the PPO as field qualified or not field qualified.</td>
<td>▪ Reviews the Remedial Training cycle Summary Report.</td>
</tr>
<tr>
<td>▪ Request Field Training and Evaluation Board if the PPO is not determined to be field-qualified.</td>
<td>▪ Is given notice of Field Training and Evaluation Board</td>
</tr>
</tbody>
</table>

### Workload Responsibilities

- The PPO should handle the majority of the workload, freeing the FTO to evaluate the PPO's performance.
- During this cycle, the PPO must demonstrate the ability to perform independently as a Chicago Police Officer. The FTO must keep the Field Training and Evaluation Sergeant and Designated District Supervisor apprised of the PPO's progress.

*Training Cycle Guidelines are not provided for the Remedial Cycle, a specific customized training plan, to meet the needs of the PPO based on the first three cycles of training and the PPO's deficiencies, must be approved by the Chief, Bureau of Patrol.*
Section 4

Documentation

Requirements, Instructions, and Examples
## Documentation Process Overview

<table>
<thead>
<tr>
<th>Period</th>
<th>Documentation</th>
<th>Submitted by</th>
<th>Approval</th>
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</thead>
<tbody>
<tr>
<td>Cycle #1 – 28 days</td>
<td>Daily Observation Report</td>
<td>FTO</td>
<td>Sgt.</td>
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<tr>
<td>Cycle #1 last day</td>
<td>Training Cycle Summary Report</td>
<td>FTO</td>
<td>Sgt.</td>
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<tr>
<td>Cycle #2 – 28 days</td>
<td>Daily Observation Report</td>
<td>FTO</td>
<td>Sgt.</td>
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<tr>
<td>Cycle #2 – last day</td>
<td>Training Cycle Summary Report</td>
<td>FTO</td>
<td>Sgt.</td>
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<tr>
<td>Cycle #3 – 28 days</td>
<td>Daily Observation Report</td>
<td>FTO</td>
<td>Sgt.</td>
</tr>
<tr>
<td>Cycle #3 – last day</td>
<td>Final Summary Report</td>
<td>FTO</td>
<td>Sgt.</td>
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</tbody>
</table>

PPO field qualified – training and evaluation ends.
PPO **NOT** field qualified – Request for remedial training on Final Summary Report and To-From-Subject Report. Telephone notification required.

| Cycle Remedial        | Daily Observation Report             | FTO          | Sgt.     |
| Cycle Remedial        | Remedial Summary Report              | FTO          | Sgt.     |

PPO field qualified – training and evaluation ends.
PPO **NOT** field qualified – Academy is notified via To-From-Subject Report and by telephone.

**PPO not field qualified after remedial training**

| Request Field Training and Evaluation Review Board | FTO/Sgt. | Chain of Command to the Deputy Chief of the Education and Training Division |

Field Training and Evaluation Review Board makes recommendations for retention or separation of the PPO through the chain of command to the Superintendent of Police.
The Performance Checklist reflects the Student Performance Objectives which are the basis for the academic phase of the PPO's training.

The Checklist:
- Is designed to ensure that the PPO reviews and practices as many tasks related to the SPOs as possible.
- Forms the basis for the PPO's field evaluation and training.
- Correlates to the Daily Observation Report which is complete by the FTO.

PPOs receive the Performance Checklist prior to their placement in the Field Training and Evaluation Program. It is the responsibility of the PPO to complete the checklist on a daily basis.

The Performance Checklist is divided into the following areas of police activity:

| 2. Written Communication    | 7. Traffic Enforcement |
| 5. Patrol Procedures        | 10. Demeanor / Attitude |

Each area is further divided into specific behaviors / tasks (objectives). The PPO reviews the list daily and indicates which objectives were reviewed or performed that day. The checklist is a comprehensive inventory of tasks performed by patrol officers, and the PPO may not have the opportunity to perform each item on the checklist during the Field Evaluation and Training Phase. The PPO should attempt to perform the tasks listed on the checklist.
Completing the Performance Checklist

The PPO reviews the Performance Checklist daily and places the date in the corresponding box for each item which was either reviewed (REV) with the FTO or that was performed (PER) by the PPO that day.

<table>
<thead>
<tr>
<th>REV</th>
<th>PER</th>
<th>PER</th>
<th>PPO</th>
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Motor Vehicle Operation

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<th>REV</th>
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Drives in a defensive manner 04 Jul 15 06 Jul 15

Operates a vehicle in adverse conditions 06 Jul 15

NOTE: When possible, each item should be reviewed with the FTO prior to being performed by the PPO.

If an item was performed for the second time, the PPO also places his or her initials in the column labeled PPO.

<table>
<thead>
<tr>
<th>REV</th>
<th>PER</th>
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Drives in a defensive manner 04 Jul 15 06 Jul 15 07 Jul 15 TF

Operates a vehicle in adverse conditions

The FTO reviews the checklist and places his/her initials in the column labeled FTO for each item that has been initialed by the PPO. The PPO does not need to document additional reviews/performances of that item.

<table>
<thead>
<tr>
<th>REV</th>
<th>PER</th>
<th>PER</th>
<th>PPO</th>
<th>FTO</th>
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Drives in a defensive manner 04 Jul 15 06 Jul 15 07 Jul 15 TF JB

Operates a vehicle in adverse conditions

NOTE: The Performance Checklist documents that a behavior/activity was reviewed and/or performed. It does not evaluate the quality of the performance and is not used to field-qualify the PPO. The FTO should review the checklist at least weekly to ensure that it is properly maintained by the PPO.
- Objectives which are in shade boxes on the checklist must be performed or reviewed during field training.

- Objectives which are starred are normally performed infrequently. PPOs may not have the opportunity to perform the tasks during the field evaluation phase of their training.

The Performance Checklist is subject to review and may be revised by the Field Training and Evaluation Review Board when the CPD members identify additional behaviors or activities that are considered of importance in training PPOs in the field. (A Performance Checklist can be found in the appendices)
The Quick Reference for the Performance Checklist is a two-sided document that lists frequently performed objectives for each of ten areas of police activity included on the Performance Checklist. It was designed for the FTO to refer to when completing the Daily Observation Reports.

Side one of the reference is a list of frequently performed objectives which was compiled based on interviews with FTOs.

<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>1. Drives in a defensive manner</td>
<td>A.4 Completes arrest report properly</td>
</tr>
<tr>
<td>4. Operates vehicle in conformance w/ statutes</td>
<td>A.11 Procedures / transporting prisoners</td>
</tr>
<tr>
<td>6. Uses emergency equipment</td>
<td>A.12 Places proper charges / court</td>
</tr>
<tr>
<td>9. Aware of location at all times</td>
<td>A.15 Controls Arrestees</td>
</tr>
<tr>
<td>10. Responds to radio while driving</td>
<td>D.1 Establishes probable cause</td>
</tr>
</tbody>
</table>

Side two of the reference contains blank spaces, allowing the FTO to customize the reference. The FTO should review the Performance Checklist and record any objectives that are frequently performed on the training beat.

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<tr>
<td>________________________</td>
<td>____________________</td>
</tr>
</tbody>
</table>

A Blank Quick Reference for the Performance Checklist can be found in Appendix 4.
The Daily Observation Report is completed by the FTO each day that s/he works with a PPO during a training cycle. The report is ideally completed at the conclusion of the tour of duty after check off. The DOR can be completed at an alternate time but will be submitted by the next tour of duty worked. The FTO will be compensated up to .50 hours of overtime for this task.

The Daily Observation Report:

- Provides a means of rating the PPO's performance on behaviors / activities included on the Performance Checklist.
- Flags problematic behaviors which need to be addressed.
- Provides the PPO with daily feedback on his / her performance.
- Is referred to when completing the Training Cycle Summary Report, the Final Summary Report, and the Remedial Summary Report.

Evaluation ID

Evaluation Type: Daily Observation

PPO Star No. | PPO Emp. No. | Name | Group No. | FTO Star No. | FTO Emp. No. | Name | FINLEY, TIMOTHY | Unit: 127

Field Training and Evaluation Ratings

<table>
<thead>
<tr>
<th>Category</th>
<th>Performance Level</th>
<th>Observations</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Vehicle Operation</td>
<td>1 2 3 4 5 6 7</td>
<td>- Select -</td>
</tr>
<tr>
<td>2. Written Communication</td>
<td>1 2 3 4 5 6 7</td>
<td>- Select -</td>
</tr>
<tr>
<td>3. Verbal Communication</td>
<td>1 2 3 4 5 6 7</td>
<td>- Select -</td>
</tr>
<tr>
<td>4. Community Interaction</td>
<td>1 2 3 4 5 6 7</td>
<td>- Select -</td>
</tr>
<tr>
<td>5. Patrol Procedures</td>
<td>1 2 3 4 5 6 7</td>
<td>- Select -</td>
</tr>
<tr>
<td>6. Arrest Procedures</td>
<td>1 2 3 4 5 6 7</td>
<td>- Select -</td>
</tr>
<tr>
<td>7. Traffic Enforcement</td>
<td>1 2 3 4 5 6 7</td>
<td>- Select -</td>
</tr>
<tr>
<td>8. Physical Skills / Force</td>
<td>1 2 3 4 5 6 7</td>
<td>- Select -</td>
</tr>
<tr>
<td>9. Criminal Laws / Policy</td>
<td>1 2 3 4 5 6 7</td>
<td>- Select -</td>
</tr>
<tr>
<td>10. Demeanor / Attitude</td>
<td>1 2 3 4 5 6 7</td>
<td>- Select -</td>
</tr>
</tbody>
</table>

FTO Approval

Attention: Please note that upon completion of this report, the report must be submitted.
The Training Cycle Summary is completed by the FTOs responsible for the first two cycles of field training and evaluation. The Training Cycle Summary mirrors the Daily Observation Report.

**The Training Cycle Summary Report:**

- Is completed at the end of the first and second cycles of training.
- Is a summary of the documentation provided on the Daily Observation Report completed during the cycle.
- Serves as a progress report documenting the PPO's performance.
- Is referred to when completing the Final Summary Report and, if needed, the Remedial Summary Report.
- Must be completed by a certified FTO.

The CATEGORY section does not need to be completed because this would have been included in the Daily Observation Reports. The FTO assigns a PERFORMANCE LEVEL rating for each of the 10 rating areas. This rating should reflect the PPO's performance level at the end of the training cycle.

The Final Summary Report is prepared by the FTO responsible for the third cycle of a PPO's field training and evaluation. The report follows the same format as the Training Cycle Summary Report.

