

CHAPTER 8
FIELD SUPERVISOR RESPONSIBILITIES
TABLE OF CONTENTS

<u>RESPONSIBILITY OF THE SUPERVISOR</u>	8-3
The Supervisor Instructs.....	8-4
The Supervisor Shapes Behavior	8-4
The Supervisor Sets an Example	8-4
The Supervisor Motivates.....	8-4
The Supervisor Follows Up.....	8-5
<u>COMMENTARY DRIVING</u>	8-5
<u>GYMKHANA DRIVER TRAINING EVENT</u>	8-6
General.....	8-6
Scoring	8-6
Exercises.....	8-7
Vehicle.....	8-8

ANNEXES

<u>A</u> – COMMENTARY DRIVING COLLISION AVOIDANCE TECHNIQUES.....	8-9
<u>B</u> – MAP OF GYMKHANA DRIVER TRAINING EVENT EXERCISES.....	8-11
<u>C</u> – EXERCISE 1 OF THE GYMKHANA DRIVER TRAINING EVENT.....	8-13
<u>D</u> – EXERCISE 2 OF THE GYMKHANA DRIVER TRAINING EVENT.....	8-15
<u>E</u> – EXERCISE 3 OF THE GYMKHANA DRIVER TRAINING EVENT.....	8-17
<u>F</u> – EXERCISE 4 OF THE GYMKHANA DRIVER TRAINING EVENT	8-19
<u>G</u> – EXERCISE 5 OF THE GYMKHANA DRIVER TRAINING EVENT	8-21
<u>H</u> – EXERCISE 6 OF THE GYMKHANA DRIVER TRAINING EVENT.....	8-23
<u>I</u> – EXERCISE 7 OF THE GYMKHANA DRIVER TRAINING EVENT	8-25
<u>J</u> – EXERCISE 8 OF THE GYMKHANA DRIVER TRAINING EVENT	8-27
<u>K</u> – EXERCISE 9 OF THE GYMKHANA DRIVER TRAINING EVENT.....	8-29

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CHAPTER 8

FIELD SUPERVISOR RESPONSIBILITIES

1. RESPONSIBILITY OF THE SUPERVISOR. This chapter outlines the supervisor's responsibilities to:

- a. Evaluate the driving performance of each officer.
- b. Instruct in all those areas where need has been expressed or indicated by the supervisor's evaluation.
- c. Correct undesirable driving habits found in the officer's driving.
- d. Motivate all officers under their direction to become better and safer drivers.
- e. Follow up in order to determine that instruction and correction have had the desired effects and that driving performance has improved.
- f. None of these activities should be new to supervisors. These are normal daily activities. For the purposes of this guide, however, the focus is on supervisory responsibilities with regard to driving safety.
 - (1) The Academy training must be reinforced by constant supervision and a sincere interest in the well-being of the officers.
 - (2) The supervisor should ride with the officers. They should ride with them long enough and often enough to get a reasonably complete picture of the officers' driving habits. If the officer's driving is unacceptable, tell them so and tell them why. This experience provides one of the most valuable opportunities available for training, since both the supervisor and the officer are personally involved at the time.
 - (3) Talk to the officer about their driving. Be conversational; do not make it a quiz. Find out what they do (or what they think they will do) in an emergency situation, and what evasive actions they might take in a variety of accident-causing situations. A lot can be learned by attentive, evaluative listening while an officer describes past driving experience.
 - (4) There are many indicators a supervisor can use to establish a picture of the way an officer drives. Some of these are as simple as listening to what other members say about the officer's driving, looking at their driving records, or observing their driving from another vehicle. The supervisor should choose

the methods of evaluation that best suit each individual case. One method, or possibly a variety of methods, may be used. The important thing is that the supervisor makes a conscientious, purposeful, and deliberate evaluation of the driving practices of every officer under their direction or command.

g. The Supervisor Instructs. The supervisor provides instruction to reinforce training, and provides additional instruction when needed.

(1) The manner in which instruction is given to an officer will depend upon the evaluation the supervisor has made of the officer's driving skills. Instruction may take any of the recognized forms, such as demonstrating, telling the officer, assigning selected readings, or merely providing an open climate for questions and answers.

(2) A true principle of learning is that retention increases with repetition. The officer may not have received instruction directly from their supervisor before.

h. The Supervisor Shapes Behavior. Undesirable driving habits do not tend to disappear; rather, bad driving habits (like good driving habits) tend to be reinforced with usage and are harder to unlearn. When a supervisor spots a dangerous or hazardous driving activity, it is vital the steps to correct the situation are initiated as quickly as possible.

(1) Ensure the officer understands you are not attacking them, but assisting to correct the problem of a dangerous or unsafe driving habit.

i. The Supervisor Sets an Example. The supervisor must set an example at all times. Remember while evaluating the officer's driving, they are probably forming an evaluation of the supervisor's driving.

(1) It is always a great deal easier to spot unacceptable habits in others than to see these habits in ourselves and for this reason a supervisor must constantly strive to make their driving activities as exemplary as possible.