**The Final Summary Report:**

- Serves as a final progress report on the PPO's performance (if the PPO is field qualified)
- Is a summary of documentation provided in the Daily Observation Reports and previous Training Cycle Summary Reports.
- Indicates whether the PPO is field qualified and released from field training.
- If the PPO is not field qualified the FTO will provide the basis for requesting a remedial cycle of training.
- Must be completed by a certified FTO.
The Remedial Summary Report is prepared by the FTO responsible for the fourth cycle of training. This cycle is only completed when a PPO fails to field qualified within the normal three-cycle period of the Field Training and Evaluation Phase. The report follows the same format as the Final Summary Report.

**The Remedial Summary Report:**

- Serves as a final report on the PPO's performance (if the PPO is field qualified)
- Is a summary of documentation provided in the Daily Observation Reports, previous Training Cycle Summary Reports, and Final Summary Report.
- Indicates whether the PPO is field qualified and released from field training.
- If the PPO is not field qualified the FTO will provide the basis for requesting a Field Training and Evaluation Review.
- Must be completed by a certified FTO.
APPENDIX 1:

INSTRUCTIONS FOR SUPERVISORS
Education and Training

PPO Evaluation User Guide

• Log in to I-CLEAR from the CPD Intranet

• Navigate to the Education and Training Menu

(On the right hand side within Miscellaneous Operational)
Create a PPO Evaluation

- Select the Evaluation Type you wish to create from the available list.

The screen will automatically change to display the fields which need to be entered.
(Note: If you selected the wrong Evaluation Type, press the „Cancel“ button and restart)

- Search for the PPO, enter Report Dates, Cycles, etc.
- Complete the Field Training and Evaluation Ratings – Check the appropriate Performance Level, and select the appropriate Observation from the list.
• If you would like to add Notes: Click on the ‘[Notes]’ link for the given Category.

- Press the „Add“ button to add an additional note
- Press the „Edit“ button to update an existing note

- Select an Objective using either the “select list” or by pressing the „Search Objective“ Button.
  (Note: The „Search Objective“ Button will allow you to search for text within any of the listed Objectives)
  - If the Objective you wish to enter comments about is not listed: Select „Objective Not Specified –“, and include the objective within the comments.
  - Enter the comments in relation to the Objective specified.
  - Press the „Apply“ Button
• Enter the Conclusion (if given for that type of evaluation) by selecting from the list.
• Enter your sign off comments

Searching PPO Evaluations

Searches can be performed using any of the search criteria above. If multiple criteria are entered then only results matching ALL criteria will be returned.
• Enter the Conclusion (if given for that type of evaluation) by selecting from the list.
• Enter your sign off comments

• Press the ‘Submit’ Button (in the top right-hand corner)
• **Searching PPO Evaluations**

Searches can be performed using any of the search criteria above. If multiple criteria are entered, then only results matching ALL criteria will be returned.
APPENDIX 2:

FORMS

Quick Reference for the Performance Checklist
Rating Guidelines
Review Board To-From-Subject Report
Field Training Officer & Program Critique
QUICK REFERENCE FOR THE PERFORMANCE CHECKLIST

The below-listed student performance objectives were selected based on the frequency of performance for inclusion on a quick reference list for FTO's.

1. Motor Vehicle Operations
   1. Drives in a defensive manner
   4. Operates vehicle in conformance w/statutes
   6. Uses emergency equipment properly
   9. Aware of location at all times
   10. Responds to radio while driving

6. Arrest Procedures
   A.4 Completes arrest reports properly
   A.11 Procedures/transporting prisoners
   A.12 Places proper charges/court
   A.15 Controls arrestees
   D.1 Established probable cause

2. Written Communication
   10 Identifies/prepares appropriate case reports
   11 Uses incident reporting guide properly
   13 Narrative contains correct information
   14 Use of proper grammar-spelling

7. Traffic Enforcement
   A.1 Identifies driving/impaired driver
   C.6 Verbal warnings/traffic violators
   C.7 Prepares traffic citations
   D.16 Prepares traffic crash form

3. Verbal Communication
   A.7 Ability to speak on radio
   A.11 Proper use of codes
   A.13 Conducts name checks via radio/PDT
   B.6 Interviews witnesses/complainants
   B.10 Controls interviews/remains objective

8. Physical Skills/Force
   A.20 Subdues attacking person
   B.2 Conducts frisk/pat-down
   C.5 Use of force in making arrest
   J.1 Draws weapon appropriately
   K.2 Use of OC spray

4. Communication Interaction
   A.1 Talks with citizens on beat
   B.6 Controls domestic violence situations
   C.2 Recognizes elements of child abuse
   K.6 Attends beat meetings

9. Criminal Laws / Policy
   A.3 Appearance in court
   D.15 Bodily harm offenses
   D.16 Offenses involving property
   H.18 Legal procedures of arrest

FTOs are to review the Performance Checklist issued to the PPOs and locate the Student Performance Objectives that will be used on a regular basis to evaluate the performance of a PPO. The noted objectives are to be listed below.
<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>2. Written Communication</td>
<td>7. Traffic Enforcement</td>
</tr>
<tr>
<td>5. Patrol Procedures</td>
<td>10. Demeanor/Attitude</td>
</tr>
</tbody>
</table>
Rating Guidelines

The following guidelines are to be used as a reference when completing the Daily Observation Reports and Training Cycle Summary Reports. The rating guidelines should not, however, be the only factors considered during the evaluation process.

### 1. Vehicle Operation

<table>
<thead>
<tr>
<th>Category#</th>
<th>Acceptable</th>
<th>Unacceptable</th>
</tr>
</thead>
<tbody>
<tr>
<td>1/7/1.4</td>
<td>Operates vehicle in a safe, lawful manner.</td>
<td>Disobeys traffic laws while on routine patrol / has preventable accidents.</td>
</tr>
<tr>
<td>1.10</td>
<td>Can monitor the radio while driving.</td>
<td>Cannot monitor radio assignments while driving.</td>
</tr>
<tr>
<td>1.12</td>
<td>Remains calm during emergency driving.</td>
<td>Gets overly excited during emergency situations.</td>
</tr>
<tr>
<td>1.14</td>
<td>Wears seat safety belt properly.</td>
<td>Fails to wear seat safety belt properly.</td>
</tr>
<tr>
<td>1.9</td>
<td>Demonstrates a sense of direction and geography.</td>
<td>Cannot state location while driving in the district.</td>
</tr>
</tbody>
</table>

### 2. Written Communication

<table>
<thead>
<tr>
<th>Category#</th>
<th>Acceptable</th>
<th>Unacceptable</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.10/2.11</td>
<td>Uses the Incident Reporting Guide properly to classify reports.</td>
<td>Misclassifies case reports.</td>
</tr>
<tr>
<td>2.6/2.13</td>
<td>Properly completes reports, (case/arrest), and is able to state clear facts.</td>
<td>Fails to describe probable cause in arrest reports.</td>
</tr>
<tr>
<td>2.6</td>
<td>Completes reports in a timely manner.</td>
<td>Uses excessive time to complete reports.</td>
</tr>
<tr>
<td>2.8</td>
<td>Reports are free of grammar and spelling errors.</td>
<td>Reports contain numerous grammar and spelling errors.</td>
</tr>
<tr>
<td>2.13</td>
<td>Narrative contains correct information.</td>
<td>Narratives fail to contain facts of investigation or are overly detailed.</td>
</tr>
</tbody>
</table>
## 3. Verbal Communication

<table>
<thead>
<tr>
<th>Category#</th>
<th>Acceptable</th>
<th>Unacceptable</th>
</tr>
</thead>
<tbody>
<tr>
<td>3A</td>
<td>Speaks clearly and calmly on the radio.</td>
<td>Gets excited or confused while speaking on the radio.</td>
</tr>
<tr>
<td>3A.11</td>
<td>Effectively uses the Miscellaneous Incident Reporting table (codes)</td>
<td>Fails to use the Miscellaneous Incident Reporting Tables properly.</td>
</tr>
<tr>
<td>3B4</td>
<td>Can interview and interrogate citizens effectively.</td>
<td>Cannot interview or interrogate citizens to gain information.</td>
</tr>
<tr>
<td>3C.1</td>
<td>Gives clear instruction and controls situations through verbal commands.</td>
<td>Does not effectively control through verbal commands.</td>
</tr>
</tbody>
</table>

## 4. Community Interaction

<table>
<thead>
<tr>
<th>Category#</th>
<th>Acceptable</th>
<th>Unacceptable</th>
</tr>
</thead>
<tbody>
<tr>
<td>3C.4/4A.1</td>
<td>Interacts with citizens and develops sources of information.</td>
<td>Does not interact with citizens fails to use foot patrol.</td>
</tr>
<tr>
<td>4B.6</td>
<td>Gains control during and is able to resolve domestic disturbances.</td>
<td>Cannot control and settle domestic disturbances.</td>
</tr>
<tr>
<td>4C.2</td>
<td>Recognizes signs of child abuse and takes action.</td>
<td>Does not recognize signs of child abuse.</td>
</tr>
<tr>
<td>4D.1</td>
<td>Handles disturbance calls effectively.</td>
<td>Cannot handle disturbance calls and return to service.</td>
</tr>
<tr>
<td>4G.1/4G.2</td>
<td>Recognizes and assesses mentally ill persons.</td>
<td>Fails to recognize and deal with mentally ill persons.</td>
</tr>
<tr>
<td>4K.8</td>
<td>Grasps the Community Policing concepts and attends beat meetings.</td>
<td>Does not grasp the concept of Community Policing / fails to attend beat meetings.</td>
</tr>
</tbody>
</table>

## 5. Patrol Procedures

<table>
<thead>
<tr>
<th>Category#</th>
<th>Acceptable</th>
<th>Unacceptable</th>
</tr>
</thead>
<tbody>
<tr>
<td>5A.5</td>
<td>Understands the function of routine patrol assignments.</td>
<td>Fails to understand the fundamentals of routine patrol.</td>
</tr>
<tr>
<td>5B.1</td>
<td>Is able to respond to in-progress calls safely using proper procedures.</td>
<td>Does not respond safely and properly to in-progress calls.</td>
</tr>
<tr>
<td>5A.25</td>
<td>Wears a safety vest while on duty.</td>
<td>Fails to wear safety vest while on duty.</td>
</tr>
<tr>
<td>5B.10</td>
<td>Knows location at all times.</td>
<td>Gets lost or fails to know the location.</td>
</tr>
</tbody>
</table>
### 5. Patrol Procedures

<table>
<thead>
<tr>
<th>Category</th>
<th>Acceptable</th>
<th>Unacceptable</th>
</tr>
</thead>
<tbody>
<tr>
<td>5C.1</td>
<td>Can safely stop persons and vehicles using proper procedures.</td>
<td>Cannot or will not stop persons and vehicles properly.</td>
</tr>
<tr>
<td>5D.2</td>
<td>Recognize signs of narcotics.</td>
<td>Does not recognize signs of narcotics traffic.</td>
</tr>
<tr>
<td>5F</td>
<td>Can administer first aid.</td>
<td>Unfamiliar with first aid techniques.</td>
</tr>
<tr>
<td>5G/5H</td>
<td>Understands and is able to conduct preliminary investigations.</td>
<td>Cannot conduct a preliminary investigation into crimes properly.</td>
</tr>
<tr>
<td>5L.2</td>
<td>Protects the crime scene/recovers evidence property.</td>
<td>Fails to protect crime scenes and recover evidence.</td>
</tr>
<tr>
<td>5L.7</td>
<td>Inventories property recovered properly.</td>
<td>Cannot inventory properly correctly.</td>
</tr>
<tr>
<td>5A.18</td>
<td>Knows locations of criminal activity on the beat.</td>
<td>Does not know the location of criminal activity on the beat.</td>
</tr>
</tbody>
</table>

### 6. Arrest Procedures

<table>
<thead>
<tr>
<th>Category#</th>
<th>Acceptable</th>
<th>Unacceptable</th>
</tr>
</thead>
<tbody>
<tr>
<td>6D.1</td>
<td>Establishes probable cause for arrest.</td>
<td>Fails to establish probable cause for arrest.</td>
</tr>
<tr>
<td>6D.2</td>
<td>Uses caution during an arrest.</td>
<td>Is careless or fails to use safety during arrest situations.</td>
</tr>
<tr>
<td>6D.3</td>
<td>Uses minimum force necessary to affect an arrest.</td>
<td>Uses excessive force to make arrests.</td>
</tr>
<tr>
<td>6D.4</td>
<td>Handcuffs and controls prisoners properly.</td>
<td>Has poor handcuffing techniques or fails to control prisoners.</td>
</tr>
<tr>
<td>6D.5</td>
<td>Conducts search or arrestee and area properly.</td>
<td>Does not search prisoner and area.</td>
</tr>
<tr>
<td>6D.6</td>
<td>Advise persons of Miranda Rights properly.</td>
<td>Fails to advise persons of Miranda Rights when necessary.</td>
</tr>
<tr>
<td>6D.7</td>
<td>Questions prisoners properly.</td>
<td>Does not question prisoner properly.</td>
</tr>
<tr>
<td>6A.12</td>
<td>Completes arrest reports and complaints using proper charges.</td>
<td>Makes mistakes on arrest reports and places improper charges.</td>
</tr>
<tr>
<td>6C</td>
<td>Understands the identification process and use of lineups.</td>
<td>Does not understand the identification and lineup procedures.</td>
</tr>
<tr>
<td>6A</td>
<td>Understands custody, arrest, and booking procedures.</td>
<td>Does not understand custody, arrest, and booking procedures.</td>
</tr>
<tr>
<td>6A.14</td>
<td>Makes proper notifications.</td>
<td>Fails to make proper notifications.</td>
</tr>
</tbody>
</table>
### 7. Traffic Enforcement

<table>
<thead>
<tr>
<th>Category#</th>
<th>Acceptable</th>
<th>Unacceptable</th>
</tr>
</thead>
<tbody>
<tr>
<td>7A.2</td>
<td>Recognizes and can process under the influence incidents.</td>
<td>Does not recognize signs of DUI and cannot process same.</td>
</tr>
<tr>
<td>7B.1</td>
<td>Recognizes hazardous materials incidents and secures the scene.</td>
<td>Fails to secure the scene at hazardous materials incident.</td>
</tr>
<tr>
<td>7C.7</td>
<td>Can conduct traffic stops and issue citations.</td>
<td>Does not or ill not conduct traffic stops and issue citations properly.</td>
</tr>
<tr>
<td>7C.3</td>
<td>Can recognize common traffic violations.</td>
<td>Does not recognize common traffic violations.</td>
</tr>
<tr>
<td>7C.7</td>
<td>Issues citations for parking violations properly.</td>
<td>Does not or will issue citations for parking violations properly.</td>
</tr>
<tr>
<td>7D.1</td>
<td>Can direct traffic at an intersection properly.</td>
<td>Cannot direct traffic at an intersection properly.</td>
</tr>
<tr>
<td>7E.5</td>
<td>Can investigate traffic crashes and prepare proper reports.</td>
<td>Cannot investigate traffic crashes and prepare proper reports.</td>
</tr>
</tbody>
</table>

### 8. Physical Skills – Use of Force

<table>
<thead>
<tr>
<th>Category#</th>
<th>Acceptable</th>
<th>Unacceptable</th>
</tr>
</thead>
<tbody>
<tr>
<td>8B.5</td>
<td>Can physically control persons under arrest properly.</td>
<td>Cannot physically control persons under arrest.</td>
</tr>
<tr>
<td>8B.4</td>
<td>Can search and handcuff persons properly.</td>
<td>Does not search or handcuff persons properly.</td>
</tr>
<tr>
<td>8B.5</td>
<td>Uses proper positioning when stopping persons and vehicles.</td>
<td>Fails to position self properly when making stops.</td>
</tr>
<tr>
<td>8D.2</td>
<td>Secures and protects weapon at all times.</td>
<td>Leaves weapon exposed to persons.</td>
</tr>
<tr>
<td>8J.1</td>
<td>Draws weapon when necessary and uses proper procedures.</td>
<td>Fails to draw a weapon or draws a weapon at wrong times.</td>
</tr>
<tr>
<td>8E.5</td>
<td>Follows procedures when firing the weapon.</td>
<td>Fails to follow procedures when firing a weapon or using chemical agents.</td>
</tr>
<tr>
<td>8B.7</td>
<td>Is able to use a chemical agent, when necessary, following procedures.</td>
<td>Is unfamiliar with procedures about the use of chemical agents.</td>
</tr>
<tr>
<td>8C</td>
<td>Follows the Use of Force/Use of Deadly force policies properly.</td>
<td>Does not follow the Use of Force/Deadly force policy.</td>
</tr>
<tr>
<td>8A</td>
<td>Is able to meet the physical demands of policing.</td>
<td>Cannot meet physical demands of police work.</td>
</tr>
</tbody>
</table>
### 9. Criminal Law / Department Policy

<table>
<thead>
<tr>
<th>Category#</th>
<th>Acceptable</th>
<th>Unacceptable</th>
</tr>
</thead>
<tbody>
<tr>
<td>9A.3</td>
<td>Prepares the case properly for court and appears testifying properly.</td>
<td>Does not prepare for court and cannot appear and testify properly.</td>
</tr>
<tr>
<td>9B.1</td>
<td>Understands liability issues.</td>
<td>Fails to understand liability issues.</td>
</tr>
<tr>
<td>9D.1</td>
<td>Displays knowledge of the criminal offenses in Illinois.</td>
<td>Does not understand the criminal offenses of Illinois.</td>
</tr>
<tr>
<td>9J</td>
<td>Understands the driving under the influence laws.</td>
<td>Does not understand the driving under the influence laws.</td>
</tr>
<tr>
<td>9F.4</td>
<td>Understands Juvenile Law and processing.</td>
<td>Does not understand Juvenile Law and processing.</td>
</tr>
<tr>
<td>9G.6</td>
<td>Understands the laws concerning admissions.</td>
<td>Fails to understand the laws of admission.</td>
</tr>
<tr>
<td>9H</td>
<td>Understands the laws of arrest and search and seizure.</td>
<td>Fails to understand the laws of arrest and search and seizure.</td>
</tr>
<tr>
<td>9I</td>
<td>Understands the narcotics law.</td>
<td>Does not understand the narcotics law.</td>
</tr>
<tr>
<td>9K</td>
<td>Understands the rules of evidence.</td>
<td>Does not understand the rules of evidence.</td>
</tr>
<tr>
<td>9L</td>
<td>Understands the rights of the accused.</td>
<td>Does not understand the rights of the accused.</td>
</tr>
</tbody>
</table>

### 10. Demeanor / Attitude

<table>
<thead>
<tr>
<th>Category#</th>
<th>Acceptable</th>
<th>Unacceptable</th>
</tr>
</thead>
<tbody>
<tr>
<td>10.1</td>
<td>Demonstrates the ability for self-initiated activity.</td>
<td>Fails to perform police functions unless directed.</td>
</tr>
<tr>
<td>10.2</td>
<td>Controls situations and performs police services with confidence.</td>
<td>Does not control situations and lacks confidence.</td>
</tr>
<tr>
<td>10.6</td>
<td>Accepts constructive criticism from FTOs and supervisors.</td>
<td>Argues with FTOs and supervisors giving advice.</td>
</tr>
<tr>
<td>10.7</td>
<td>Maintains proper hygiene, uniform and equipment standards.</td>
<td>Fails to maintain hygiene, uniform, and equipment standards.</td>
</tr>
<tr>
<td>10.9</td>
<td>Follows the medical roll procedures.</td>
<td>Fails to follow medical roll procedures.</td>
</tr>
<tr>
<td>10.15</td>
<td>Stays alert and observant.</td>
<td>Fails to remain alert or observe activity.</td>
</tr>
</tbody>
</table>
A Review Board To-From-Subject Report must be completed when a PPO:

- Demonstrates that continued employment will **not** result in the successful completion of training.
- Is a safety risk.
- Fails to achieve field-qualified status at the end of the third or remedial cycle of training.
- Is not performing to standards.
- Is prepared by an FTO or supervisor.
- Informs the PPO of the review process and the restrictions involved.

A Review Board can be requested at **any time during a PPO's probationary period** (not just during the training cycles) should the PPO demonstrate the inability to perform properly as a Chicago Police Officer.

**Any department FTO or supervisor** can request that a Review Board be convened to review the performance of a PPO who is not meeting standards by submitting a To-From-Subject report through the chain of command to the Deputy Chief, Education and Training Division. (When a Review Board is held, the FTO or supervisor who initiated the request may be called in to answer any questions the board may have.)