(2) In order to be effective, all the supervisors in the command must set an equally good example.

j. The Supervisor Motivates. California Highway Patrol officers are capable of driving safely and can do so provided they make the effort. The best way to help an officer become a safe and skilled driver is to make them want to be a safe driver.

(1) Individuals have different motivations and different factors which will cause them to become motivated. The effective supervisor has the responsibility of discovering what these factors are for each of their officers.

(a) For one officer, it may be merely the encouragement of the supervisor to do a better job. For another officer, it may be group or social pressures from their peers.

(2) What motivates one officer will not motivate all.

k. The Supervisor Follows Up. Following up to see if the desired effect has taken place is a vital part of the training process. It should indicate to the supervisor those areas of skill, knowledge, or attitude which show a need for reinstruction or further instruction. It also has the salutary effect of demonstrating to officers the supervisor does care about the officer's activities.

(1) The point at which the supervisor will follow up will be largely a matter of individual judgment. Follow-up may take place shortly after correction or instruction has been given, or after a longer period to give the officer additional time to correct the issue.

2. COMMENTARY DRIVING. Commentary driving is a means of supplementing the defensive driving requirement and will provide uniformed employees with annual behind-the-wheel training. Highway Patrol Manual 10.6, Occupational Safety Manual, requires uniformed employees to receive a minimum of one hour of formal instruction in defensive driving annually by a uniformed supervisor.

a. When conducted properly, commentary driving will reinforce and strengthen an individual's defensive driving tactics and attitudes. A conscious awareness of routine driving tasks and potential hazards encountered on the highways is expanded by this method of training.

b. Commentary driving is not solely an evaluation process but also a training technique. The role of the supervisor should be one of teaching in areas of identified needs.

c. Every effort should be made to place the officer in a relaxed atmosphere so their normal driving habits can be recognized.

d. Training is accomplished to a great extent through group participation. The supervisor should possess the ability to communicate on an instructional basis, have a sincere interest in driver improvement, and be knowledgeable in the techniques of collision avoidance.

e. Ideally, one supervisor should instruct no more than three officers at a time. More than three officers make it overcrowded and uncomfortable within the vehicle

and less than three officers detracts from the group exchange of information necessary to the success of the training session.

f. Prior to training, the supervisor should review the officer's driving record and training history. This review may provide ideas on training needs and areas of necessary concentration. This can be done either during an informal predriving conversation with the officer or by requesting information contained in the CHP 442, Individual Accident, Injury and Safety Recognition Record.

g. Training begins with the supervisor driving first, demonstrating commentary driving. The supervisor verbally announces each movement made while operating the vehicle and every hazard or potential hazard observed. Care should be taken to confine verbalization to significant actions and anticipations.

h. Following an adequate demonstration period, the officer begins driving. Routes selected should be varied. The supervisor should point out gross errors but otherwise make mental notes of general driving habits. After a period of time the supervisor invites the other officers to make suggestions or to note hazards that the driver may have missed. The supervisor then adds their comments. The other officers gain from the group participation. The length of time each officer drives is dependent upon their individual skills, but generally the time should be 30 minutes to an hour.

i. Annex A is a list of collision avoidance techniques to serve as a pretraining refresher for supervisors. It should not be used as an evaluation "checklist" during the training session.

3. GYMKHANA DRIVER TRAINING EVENT. A Gymkhana Driver Training Event can be utilized by Area and Division personnel to provide cost-effective perishable skills refresher training. This program is designed to provide refresher training to all personnel and to allow uniformed personnel to engage in friendly competition with other individuals within their Area and Division. The program is open to all uniformed personnel but is not mandatory.

a. General. Certified Area and Division Driver Awareness Training Instructors may conduct a Gymkhana Driver Training Event during an Area or Division training day.

b. Scoring. Each driver will begin with 100 points. Points will be deducted based on the following format:

(1) For each hazard touched, there will be a 2-point deduction.

- (2) For each hazard moved off its spot but not knocked down, there will be a 5-point deduction.
- (3) For each hazard that is knocked down, there will be a 10-point deduction.
- (4) During the parking exercises, each driver must be within the legal limit of 18 inches from the curb or imaginary curb line.
 - (a) If more than 18 inches, there will be a 5-point deduction.
 - (b) If the front or rear bumper strikes a hazard on any exercise, there will be a 5-point deduction.
 - (c) If the front-end swing strikes a hazard, there will be a 5-point deduction.
 - (d) Any driver required to pull forward or back up to correct a mistake will receive a 5-point deduction.
 - (e) At the completion of the "Stop on a Dime" exercise, if the dime is visible at the front left tire, there will be a 5-point deduction.

c. Exercises. The following exercises will be used by each Area. Refer to Annexes C through K for diagrams and measurements for each exercise. Due to the tightness of the exercises, special attention will be required on all measurements. Note that some measurements are measured from center to center and others are measured from inside or outside edges, respectively.

- (1) The purpose of these exercises is to stress smoothness and accuracy. An officer will not be timed through the course. The order of the exercises is as follows:
 - (a) Forward Serpentine: 46 cones required.
 - (b) Backing Serpentine: No additional cones required.
 - (c) Forward Funnel: 26 cones required.
 - (d) Parallel Parking to Right: 8 cones required.
 - (e) Parallel Parking to Left: 8 cones required.
 - (f) Backing Funnel: No additional cones required.
 - (g) Star: 29 cones required.

(h) Bootleg U-Turn: 16 cones required.

(i) Stop on a Dime: 2 cones required.

(2) A total of 135 cones will be needed to set up all of the exercises. The cones used should be 28 inches in height. Each Area will be responsible for obtaining the cones from a source in their Area.

d. Vehicle. The vehicle utilized for the event should be the same make and model of primary use in the Area.

ANNEX A

COMMENTARY DRIVING COLLISION AVOIDANCE TECHNIQUES

1. PREDRIVING.
 - a. Visually checks around vehicle to note any hazards.
 - b. Adjusts seat and mirrors.
 - c. Fastens seat belt.
 - d. Checks lights, brakes, and gauges.
 - e. Releases parking brake.

2. GENERAL DRIVING HABITS.
 - a. Uses good posture and hand positions.
 - b. Makes intentions known to other drivers.
 - c. Accelerates smoothly.
 - d. Stops smoothly.
 - e. Watches well ahead in traffic.
 - f. Prepares for hazards.
 - g. Drives at a speed safe for conditions.
 - h. Uses adequate space cushion.
 - i. Does not wander within lane.
 - j. Cautious at intersections.
 - k. Checks mirrors frequently.
 - l. Aware of traffic advisory signs.
 - m. Looks over right shoulder before backing.

ANNEX A

COMMENTARY DRIVING COLLISION AVOIDANCE TECHNIQUES (*continued*)

3. FREEWAY DRIVING.

- a. Merges at proper speed.
- b. Drives in lane with fewest potential hazards.
- c. Minimizes lane changing.
- d. Does not rely totally on mirrors while changing lanes or merging.
- e. Avoids blind spots of other drivers.
- f. Anticipates movements of overtaken traffic.
- g. Provides space for merging traffic.
- h. Prepares for exits well in advance.

4. CONCLUSION OF DRIVING.

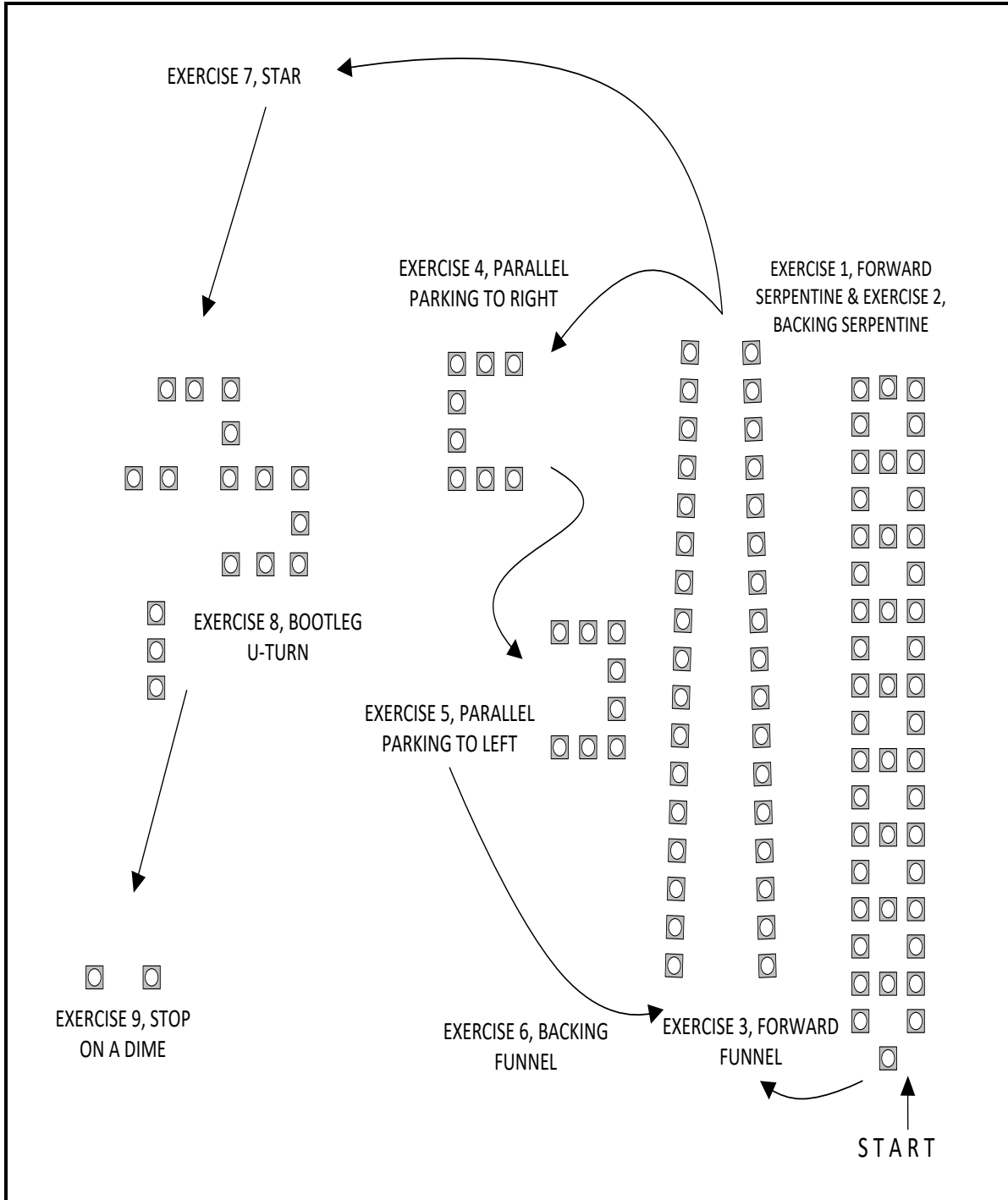
- a. Selects safe area to stop.
- b. Makes intention to stop known to other drivers well in advance.
- c. Sets parking brake.
- d. Cautious when opening door.