Once a Review Board has been requested, police powers of the PPO are suspended and s/he may be returned to the Education and Training Division pending the decision of the Board. If the decision is to retain the PPO, detail to district law enforcement and police powers will be reinstated.
TO: Deputy Chief  
Education and Training Division

Attention: Commanding Officer  
Field Training and Evaluation Program

FROM: ____________________________  
FTO or Supervisor

SUBJECT: Request for a Field Training and Evaluation Review Board.

It is requested that a Field Training and Evaluation Review Board be conducted for  
Probationary Police Officer ____________________ detailed to the _____ District to review the  
Probationary Police Officer’s performance during the probation period. Please refer to attachments.

____________________________  
FTO or Supervisor

Approved:

____________________________  
Commander  
_____District

____________________________  
Deputy Chief  
Bureau of Patrol, Area _____

Approved:

____________________________  
Deputy Chief  
Education and Training Division

The PPO’s police powers will be suspended and s/he will be returned to the Education and Training Division or be restricted to desk duty during the review process.
An FTO and Program Critique will be completed by the PPO at the conclusion of the final training cycle. The critiques are used by the Field Training and Evaluation Review Board in the on-going review of the program and personnel.

FTOs are evaluated for:

- communication skills
- coaching techniques
- teaching techniques
- professionalism
- job knowledge

A rating is also assigned on the effectiveness of the program in assisting the PPO to apply the theory that was learned at the Education and Training Division.

If additional space is needed for documentation, a blank sheet of paper should be attached for continuation.

The critiques are to be mailed directly to the Education and Training Division, Attention: Field Training and Evaluation Program. The critique does not have to be signed by the submitting PPO.
APPENDIX 3:

Definitions
STRUCTURE OF THE PROGRAM

Academic Phase of Training:
The Academic Phase of Training consists of approximately twenty-nine weeks of training at the Education and Training Division. The curriculum covers the theory of policing, law, physical skills, and firearms. The Probationary Police Officer must pass all classes and an Illinois State Certification Test during the Academic Training Phase. The curriculum consists of approximately 915 hours of instruction covering the Student Performance Objectives set by the State of Illinois and subject matter specific to the Chicago Police Department.

Alternate Districts:
An “Alternate District” is a district of training offering a different policing environment for the Probationary Police Officer during the Field Training and Evaluation Phase. With the approval of the Field Training and Evaluation Review Board at least one of the training cycles may be performed in a district different from the original training. This practice will be used on a case by case basis to allow flexibility when a Probationary Police Officer is experiencing difficulty in training. The practice may also be used when the Review Board determines that a different policing environment may be necessary, to enhance or expand the training of a Probationary Police Officer. The approach is not mandatory for all Probationary Police Officers. (Example: a Probationary Police Officer detailed to the 016th District during the first two cycles of training may perform the final cycle of training in the 015th District).

Field Qualified:
To be considered field qualified, a Probationary Police Officer must be able to perform all police functions delineated in the observation reports at an acceptable level. If a Probationary Police Officer cannot be field qualified a review of his or her performance will be conducted to determine the next course of action, which may include termination of employment.

Field Training and Evaluation Beat:
The Field Training Unit will normally be assigned as a primary beat car. The FTO will instruct the Probationary Police Officer in all aspects of the primary duties of a beat officer. Beat integrity will be maintained at all times with the exception of assignments for training purposes. (Assignment to squadrol and response beats can be made at the discretion of the District Station Supervisor to enhance the learning experience of the PPO.) The Field Training and Evaluation Sergeant will monitor the assignments to ensure this is occurring. The Field Training Unit may be given alternative assignments at the discretion of the District Station Supervisor. (Example: Response Car, Squadrol)
**Field Training and Evaluation Cycle of Training:**
The Field Training and Evaluation program consists of three training cycles of 28 calendar days each. An additional cycle of 28 days can be added for remedial training if necessary. The cycles are completed with different FTOs and on different watches (when operationally possible). The FTO will document observations on a daily basis and complete a summary report at the conclusion of each training cycle.

**Field Training and Evaluation Program:**
The Field Training and Evaluation Program follows the academic training of Probationary Police Officers at the Education and Training Division. The program is designed to train and evaluate Probationary Police Officers in a field setting. The Program consists of three cycles of training (28 calendar days each) with one additional remedial cycle available. At the conclusion of the program, the FTO must field qualify the Probationary Police Officer or request a Field Training and Evaluation Review Board to review and make recommendations regarding the status of a Probationary Police Officer.

**Field Training and Evaluation Program Insignia:**
The insignia that identifies an FTO will be a chevron with a single rocker containing the letters (FTO) placed on both sleeves of the shirt and outer garment.

**Field Training and Evaluation Remedial Cycle of Training:**
The Field Training and Evaluation Remedial Cycle is the fourth cycle of training and is only used for an extension of the training phase when a Probationary Police Officer fails to be field qualified during the first three cycles of training.

**Field Training Officer (FTO):**
There are Field Training and Evaluation Officers assigned to each watch in every district, with manpower permitting. The function of an FTO is to train and evaluate Probationary Police Officers in the field after they complete the academic phase at the Education and Training Division. The FTO will be responsible for the completion and submission of the documentation required in the program. FTOs will work on training beats and be provided guidance by Field Training and Evaluation supervisors. Selected FTOs will provide in-service training as identified by the Education and Training Division.

**Field Training and Evaluation Liaison Officer:**
Sergeants assigned to each watch in every district with a collateral duty of the responsibility for monitoring the progress of PPOs and the performance of FTOs on a continual basis. The Field Training and Evaluation Sergeant will ensure that documentation is prepared in a timely manner. The Field Training and Evaluation Sergeant will also monitor the FTO and assignments to ensure that the Probationary Police Officer is exposed to as many police activities as possible during the Training and Evaluation Phase.
**Field Training and Evaluation Designated District supervisor:**

A supervisor assigned in every district with a collateral duty of the responsibility for monitoring the progress of PPOs as well as the performance of FTOs on a continual basis. The supervisor will have the responsibility of counseling Probationary Police Officers.

**Field Training and Evaluation Review Board:**

The Field Training and Evaluation Review Board consists of Supervisors and an FTO liaison officer. The Board is charged with the responsibility of monitoring the Field Training and Evaluation Program and the personnel assigned. The Field Training and Evaluation Review Board will meet for this purpose or as needed. **Two meetings per year are devoted to reviewing the performance of FTOs and making recommendations regarding their retention in the program or restoration to D-1 status.** The Field Training and Evaluation Review Board also review the performance of Probationary Police Officers who fail to perform in the field and makes recommendations regarding their retention or termination of employment. This failure to perform can occur at any time during the probationary period and is not restricted to the evaluation period. (Examples of failure to perform can include, but are not limited to, the following: suspected medical roll abuse, disciplinary history, officer safety issues, and the inability to perform patrol duties).

**Probationary Police Officer (PPO):**

A Probationary Police Officer is the status given to a Chicago Police Officer during the probationary time frame stipulated in the FOP contract. A Probationary Police Officer is an at-will employee. The Probationary Police Officer must pass the academic phase, be certified by the State of Illinois and be field qualified before his or her probation is over.

**In-Service Training:**

Selected FTOs will receive additional instructor training at the Education and Training Division and will serve on the District Management Team as trainers at the District level for selected topics. When the policies and/or procedures are modified, it will be the responsibility of FTOs to convey the information to the members of the Patrol Division through training sessions.

**DOCUMENTATIONPROCESS**

**Daily Observation Report:**

The Daily Observation Report will be prepared by the FTO to document the performance of the Probationary Police Officer. There are ten areas of police activities and behaviors that will be rated on a scale of one through seven. The Daily Observation Report will be used to document deficiencies and corrections made on a daily basis. The reports will be retained at the district level and forwarded with the Training Cycle Summary Reports to the Education and Training Division at the conclusion of the Training and Evaluation Phase.
Field Training and Evaluation Program / Field Training Officer and Program Critique:

The Probationary Police Officer will be required to submit a Critique of the FTO and the Field Training and Evaluation Program upon his or her completion of the Program. The critiques will be reviewed by the Field Evaluation and Review Board to assist the ongoing monitoring of the program and staff. The critique will be mailed directly to the Education and Training Division, Attention: Field Training and Evaluation Program, at the conclusion of the Field Training and Evaluation Phase.

Field Training and Evaluation Manual:

The Field Training and Evaluation Manual provides direction for the FTO, the Probationary Police Officer, and supervisors in matters relating to the Field Training and Evaluation Program. The evaluation cycles will be explained. Instructions will be provided for the required forms and related matters. A checklist of Student Performance Objectives will be included in the manual.

Field Training and Evaluation Performance Checklist:

A checklist developed using the Student Performance Objectives is provided to PPOs and is included in this Manual. The checklist is to be used as a reference in defining which activities a Probationary Police Officer should perform. The Checklist will be maintained by the Probationary Police Officer and reviewed by the FTO. Probationary Police Officers will be required to document the activities performed, and the completed Checklist will be submitted at the conclusion of the final training cycle.

Field Training and Evaluation Review Board Request:

This To-From-Subject report is used by FTOs and supervisors to request that a Field Training and Evaluation Review Board be convened to review the performance of a Probationary Police Officer in the field. Normally the request is made after the third and/or fourth cycle (remedial) when the Probationary Police Officer cannot be field qualified. The Board can be requested at any time for a Probationary Police Officer who is failing to perform during the period of probation. The request is submitted through the channels to the Deputy Chief of the Education and Training Division. The request will have any pertinent reports and documentation attached, including observations of the Probationary Police Officer’s performance.

Final Summary Report:

The Final Summary Report will be prepared at the conclusion of the third cycle of training. The FTO must summarize the final training cycle and attach the Daily Observation Reports. The FTO must field-qualify the Probationary Police Officer after this cycle or request either a Remedial Cycle of Training or a Field Training and Evaluation Review Board. The Final Summary Report must be approved by the Field Training and Evaluation Sergeant.
Probationary Police Officer Assignment Log:
A log will be provided for the Field Training and Evaluation Coordination Lieutenant (on the 2\textsuperscript{nd} watch), to track the training and evaluation of the Probationary Police Officers detailed to field duty. The log is to contain the dates of the cycles of training along with the FTO assigned. The log also documents when the information was forwarded to the Education and Training Division.