5. ATTITUDE.

- a. Observes traffic laws.
- b. Courteous to other drivers and pedestrians.
- c. Stays calm in trying situations.
- d. Resists urge to experiment with horsepower.
- e. Accepts advice and criticism in a constructive manner.

ANNEX B

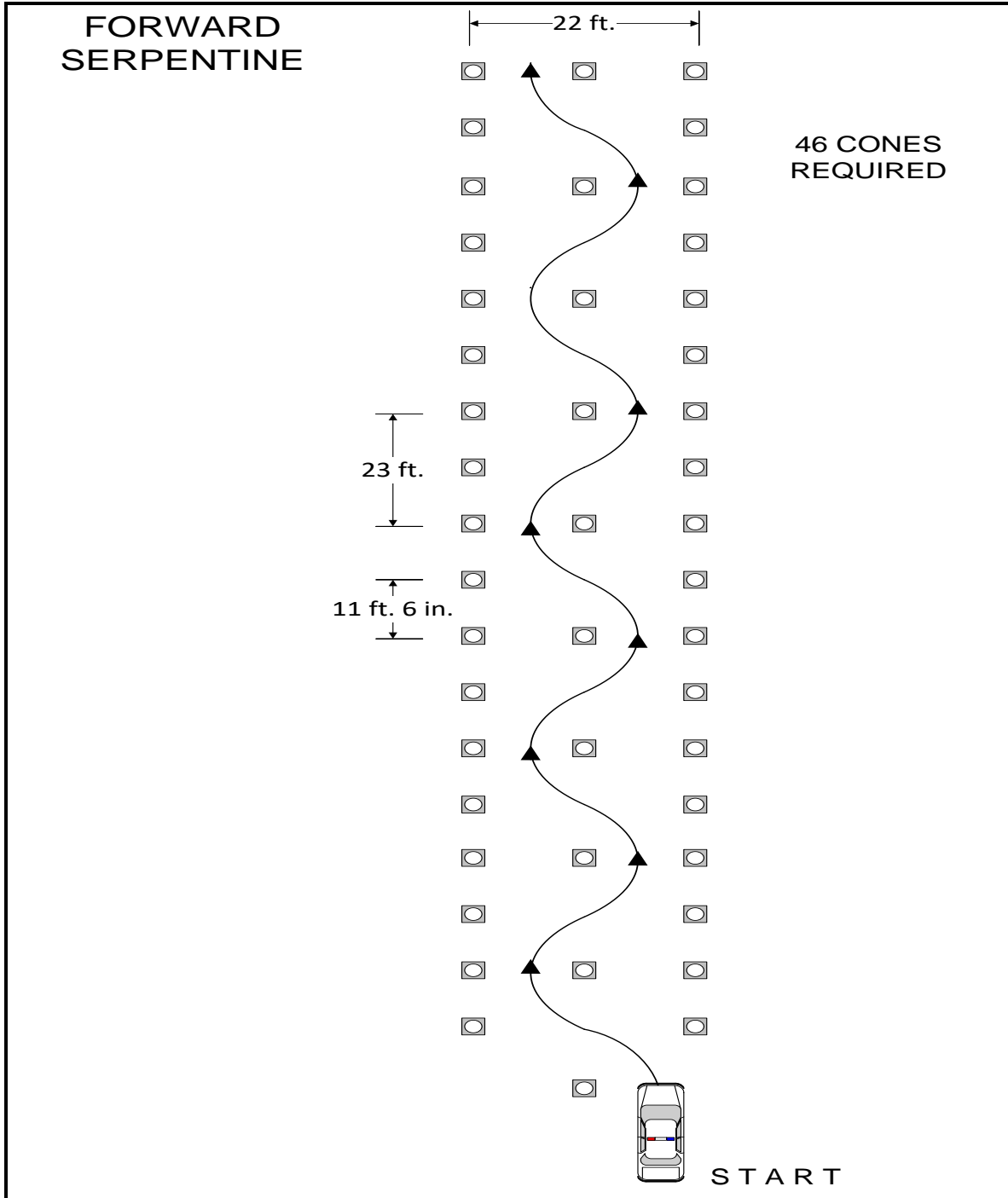
MAP OF GYMKHANA DRIVER TRAINING EVENT EXERCISES



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ANNEX C

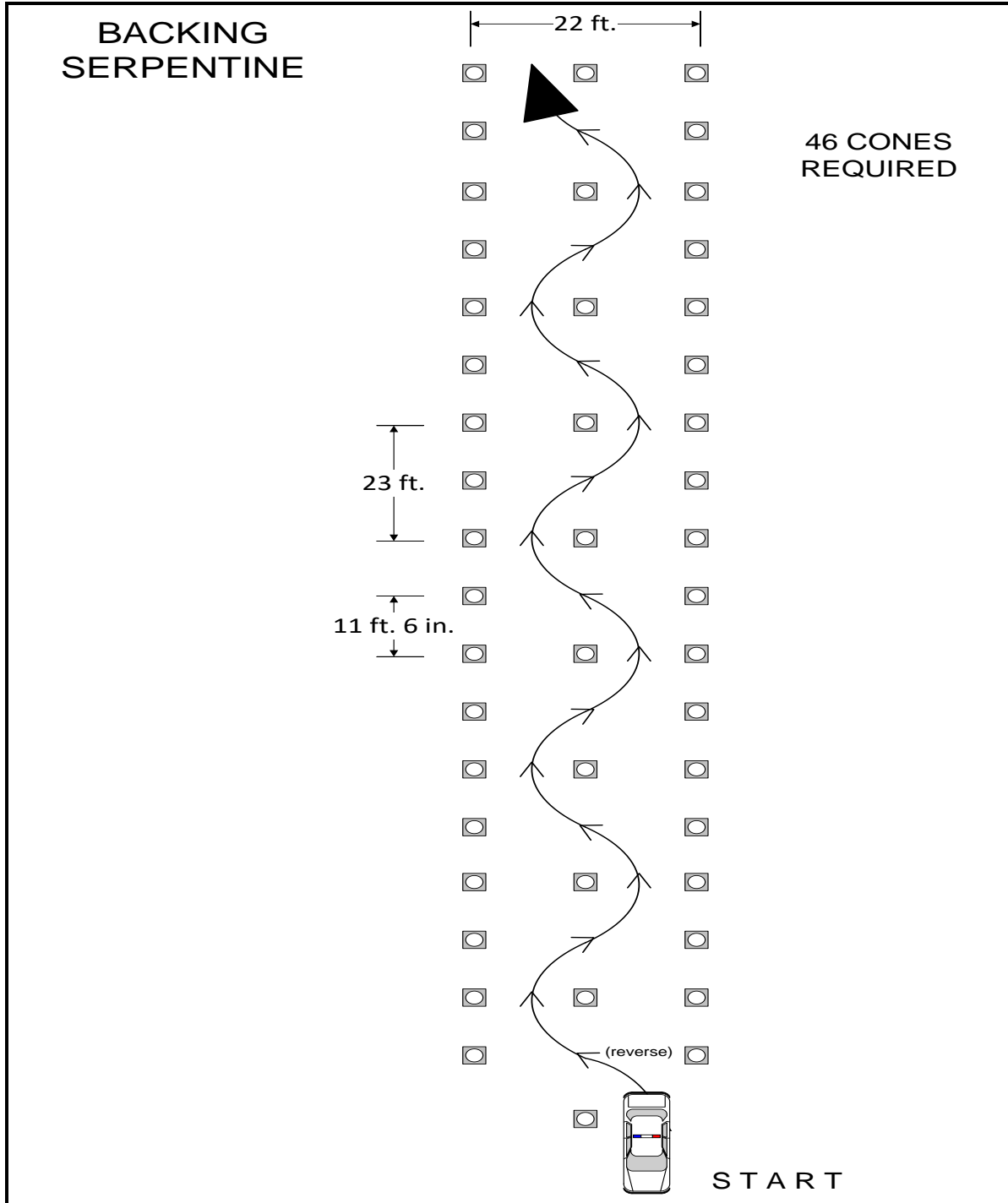