Remedial Summary Report:
The Remedial Summary Report will be used to document the fourth and final evaluation cycle available to Probationary Police Officers. The Remedial Cycle will be granted with the approval of the Field Training and Evaluation Review Board or the Deputy Chief of the Education and Training Division. The Remedial Summary Report will be prepared by the FTO and summarize the remedial efforts. At the conclusion of the Remedial Training Cycle, the Probationary Police Officer must be field-qualified, or a Field Training and Evaluation Board must be requested. The To-From-Subject report must be approved through the chain of command.

Student Performance Objectives:
Student Performance Objectives are set by the State of Illinois Training and Standards Board and are the basis for the core training curriculum of the Police Departments throughout the State. The Education and Training Division and the Field Training and Evaluation Program will base the training and evaluation of Probationary Police Officers on the Student Performance Objectives and other subject matter specific to the Chicago Police Department.

Training Cycle Summary Report:
After each cycle of training is completed, a Summary Report will be prepared by the FTO documenting the progress of the Probationary Police Officer. The Field Training and Evaluation Sergeant will approve the report.
APPENDIX 4:

Special Orders Entitled
Field Training and Evaluation Program
and
Community Relations Strategy
FIELD TRAINING AND EVALUATION PROGRAM

I. PURPOSE
   This directive:
   A. delineates the Field Training and Evaluation Program.
   B. satisfies CALEA Law Enforcement Standard Chapter 33.

II. ADMINISTRATION
    The Field Training and Evaluation Program will be administered through a partnership between the Education and Training Division and the Bureau of Patrol. The responsibility for the administration of the field training program will remain with the Deputy Chief, Education and Training Division. Supervision, assignment, and other field-operation decisions will be the responsibility of the Chief, Bureau of Patrol. Any questions concerning the procedures to be followed in this directive should be directed to the Field Training and Evaluation Section, Education and Training Division.

III. OBJECTIVE
    The primary objective of the Field Training and Evaluation Program is to ensure that all probationary police officers receive optimal field training, predicated upon staffing the Field Training Officer position with qualified officers, and to ensure through proper training and evaluation that only competent, motivated, and ethical individuals become Chicago police officers.

IV. RELATED FORMS
    A. The following materials will continue to be used in conjunction with the program:
       2. Field Training and Evaluation Program Performance Checklist.
    B. Department members will discontinue the use of the following paper forms:
       1. Field Training and Evaluation Program Daily Observation Report (CPD-63.210)
       2. Field Training and Evaluation Program Training Cycle Summary Report (CPD-63.211)
       3. Field Training and Evaluation Program Final Summary Report (CPD-63.212)
       4. Field Training and Evaluation Program Remedial Summary Report (CPD-63.213)
       5. Field Training and Evaluation Program Narrative Continuation Report (CPD-63.214)
       6. Field Training and Evaluation Program Review Board Request (CPD-63.215)
       7. Field Training and Evaluation Program Review Board Notice (CPD-63.216)
       8. Field Training and Evaluation Program Field Training Officer and Program Critique (CPD-63.217)
       9. Field Training and Evaluation Program Probationary Police Officer Assignment Log (CPD-63.218) and
       10. Field Training Officer Evaluation (CPD-63.219).
V. RELATED REPORTS
The following automated reports will be completed using the CLEAR system:

A. Daily Observation Report
B. Cycle Summary Report
C. Final Summary Report
D. Remedial Summary Report.

VI. DUTIES AND RESPONSIBILITIES
A. Field Training and Evaluation Review Board

The Field Training and Evaluation Review Board is responsible for oversight of the Field Training and Evaluation Program. The goal is to ensure thorough, appropriate, and consistent evaluation of probationary police officers.

1. The board is comprised of:
   a. the Deputy Chief, Education and Training Division, who will act as chairperson;
   b. the Commanding Officer of Recruit Training, Education and Training Division, who will act as co-vice-chairperson;
   c. the Executive Officer (XO), Bureau of Patrol Administrative field duties, who will act as co-vice-chairperson;
   d. one supervisor assigned to the Office of Legal Affairs and one supervisor assigned to the Management and Labor Affairs Section, as designated by the General Counsel, and
   e. a liaison officer identified by the Deputy Chief, Education and Training Division, who will act as the secretary and liaison between the Bureau of Patrol and Education and Training Division.

2. The board will report directly to the Chief, Bureau of Patrol. The Chairperson will forward evaluations and recommendations through the chain of command to the Superintendent of Police.

3. Upon request by either the assigned Field Training Officer (FTO) or a supervisor assigned to the unit of assignment, the board will review a Probationary Police Officer’s (PPO) performance. The board will convene if any performance issues are raised at any time during the probationary period. The board has several options to address problematic behavior including (not in any specific order):
   a. separation, when it is determined that separation is the appropriate course of action. The board will submit its recommendation through the appropriate chain of command to the Superintendent of Police.
   b. re-training at the Education and Training Division. If this is the board’s recommendation, a specific training plan, with objectives and goals, will be created. Permission to reassign the PPO back to the Education and Training Division will be requested from the First Deputy Superintendent.
   c. extension in field training. A specific training plan will be identified and approved by the Chief, Bureau of Patrol, when the board recommends an extension of training.

4. All board meetings will be convened at the direction of the Deputy Chief, Education and Training Division.

B. Education and Training Division

The Education and Training Division will:
1. provide training to FTOs and supervisors regarding field training for recruits.
2. publish, approve, distribute, update, and maintain the Field Training and Evaluation Program Manual in a manner consistent with this directive.

C. Field Training and Evaluation Liaison Officer

The liaison officer will:

1. serve as the Field Training and Evaluation Review Board secretary and liaison between the Bureau of Patrol and the Education and Training Division, as designated by the Deputy Chief, Education and Training Division.
2. provide administrative support for the Field Training and Evaluation Program.

D. Probationary Police Officer (PPO)

For the purposes of this directive, a PPO is a candidate who has successfully completed the Academic Training Phase and has entered the Field Training and Evaluation Program. The PPO must successfully complete the field training and evaluation cycles to become field-qualified.

1. PPOs will rotate through three field-training cycles.

NOTE: Changes in watch assignments or FTOs can be made at any time at the discretion of the Department.

2. Additional training cycles or further academic training remain the decision of the Department and may be added at any time during the probationary cycle.
3. At the conclusion of each training cycle, the PPO will critique the Field Training and Evaluation Program FTO by completing the Field Training and Evaluation Program Critique Survey and forwarding it to the Education and Training Division, Attention: Field Training and Evaluation Program.

NOTE: This is a confidential report and not subject to review by the PPO's chain of command.

4. The designation of "Field Qualified" at the end of a training cycle is not the sole determining factor as to whether or not a PPO is qualified to serve as a Chicago police officer. If problematic behavior or performance is documented during the probationary period, a review board may be convened. The board will review the totality of the PPO's performance throughout the probationary period and make a determination as to whether or not the PPO is qualified to become a Chicago police officer. Should the board determine that the PPO should not be appointed as a Chicago police officer, the recommendation will be forwarded by the board through the chain of command to the Superintendent of Police.

E. Field Training Officer (FTO)

1. Field training officers will maintain their Field Training and Evaluation Program Manual and keep it current.
2. The assigned FTO will:
   a. mentor and facilitate the proper field performance of the assigned PPO.
   b. evaluate the performance of the PPO for key performance characteristics as identified within the Daily Observation Report.
   c. complete a Daily Observation Report for each tour worked with a PPO. This report will be submitted no later than the next scheduled tour of duty.
   d. at the end of a PPO's first and second training cycles, complete a Cycle Summary Report.
e. at the end of a PPO's third training cycle, complete a Final Summary Report.

f. perform other duties and adhere to the standards as outlined in the Field Training and Evaluation Program Manual.

3. The FTO assigned to a PPO's third training cycle will review the PPO's Cycle Summary Reports for guidance and make a recommendation regarding the PPO's field-qualification rating.
   a. If an FTO determines that a PPO's performance needs to be reviewed by the Field Training and Evaluation Board, the FTO will submit a written request through the chain of command to the Deputy Chief, Education and Training Division, and document the factors contributing to the request.
   b. If such a request is made or pending, then the third-cycle evaluation will note the request and evaluation will not be completed at that time.

4. At the conclusion of an approved remedial-training cycle, the assigned FTO will submit a Remedial Summary Report. This report will either indicate that the PPO "field qualified" in all ten rating areas or request that the Field Training and Evaluation Review Board be convened to determine the future status of the PPO.

F. Field Training and Evaluation Sergeant

Each district commander will designate at least one sergeant on each watch as the field training and evaluation sergeant.

1. Each designated sergeant will:
   a. monitor the progress of PPOs as well as the performance of the FTOs on a continual basis.

   NOTE: Deficiencies will be identified and addressed as soon as practical rather than waiting for cumulative problems or field evaluations to be submitted.

   b. ensure accuracy and approve the completed Daily Observation Reports.
   c. ensure accuracy and approve the Cycle Summary Reports when submitted at the conclusion of the training cycles, and
   d. perform other duties as outlined in the Field Training and Evaluation Program Manual (e.g., counseling PPOs).

2. Sergeants will ensure the confidentiality of the information maintained at the district level.

G. Designated District Supervisor

Each district commander will designate a supervisor to be a liaison to the Education and Training Division. The designated district supervisor will report to the Commanding Officer of Recruit Training, Education and Training Division.

1. Each designee will:
   a. monitor the progress of PPOs and the performance of the FTOs on a continual basis.
   b. ensure that all FTOs and PPOs assigned to the watches are performing at acceptable standards.
   c. perform other duties as outlined in the Field Training and Evaluation Program Manual (e.g., counseling PPOs).

2. ensure the confidentiality of the information maintained at the district level.
H. The Executive Officer, District Law Enforcement, will ensure:

1. each PPO is assigned to work with an FTO. If operationally possible, each training cycle will be conducted with a different FTO to allow the PPO to experience different policing styles.
2. the assigned field training and evaluation supervisors on the watch are performing the duties as outlined in Items VI-F and VI-G of this directive.

I. District Commander

1. The district commander will ensure that FTOs are assigned with PPOs detailed to the district for their training cycles.
2. When deficiencies are noted in the performance of an FTO or when any disciplinary action is taken against an FTO, the district commander will submit notification in the form of a To-From-Subject report through the chain of command to the Deputy Chief, Education and Training Division, Attention: Field Training and Evaluation Program.

NOTE: The Field Training and Evaluation Manual will be referenced for guidance under this program.

3. The district commander will designate a supervisor to be a liaison to the Education and Training Division.

VII. EVALUATION PROCESS OF PROBATIONARY POLICE OFFICERS

A. A PPO must obtain a "Field Qualified" rating in all ten rating areas as outlined in the Field Training and Evaluation Manual.

B. If at any time during the training cycles acceptable performance of a PPO has not been demonstrated, the FTO will request that the Field Training and Evaluation Review Board be convened to review the PPO's performance.

C. If a PPO displays an inability to successfully complete the training cycle due to unacceptable performance, a supervisor will:

   1. make an immediate phone notification to the Commanding Officer of Recruit Training, Education and Training Division.
   2. submit a To-From-Subject report through the chain of command to the Deputy Chief, Education and Training Division, Attention: Field Training and Evaluation Program.

NOTE: Unacceptable performance may include, but is not limited to, the PPO being the subject of a Complaint Register investigation, medical roll abuse, or disciplinary action.

D. The designation of "Field Qualified" at the end of the training cycle is not the only determining factor as to whether or not a PPO is qualified to serve as a Chicago police officer. The probationary police officer will remain in a probationary status for eighteen months. Supervisors who become aware of problematic behavior or performance will request a hearing by the review board. The board will review the totality of the PPO's performance throughout the probationary period and make a determination as to whether or not the PPO is qualified to become a Chicago police officer. Any recommendation by the board will be forwarded through the chain of command to the Superintendent of Police.

VIII. REQUEST FOR REMOVAL FOR FTO

When a supervisor becomes aware that an FTO is not adequately performing the functions of their assignment, they will initiate the removal process consistent with the Department directive titled "Removal Process For D-2, D-2A, and D-3 Positions."

S11-02 Field Training and Evaluation Program
© Chicago Police Department, March 2016
(Items indicated by *italics/double underline* were revised.)

Authenticated by: KC

Eddie T. Johnson
Interim Superintendent of Police

12-094 AMR/CM
I. PURPOSE
This directive sets forth the Department’s community relations strategy.

II. COMMUNITY RELATIONS STRATEGY
A. The goals of the Department’s community relations strategy are to:
   1. promote safe communities by reducing crime, particularly violence.
   2. build and foster a true collaborative partnership through positive engagements and public trust between the Department and the community.
   3. engage in comprehensive problem solving with the community to reduce crime, particularly violence.
B. To achieve these goals, the Department will:
   1. approach all interactions with the public as opportunities to enhance the perception of law enforcement and build upon public trust.
   2. implement strategies at the beat, district, and area level to combat emerging and chronic crime issues and neighborhood disorder.
   3. ensure unified and effective implementation of the community relations strategy by relentless follow up.

III. TRANSFORMATIONAL CHANGES IN ORGANIZATIONAL STRUCTURE
A. Decentralized Implementation
   1. The Department recognizes that the unique and diverse nature of the City requires individualized solutions that are inclusive of all elements of each community.
   2. Area deputy chiefs and district commanders have the autonomy to address the specific concerns of the communities they serve and to use available personnel and discretionary resources under their command to target crime or emerging violence.
   3. District commanders are responsible for implementing strategies and tailoring techniques that are unique to the district’s crime conditions to provide a more localized approach to problem solving and crime reduction.
B. Geographic Responsibility
   1. Maintaining beat assignment integrity allows assigned members to better recognize emerging crime trends and community issues that are most prominent on their beats. Beat assignment integrity gives officers assigned to a beat the autonomy to engage with the community, a stake in their assignment and the area they serve, and a sense of pride in realizing the goals revolving around crime suppression on the beat.
   2. Beat assignment integrity promotes positive engagement with the community and offers members an opportunity to develop lasting positive relationships with the public they serve. Maintaining beat assignment integrity offers the community consistency in outreach,
engagement, and Department member attendance at Beat Community Meetings and community events.

3. Supervising sergeants have the final authority regarding dispatching of their police officers and directing resources under their command. This active engagement from mid-level supervisors yields a reduction of calls for service thus freeing up officers and allowing them to have more discretionary time to interact with community members on their beat.

4. This structure encourages accountability for crime levels and community engagement in a member’s geographic area of responsibility which can be reviewed through the CompStat process.

IV. PRINCIPLES OF THE COMMUNITY RELATIONS STRATEGY

A. Procedural Justice and Legitimacy

1. The Department will continue the practice of employing the concepts of Procedural Justice and Legitimacy with a focus on:
   a. Giving others a voice (listening);
   b. Neutrality in decision making;
   c. Respectful treatment; and
   d. Trustworthiness.

2. When police officers give community members a voice (listen) and are objective and respectful, police officers gain the trust of the community.

3. All interactions with members of the public will be conducted with the upmost respect and courtesy and be based on the concepts of Procedural Justice and Legitimacy. During each interaction, Department members will strive to attain the highest degree of ethical behavior and professional conduct at all times.

B. Community Engagement and Partnerships

1. It is the responsibility of all Department members, regardless of rank, position, or unit of assignment, to positively engage members of the community with the goal of fostering productive relationships and a collaborative effort to promote safe communities.

2. The Department continues its open dialogue with the community as an opportunity to share experiences and identify differing view points. These dialogues will be productive, based in facts, and continuous; not occurring just in times of crisis. The Department will work with the community to identify their concerns, develop effective crime prevention activities, and coordinate the collaborative response.

3. Strong police-community relationships will promote effective crime reduction and safe community environments.

4. The Department has established a variety of community partnerships and engagement strategies which are designed to encourage positive community interactions and relationships. These strategies include, but are not limited to:
   a. Enhanced Communications
      (1) Post-Event Communication

      Phone trees will be established in which key community leaders are called and brief meetings are held between the prominent community members and command personnel after any type of incident that may require immediate community notification or circulation. It is important to build these relationships prior to the occurrence of an incident.
(2) Robust Media Communication

The Department will use traditional media (print and broadcast), social media, and the Department's official community Web portal, located at www.chicagopolice.org, to continually communicate with the public. This communication must strike a delicate balance between protecting the investigation and keeping the public well-informed. The dissemination of criminal investigation information, including police-involved shootings, will be accurate and timely.

b. Youth Councils

Youth Councils will be established to expand the opportunities for positive interactions between Department members and young people within the community and will specifically address youth-based problems, solutions, and activities. Participants in these councils will include district supervisory personnel, beat officers, prominent members of the community, and young people within the community seeking a positive change in their environment and to contribute to safe and prosperous communities.

c. Enhanced Procedural Communication

The Department is committed to communications between investigators and victims of crime and those who make allegations of misconduct. This communication will be strictly monitored and enforced by supervisory personnel, with the understanding that information sharing may be diminished due to the pressing needs of the criminal investigation.

d. Beat Community Meetings and District Advisory Committee (DAC)

Two key mechanisms for building partnerships with the community on the district level are Beat Community Meetings and the District Advisory Committee (DAC). Department members will refer to the Department directive entitled "Beat Community Meetings and District Advisory Committee (DAC)."

e. District-Level Strategies and Community Interactions

District-level planning and implementation of strategies provide for a localized and specific approach to problem solving and crime reduction. Department members will refer to the Department directive entitled "District-Level Strategies to Combat Chronic Crime and Disorder."

f. Ride-Along Program

The Ride-Along Program affords individuals the opportunity to personally observe patrol operations. This program is outlined in the Department directive entitled "Ride Along Program."

g. Peer Jury Program

The Peer Jury Program is a juvenile intervention and prevention program designed as a collaborative, community-based partnership among neighborhood youth and their parents, the Department, the Juvenile Justice Division of Cook County, adult and teenage volunteers, local area businesses, and community leaders. Department members will refer to the Department directive entitled "Peer Jury Program" and the Peer Jury Manual (CPD-24.472).


(1) The D.A.R.E. program is taught by Department members with the objective of helping fifth and sixth grade students recognize and resist the many direct and subtle pressures that may influence these young people to experiment
with alcohol, tobacco, marijuana, inhalants, or other drugs or engage in acts of violence. The non-core curriculum is presented to kindergarten through fourth grade students. Department members will refer to the Department directive entitled "Drug Abuse Resistance Education (D.A.R.E.) Program."

(2) The G.R.E.A.T. program is taught by sworn Department members with the objective of helping young people become responsible members of their communities by teaching and reinforcing how to set realistic goals, resist pressures, positively resolve conflicts, and truly understand how gangs impact the quality of life in any community, regardless of the economic level. Department members will refer to the Department directive entitled "Gang Resistance Education and Training (G.R.E.A.T.) Program."

i. Gun Turn-In Program

The Gun Turn-In Program offers an opportunity for participants to turn-in firearms, B-B guns, and replica weapons to Department personnel. This program is outlined in the Department directive entitled "Gun Turn-In Program."

j. Troubled Buildings Program

The Municipal Code establishes an administrative system to address property owners and managers who encourage or permit unlawful drug and gang activities and related offenses to occur on their property. This program is outlined in the Department directive entitled "Municipal Drug and Gang Enforcement Program."

k. Community Area Response Teams (CART) and Wrap Around Services

This program combines the efforts of police, community members, and other governmental and non-governmental agencies to reclaim, mobilize, revitalize, and maintain a community after a successful narcotics takedown and street corner conspiracy cases. The goal is to ensure that community members take back their respective neighborhoods and maintain a safe environment. This program is outlined in the Bureau of Patrol Special Order entitled "Community Area Response Teams (CART) and Wrap Around Services."

l. Trespass Affidavit Program

The Trespass Affidavit Program is a tool to prevent, detect, and take necessary enforcement action regarding narcotics, prostitution, and other illegal activity occurring in lobbies, stairwells, basements, and other common areas of privately owned buildings. This program is outlined in the Department directive entitled "Trespass Affidavit Program."

m. Crisis Response and Recovery Program

The Crisis Response and Recovery Program is a collaboration of the Department, the Chicago Department of Public Health, and Chicago Survivors. This program provides advocacy services to murder-victim family members as outlined in the Department directive entitled "Crisis Response and Recovery Program."

n. Use of Social Media Outlets

(1) The Department participates in various neighborhood-based social media outlets that have a community outreach aspect to aid in building stronger and safer communities (e.g., EveryBlock, NextDoor Program). If a unit commanding officer wishes to participate in a social media network that the Department does not currently use, a request will be made to the Information Services Division.
(2) Twitter Program

The Twitter Program allows identified volunteer members in participating districts to maintain and update a district-specific authorized Twitter account and use the account to communicate with and engage members of the community in this casual forum. This program is outlined in the Department directive entitled “Social Media Outlet: Twitter Program.”