EXERCISE 1 OF THE GYMKHANA DRIVER TRAINING EVENT



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ANNEX D

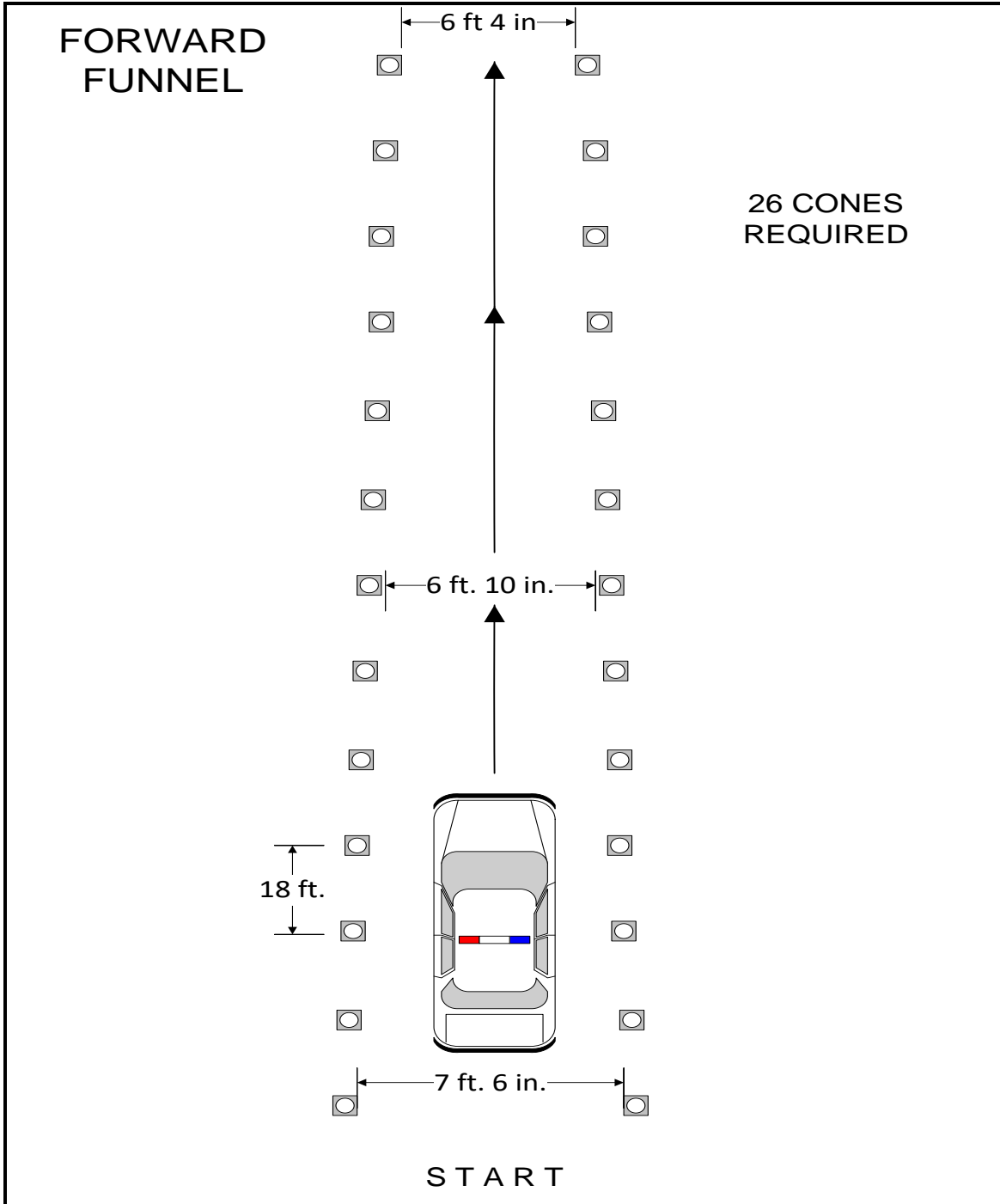
EXERCISE 2 OF THE GYMKHANA DRIVER TRAINING EVENT



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ANNEX E

EXERCISE 3 OF THE GYMKHANA DRIVER TRAINING EVENT



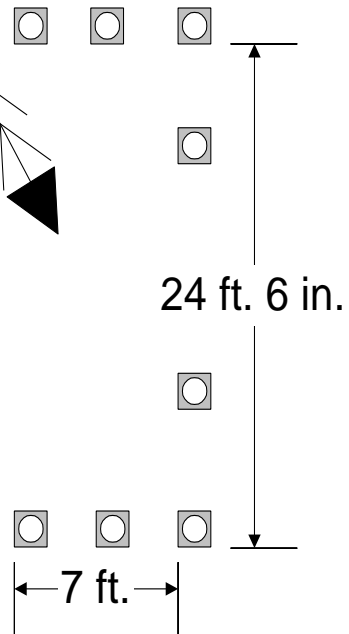
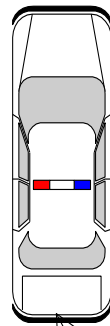
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ANNEX F

EXERCISE 4 OF THE GYMKHANA DRIVER TRAINING EVENT

PARALLEL PARKING TO RIGHT

8 CONES
REQUIRED



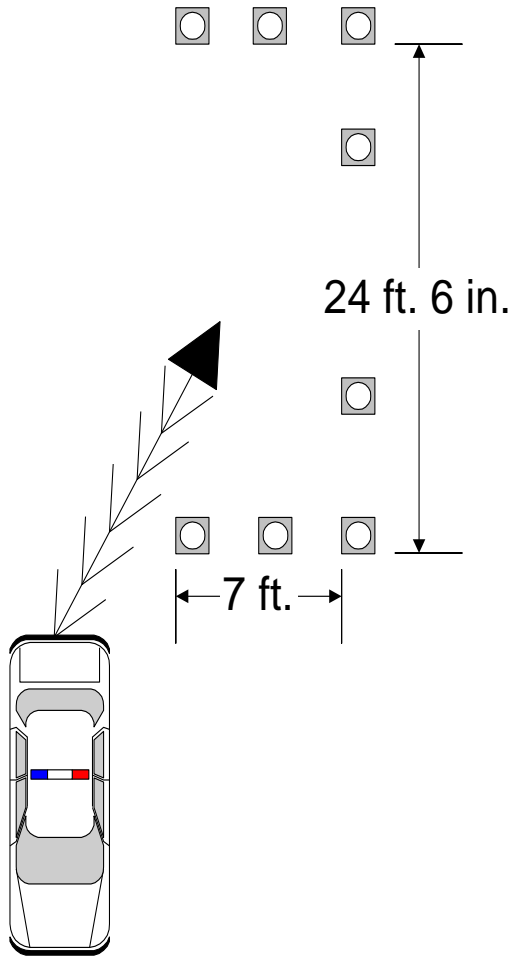
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ANNEX G