C. Problem-Solving Policing

1. The Department is committed to reducing crime, particularly violence, in all communities by utilizing a problem-solving approach to policing. Using this approach, community issues and crime incidents are examined in order to identify their roots, develop new preventative methods for addressing the issues, and encourage a proactive and comprehensive approach to problem-solving policing and community relations.

2. Problem-solving policing requires that police officers and members of the community work cooperatively in the following manner to:
   a. identify problems which cause concern for the community and the police.
   b. determine the causes and develop possible solutions to these problems.
   c. implement the best course of action.
   d. regularly evaluate and assess effectiveness.

3. All problem solving techniques will incorporate the Gang Violence Reduction Strategy.

V. RESPONSIBILITIES

A. Department-wide Responsibilities

1. All Department personnel will positively engage members of the community throughout their tour of duty to reduce violent and overall crime.

2. All command personnel will ensure the overall management, monitoring, auditing, and support of the implementation of the Department’s community relations strategy for the bureaus/units under their command. This support will include, but is not limited to:
   a. coordinating and responding to Intra-Departmental Support Service Requests (IDSSR) and responding to requests for resources and additional support.
   b. designating unit members to attend meetings or other community events.
   c. ensuring that members under their command proactively engage the community and conduct non-enforcement encounters.
   d. consulting with the Deputy Chief, Community Relations Division, to recommend modifications in the implementation of the Department’s community relations strategy or unit-level participation.

3. Unit commanding officers, Department-wide, will review the current district-level strategies of each district for which they have geographical responsibilities, for the purpose of:
   a. recommending unit-specific strategies, use of unit resources, or additional district strategies to supplement the effectiveness of the strategies, and
   b. providing the necessary unit resources and support for the successful implementation of the strategies.

B. Bureau of Patrol

1. While the community relations strategy of each district and area will be unique to the communities it serves, the Deputy Chief, Community Relations Division, has the authority and responsibility to establish additional guidelines and protocols in an effort to promote a consistent and efficient implementation of the Department’s community relations strategy.
The Community Relations Division Intranet website acts as a supplement to the guidelines and policies set forth in this directive and is comprised of:

a. additional procedural guidelines Department members will adhere to in the implementation of the Department's community relations strategy.

b. resource documents designed to assist Department members to better fulfill their assigned duties in relation to the Department's community relations strategy.

2. The Deputy Chief, Community Relations Division, will ensure:

a. the overall management, monitoring, and auditing of the implementation of the Department's community relations strategy.

b. community activities and events are developed, scheduled, and conducted consistent with the Department's community relations strategy.

c. administrative support and training are provided for the successful implementation of the Department's community relations strategy.

d. that community relations strategy materials and promotional items are made available, as funding permits.

e. there is a prominent presence of community organizers in those communities wherein the active law enforcement phase of problem solving evolves towards community stabilization, as funding permits.

f. each district commander is notified, in writing, if DAC or other funding is available to be used and managed as outlined in existing policy.

g. a quarterly report is prepared, and submitted through the chain of command to the Superintendent of Police, that includes, at minimum, the following elements:

   (1) a description of current concerns voiced by the community;

   (2) a description of potential problems that have a bearing on law enforcement activities within the community;

   (3) a statement of recommended actions that address previously identified concerns and problems;

   (4) a statement of progress made toward addressing previously identified concerns and problems; and

   (5) a statistical summary from the Department's Community Concern Database and the 311/CSR System.

h. an analysis is conducted on implemented strategies by crime type, geographic area, and the community perceptions, or misperceptions, of crime. The analysis will document the evaluation of crime prevention programs and strategies and will be conducted on the basis of crime data.

3. Area deputy chiefs will:

a. provide for the overall management, monitoring, and auditing of the area implementation of the Department's community relations strategy.

b. coordinate with the district commanders and provide support for the implementation of the community relations strategy at the district level.

c. provide assistance in obtaining responses to:

   (1) requests for outside unit resources and support.

   (2) submitted Intra-Departmental Support Service Requests.
d. ensure area crime data is analyzed to:

(1) identify district crossover or area-wide patterns and develop a
    comprehensive response to the identified pattern.
(2) recommend resource deployment, additional strategies, or modifications of
    district-level strategies.

e. coordinate with the Deployment Operations Section (DOC) and the Bureau of
   Detectives to ensure identified area-wide community-related concerns, problems, and
   patterns are addressed.

f. coordinate the Community Area Response Teams (CART) and wrap around services
   after successful narcotics take-down and street corner conspiracy cases.

4. District commanders will:

   a. provide for the overall management, monitoring, and auditing of their district’s
      implementation of the Department’s community relations strategy.

   b. ensure district community activities and events are developed, scheduled, and
      conducted consistent with the Department’s community relations strategy.

   c. ensure the district law enforcement efforts are supported by actively organizing
      community members to become involved in the problem-solving process.

   d. participate in Beat Community and DAC Committee Meetings as outlined in the
      Department directive entitled “Beat Community Meetings and District Advisory
      Committee (DAC)”.

   e. ensure that communities which have taken back their neighborhoods are given the
      necessary support to sustain safe communities.

   f. ensure community organizers participate in Beat Community and DAC and
      Subcommittee Meetings.

   g. designate Department members to serve as the community relations sergeant and
      community relations officers.

   h. develop, monitor, and provide for the overall management of the district-level
      strategies with input from the community and the appropriate district personnel as
      outlined in Department directive entitled “District-Level Strategies to Combat Chronic
      Crime and Disorder.”

   i. ensure the Master District Resource and the Business Organization Location Record
      Files are continually managed, updated, and maintained, as appropriate. Each of
      these files will be audited semiannually to ensure the consistency and accuracy of
      the information contained within.

   j. be accountable for their command’s crime prevention efforts and quality of life
      concerns. A review of community relations endeavors through the CompStat process
      will provide a forum for analyzing the effectiveness of the implemented strategies and
      the Department’s support of field operations. Additionally, this review will provide the
      Department’s executive management members a level of oversight to:

      (1) monitor the districts’ response to the public’s concerns as it relates to that
          district’s chronic crime conditions.

      (2) coordinate with the mobilization efforts of the Community Relations Division
          and other governmental and non-governmental agencies.

      (3) sustain participation in the Department’s community programs and
          attendance at community events (e.g., Beat Community Meetings).

      (4) identify the Department’s community relations strategy’s relationship to
          complaints against Department members made by members of community.
NOTE: The Inspections Division may also be utilized to review the community relations aspects of the Department’s operations.

5. District executive officers will:
   a. monitor, assign, and ensure the closure of automated Community Concerns assigned to their district.
   b. ensure City service requests are initiated and followed-up upon with the appropriate agency/unit.
   c. coordinate with the community relations sergeant and community relations officers and provide support for the implementation of the community relations strategy at the district level.
   d. audit the district’s use of the PCAD event for Community Interaction (COMINT) for the purpose of identifying strategies to increase officer initiated non-enforcement related interactions with community members and organizations.

NOTE: The PCAD event for Community Interaction (COMINT) is a Priority 4 on-view event intended to record officer-initiated non-enforcement related interactions with community members, organizations, and businesses. COMINT may also be used for officer-initiated visits to parks, churches, schools, or on blocks, where the purpose of the visit is to engage in positive non-enforcement communication/interaction with community members.

   e. on a daily basis, be accountable for the proper implementation of this directive.

6. Watch operations lieutenants will:
   a. manage watch operations, including personnel and material resources, to provide support for the implementation of the community relations strategy at the watch level.
   b. monitor the Police Computer Aided Dispatch (PCAD) and dispatched radio assignments to identify calls for service that may require a problem-solving-oriented response.
   c. monitor their watch’s officer initiated non-enforcement related interactions with community members and organizations, including the use of the PCAD event for Community Interaction (COMINT).
   d. prepare the period work sheets for their assigned watch with an emphasis on maintaining beat assignment integrity.

7. District station supervisors will:
   a. ensure on-duty field officers assigned to a primary beat attend the appropriate Beat Community Meetings and community events.
   b. ensure the implementation of the identified district-level community relations strategies.

8. Community relations sergeants will:
   a. provide for the overall management of the district’s Beat Community Meetings and the District Advisory Committee as outlined in Department directive entitled “Beat Community Meetings and District Advisory Committee (DAC).”
b. provide for the overall management of the Community Relations Office activities and personnel, and:

(1) monitor and manage Community Concerns and 311/City Service Requests.

**NOTE:** Community concerns received from Beat Community Meetings will be reviewed and entered into the CLEAR Automated Community Concerns Application and other appropriate community relations reports.

(2) coordinate Extreme Weather Operation Plan responses.

(3) respond to issues and requests by:

(a) City officials.

(b) Community members, businesses, and community organizations.

(c) Educational facilities.

(4) complete the required management reports, making the appropriate notifications, and maintaining the district's community relations reports and associated data, as identified by the district commander or the Deputy Chief, Community Relations Division.

c. serve as the district-level community relations training coordinator and reinforce previous training topics such as proven problem-solving methods.

9. Field supervisors and officers will:

a. attend and actively participate in Beat Community Meetings and community events, when notified.

b. coordinate with the community relations sergeant to discuss problems raised at the Beat Community Meetings or identified through other means (e.g., community member identified, personal observations).

c. participate in community activities and positively engage members of the community throughout their tour of duty.

**NOTE:** A PCAD event for Community Interaction (COMINT) will be used to record officer-initiated non-enforcement related interactions with community members, organizations, and businesses.

C. The Chief, Bureau of Detectives, will ensure:

1. Community Alerts and Area Crime Patterns are developed, processed, and disseminated using established procedures.

2. each area commander designates a liaison for each district community relations office to serve as a resource to address community issues including:

   a. domestic violence.
   
   b. older adults.
   
   c. juveniles.
   
   d. community alerts and crime patterns.

3. bureau members are designated to attend meetings or other community events, when requested.

4. members under their command participate in community activities and positively engage members of the community throughout their tour of duty.
D. The Chief, Bureau of Organized Crime, will ensure:

1. a liaison is designated for each district community relations office to serve as a resource to address community issues including:
   a. narcotics, gang, and prostitution activity.
   b. enforcement of liquor and other license violations.

2. bureau members are designated to attend meetings or other community events, when requested.

3. members under their command participate in community activities and positively engage members of the community throughout their tour of duty.

E. The Chief, Office of Crime Control Strategies, will ensure the:

1. Commander, Deployment Operations Section, assigns a DOC analyst as a liaison for each area to serve as a resource for the districts when developing, monitoring, and evaluating district-level strategies.

2. CompStat Section develops and implements a strategy to provide a level of review and accountability for the implementation of the Department’s community relations strategy through the CompStat process.

3. Director, Research and Development Division:
   a. conducts community surveys to gather the public’s perception of the effectiveness and implementation of the Department's community relations strategy.

(1) The Director, Research and Development Division, in consultation with the Deputy Chief, Community Relations Division, will ensure a documented survey of community members' attitudes and opinions is conducted with respect to:

   (a) overall agency performance;
   (b) overall competence of agency employees;
   (c) community members' perception of officers' attitudes and behavior;
   (d) community concern over safety and security within the agency's service area; and
   (e) community members' recommendations and suggestions for improvements.

(2) The results of the survey will be analyzed and disseminated to Department members and the community, as appropriate (e.g., www.chicagopolice.org webportal)

b. ensures the Department continues its commitment to work towards being recognized as a CALEA accredited law enforcement agency. The Commission on Accreditation for Law Enforcement Agencies (CALEA) accreditation status strengthens the Department’s accountability, both within the Department and the community, through a continuum of standards that clearly define authority, performance, and responsibilities.

F. Bureau of Support Services

1. The Deputy Chief, Education and Training Division, will ensure topic-specific training is developed and conducted to enhance the efficient implementation of the Department’s community relations strategy.

a. The Department continues its commitment to train Department members on the concepts of Procedural Justice and Legitimacy. The goal of this training is for officers
to understand the core concepts of Procedural Justice and Police Legitimacy in order to build better relationships within the communities that they serve. Continuing training will also be conducted to reinforce the principles of Procedural Justice and Police Legitimacy through the use of visual and scenario based training.

b. The Department will offer community members training, based on the concepts of Procedural Justice and Legitimacy to better understand how to interact with a police officer during a traffic stop or contact.

c. The Department will offer enhanced training to police recruits and newly promoted supervisors on community engagement methods and techniques to build positive relationships within the community.

d. The Department will identify Integrated Community Engagement Certification Training Teams which will receive advance training in community engagement methods and strategies to strengthen relationships between the Department and the community (e.g., YMCA Bridging the Divide curriculum).

2. The Commander, Information Services Division, will ensure the maintenance of the www.chicagopolice.org web portal, community relations data and associated databases, and other supporting technology.

G. Bureau of Internal Affairs

1. The Chief, Bureau of Internal Affairs, in consultation with the Chief Administrator, Independent Police Review Authority (IPRA), will ensure a review is conducted to evaluate the effectiveness of the Department's community relations strategy and its relationship to the number of community member’s complaints against Department members and the reported allegations. This review will also include recommended strategies to positively impact complaints made against Department members by members of the community.

2. This evaluation will be submitted to the CompStat Section and will be included in the review of the implementation of the Department's community relations strategy through the CompStat process.

Eddie T. Johnson
Superintendent of Police

15-084 MWK/RWN
I. PURPOSE

This directive:

A. establishes procedures for removing a sworn member below the rank of sergeant from D-2, D-2A, and D-3 assignments.

B. introduces the use of the:

II. POLICY

A. It is the policy of the Department to ensure that sworn members below the rank of sergeant assigned to D-2, D-2A, and D-3 assignments are adequately performing the functions of their assignment. If a commanding officer requests a performance review of a member under his or her command, a Review Board may be convened to determine whether the member is adequately performing the functions of their assignment and ensure the member receives sufficient due process.

B. The Review Board process will only be utilized in cases involving the review of an officer's performance. The Review Board process will not apply if a member is being removed from their assignment for a reason unrelated to their performance (e.g., budget modification, reduction in force initiative, etc.).

III. REQUEST FOR REMOVAL

A. The process of removing a sworn member below the rank of sergeant from a D-2, D-2A, and D-3 assignment will be initiated by a supervisor via To-From-Subject Report through the chain of command to the affected member's Bureau Chief. The report requesting removal will include documentation supporting the request.

B. The affected member's Bureau Chief, or designated exempt member, will review and forward the removal request to the Office of Legal Affairs for a determination of legal sufficiency. If the removal request is:
   1. legally sufficient, Office of Legal Affairs will initiate the Review Board process.
   2. not legally sufficient, it will be returned to the initiating supervisor with additional instructions. Such instructions may include, but not be limited to, requests for additional information or recommendations that the affected member receive additional training, counseling, and/or placement into the Behavioral Intervention System.

IV. REVIEW BOARD PROCESS

A. The Review Board will be the forum for hearings regarding the removal of a sworn member below the rank of sergeant from D-2, D-2A, and D-3 assignments.
B. The Review Board will consist of the following members or a designated exempt member from the respective bureau:

1. Chief, Bureau of Patrol;
2. Chief, Bureau of Detectives;
3. Chief, Bureau of Organized Crime;
4. Chief, Bureau of Organizational Development;
5. Chief, Bureau of Administration;
6. Chief, Bureau of Internal Affairs;
7. A representative, Office of Legal Affairs, who will serve as the Review Board secretary and a nonvoting member; and
8. A representative, Management and Labor Affairs Section, who will be a nonvoting member.

C. The affected member's Bureau Chief or their designated exempt member will serve as chairman and a nonvoting member.

D. A quorum of three voting members must be present to conduct a Review Board hearing.

E. The affected member's commanding officer will provide all relevant documents to the Review Board secretary for distribution to members of the Review Board. The affected member's commanding officer will also present the case for removal to the Review Board.

F. The member appearing before the Review Board will have the right to an advocate of their choice (attorney, Fraternal Order of Police representative, etc.).

1. The advocate may present witnesses.
2. The advocate may not cross-examine or question members of the Review Board.

G. The member appearing before the Review Board may offer documentation and testimony.

H. Upon receiving all relevant documentation and testimony, the Review Board will deliberate and arrive at a determination by conducting a poll of voting Review Board members. A majority of the Review Board members comprising a quorum is required for consensus.

V. NOTICE OF HEARING BEFORE THE REVIEW BOARD

A. The affected member must be notified of the:

1. potential consequences of their conduct. The notification is satisfied by Department directives, Rules & Regulations, and Standard Operating Procedures (SOP).
2. review of the affected member's performance before the Review Board.
3. Review Board date, via the Daily Court Notifications system, once the affected member acknowledges receipt of the Notice Of Hearing Before The Review Board Pursuant To E05-06-01 (CPD-12.151).

B. The Office of Legal Affairs, via the affected member's chain of command, will serve the affected member with the Notice Of Hearing Before The Review Board Pursuant To E05-06-01 (CPD-12.151), advising the member of the specific date(s) and time(s) of the incident(s) and identification of essential facts associated with the incident(s) under review.

C. Within seven (7) working days of receiving notice, the affected member has the right to request a hearing before the Review Board.

1. The affected member will submit a request for hearing to the Commander, Management and Labor Affairs Section. The hearing request will include a written response to the allegation(s) contained in the notice.
2. If no request for a hearing is received, the affected member will be deemed to have accepted notice and waived the right to a hearing.
3. The affected member bears the burden of proving a hearing was requested in a timely manner.

VI. CONDUCT OF THE HEARING
   A. The basis for convening the Review Board will be read at the hearing.
   B. An audio recording will be made of all testimony given at a Review Board hearing.
   C. Review Board members will have the option of questioning the affected member.
   D. When arriving to a determination, the Review Board will consider all evidence, written and oral.
   E. Within five (5) business days, the Department will inform the affected member, in writing, of the determination which may include, but is not limited to:
      1. removing the affected member from their assignment;
      2. establishing a period of supervision after which the Review Board will reconvene for further determination;
      3. scheduling training, counseling, and/or mentoring to address concerns;
      4. other remediation as deemed appropriate prior to removal; and/or
      5. no action necessary. The affected member will maintain his or her current assignment.

VII. APPEAL PROCESS
   A. Within seventy-two (72) hours of receiving the Review Board's decision, the affected member may submit a To-From Subject Report through their chain of command to the Office of Superintendent.
   B. The Superintendent will have the authority to affirm or reverse the Review Board decision within fourteen (14) days after the meeting of the Review Board. The Superintendent's decision will be communicated via the Office of Legal Affairs form entitled “Determination In The Appeal Of The Review Board Decision (CFD-12-154).”
   C. The final decision will be provided to the Director, Human Resources Division, for appropriate action(s).

(Items indicated by italic/double underline were added or revised)

Authenticated by: JKH

Garry F. McCarthy
Superintendent of Police

14-122 RDR
Appendix 5:

Orientation Day Checklist
The PPO’s first day in the district should begin with a tour conducted by the FTO. The following checklist can be used:

- Citation Clerk’s Office.
- Community Policing Office.
- Desk area (identify desk personnel).
- District Commander’s Office.
- District Commander’s Secretary’s Office.
- Lock up area.
- Locker Rooms (Male/Female).
- Mailbox area.
- Parking lot area.
- Property Cage Room.
- Radio Room.
- Review Office.
- Roll Call Room (C/O Book).
- Supervisor’s Locker Room.
- Supply Locations (Case Reports, Arrest Reports, etc.).
- Tactical Office.
- Time Keeper’s Office.
- Washrooms.
- Watch Secretary’s Office.
- Warrant Office.
- Youth Office.

Note** The Detective Division should be included in the tour if it is located in the district facility. When feasible, the PPO should be taken to the area Detective Division.
The FTO should also prepare an **Orientation Packet** for the PPO. Following is a *suggested* list of items to be included in the packet. Districts should add any additional items which would be of use to the PPO.

- To-From-Subject Report to the PPO from the Field Training and Evaluation Commanding Officer of Recruit Training*
- Information on Crime Scene Protection/DNA Evidence
- First Officer on the Scene Responsibilities
- Sound Amplification Towing
- District Priority Problems along with Gang/Narcotic Designated Areas
- District Community Policing (Including Names of All Members)
- District Management Training Team Lesson Plans
- Articles on Integrity And/or Ethics
- Beat Map
- Domestic Violence Information
- Active Street Gangs for the District and Their “Hang Out” Location(s)
- Notification Sheet for Incidents
- Handout with District Park Names and Numbers

*The report should be used to welcome the PPO to the district and to inform the PPO of circumstances which require written notification to the Commanding Officer of Recruit Training via a To–From Subject Report – i.e., the PPO is the subject of a C.R., SPAR, Inspector”s Deviation, or Court Deviation; uses medical roll; is involved in police action where news media is involved; is submitted for a department award or honorable mention; and/or receives a citizen letter of recommendation.