EXERCISE 5 OF THE GYMKHANA DRIVER TRAINING EVENT

PARALLEL PARKING TO LEFT

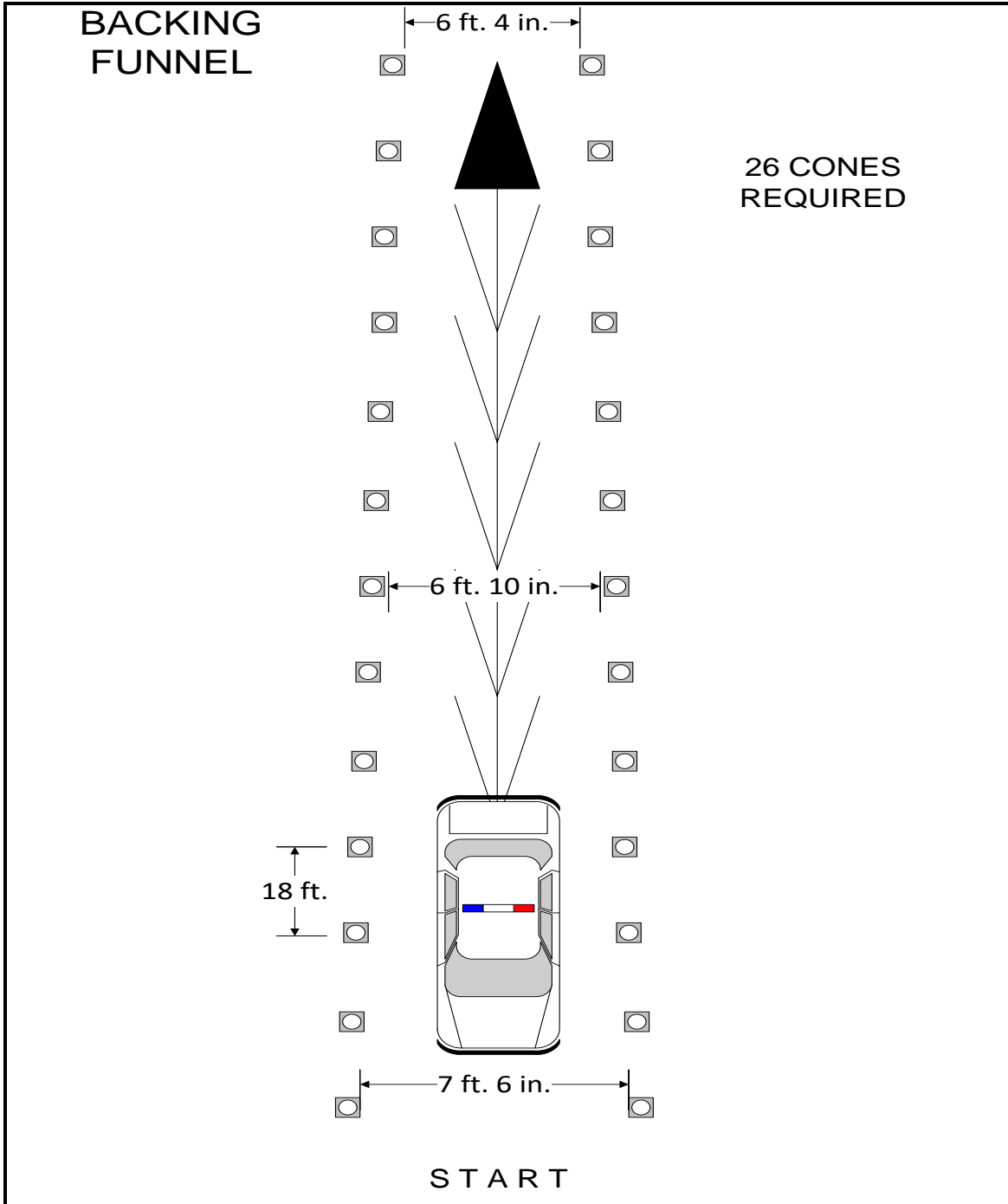
8 CONES
REQUIRED



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ANNEX H

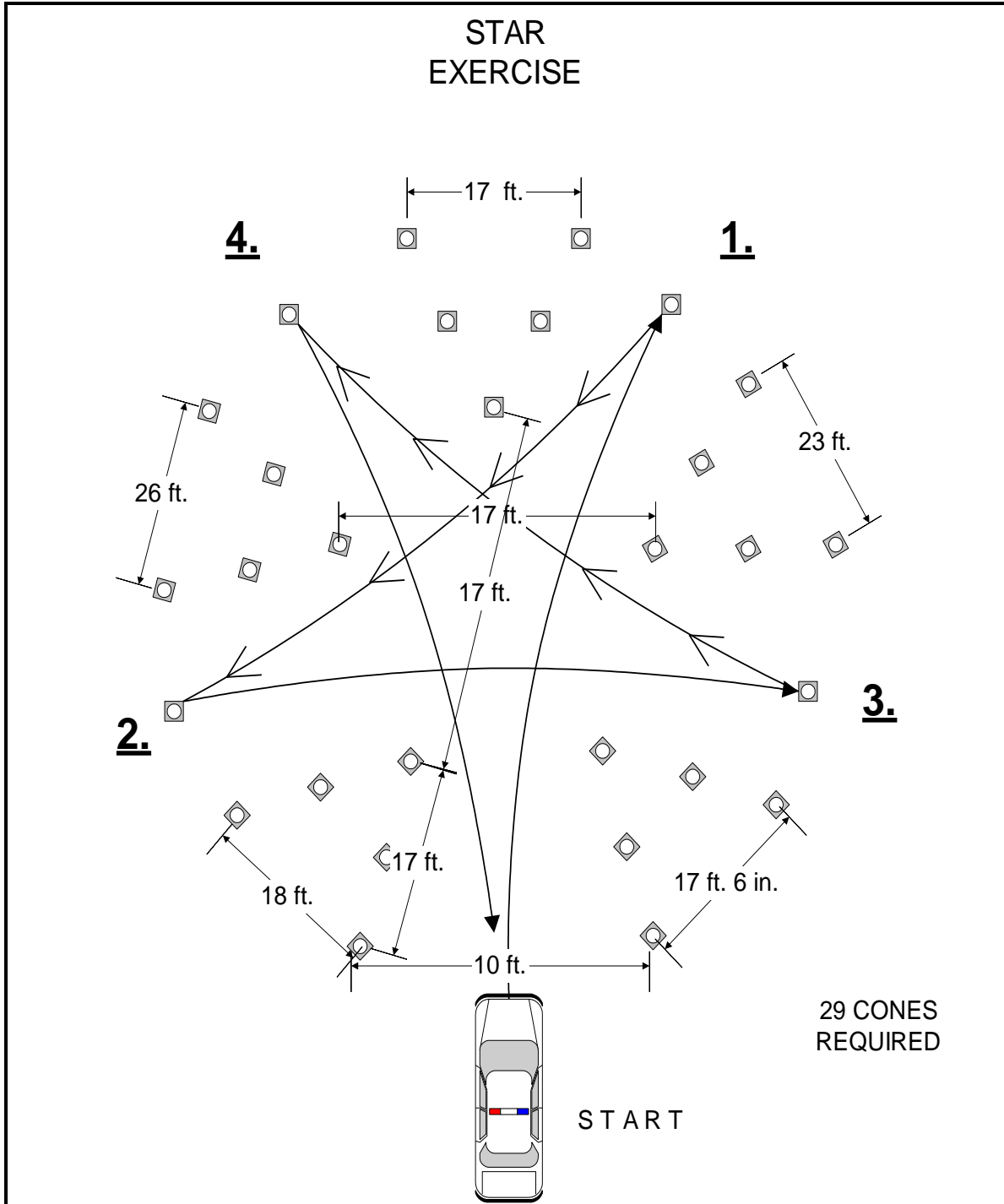
EXERCISE 6 OF THE GYMKHANA DRIVER TRAINING EVENT



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ANNEX I

EXERCISE 7 OF THE GYMKHANA DRIVER TRAINING EVENT



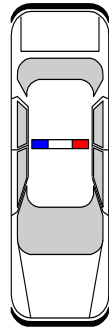
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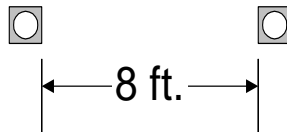
ANNEX K

EXERCISE 9 OF THE GYMKHANA DRIVER TRAINING EVENT

STOP ON A DIME



2 CONES
REQUIRED



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