

CHAPTER 2
ROLES AND RESPONSIBILITIES

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CHAPTER 2

ROLES AND RESPONSIBILITIES

1. GENERAL.

a. The Field Training and Evaluation Program (FTEP) is a vital component of the Department's field operations that impacts a large number of departmental personnel as well as the public. It is critical the program be managed effectively so it runs smoothly and functions harmoniously with other field operations.

b. The FTEP requires dedication, support, and active involvement of all personnel involved. This chapter outlines the program's administrative structure and identifies specific roles and responsibilities.

2. PROGRAM MANAGEMENT.

a. Academy. The Academy will be responsible for ensuring the administration and overall success of the program. Additionally, the Academy will serve as the Office of Primary Interest and reiterate the importance of the program's success to all field personnel.

b. Statewide Field Training and Evaluation Program Coordinator. The statewide FTEP coordinator is assigned to the Academy and is responsible for the implementation of the program's training and evaluation system. The position has review and oversight responsibility for the statewide operation of the program and coordinates with field Divisions and Areas to ensure appropriate training environments are maintained for all trainees. The statewide FTEP coordinator also reviews and maintains the training curriculum, oversees the content and delivery of training for Field Training Officers (FTO), and generally upholds the integrity of the program.

(1) The statewide FTEP coordinator has two critical responsibilities:

(a) Ensure all training is being implemented in a standardized manner. Standardization ensures each trainee is afforded the same general training opportunity received by other trainees regardless of field assignment. This responsibility involves monitoring training and ensuring evaluations continue to be based on each trainee's ability to perform the job-related tasks listed on the CHP 115, Trainee Checklist.

(b) Ensure all training is consistent with the minimum standards set forth by the Commission on Peace Officer Standards and Training FTEP.

(2) The statewide FTEP coordinator also works with the Division FTEP coordinators as necessary to ensure the acquisition of materials, training, and staff resources.

(3) The cornerstones of the program are the Field Training Officer Basic Course and the Field Training and Evaluation Program Supervisor/Administrator/Coordinator Course. The statewide FTEP coordinator maintains the curriculum for these courses and periodically reviews their content.

(4) The statewide FTEP coordinator is responsible for monitoring the statewide field training and evaluation system for quality and standardization.

(a) The statewide FTEP coordinator should attend each field Division's annual conference to meet with the Division and Area FTEP coordinators.

(b) As time allows, the statewide FTEP coordinator will visit Areas to confer with staff and review program operations. These visits are also an opportunity for the statewide FTEP coordinator to provide guidance and answer questions regarding the program's purpose, procedures, and policies.

c. Field Division Commanders. Division commanders shall promote a positive image of the FTEP and shall select a Division FTEP coordinator who will project same positive image. Division commanders shall ensure sufficient resources are allocated to meet FTO training, staffing, and program administration needs within their command. Additionally, they shall arrange for the Division FTEP coordinator, Area FTEP coordinators, and FTOs to attend the program's training and update courses, and for their Division FTEP coordinator and Area FTEP coordinators to attend their Division's annual conference.

d. Field Area Commanders. Area commanders shall have the ultimate responsibility for the successful administration of the FTEP within their respective commands. To this end, each commander shall provide the Area FTEP coordinators with the necessary support, resources, and equipment to ensure the program's success.

(1) Area commanders shall promote a positive image of the FTEP and shall select an Area FTEP coordinator for the program who projects that same positive image.

(2) Area commanders shall ensure the prescribed qualification and selection criteria are utilized, and the best possible candidates are selected as FTOs.

(3) Area commanders shall arrange for Area, any alternate Area FTEP coordinators, and FTOs to attend the program's training and update courses, and for the Area and any alternate Area FTEP coordinators to attend their Division's annual conference.

(4) Area commanders shall participate or ensure a member of the Area's management staff participates in all required management interviews.

(5) Area commanders are responsible for initiating the rejection during probation process for those trainees who do not meet the program's minimum performance standards.

(6) Area commanders shall ensure the statewide FTEP coordinator is notified when rejection during probation is initiated for a trainee and/or when a trainee resigns for any reason.

e. Division Field Training and Evaluation Program Coordinators. The program is coordinated at the field Division level by the Division FTEP coordinator. The field Division FTEP coordinator's role is primarily administrative. The field Division FTEP coordinator facilitates the flow of program information and resources from the statewide FTEP coordinator, and serves as the link between Areas and other field Divisions. The Division FTEP coordinator also schedules and moderates annual conferences for Area FTEP coordinators, schedules the program's training and update courses, handles special staffing needs, and strives to promote a positive image of the program to field staff. The Division FTEP coordinator is appointed by their respective field Division commanders. Additionally, the Division FTEP coordinator shall successfully complete the Field Training and Evaluation Program Supervisor/Administrator/Coordinator Course within one year of assuming their new role.

(1) Annual Conferences. The Division FTEP coordinator shall arrange and moderate an annual conference between the Division FTEP coordinators and all Area FTEP coordinators and/or alternates. This conference should occur during the third quarter of each year. The Division FTEP coordinator shall inform the statewide FTEP coordinator of conference dates and times, and request their attendance if possible. These conferences serve as a forum for discussing administrative matters, sharing training ideas, demonstrations, and related program issues.

(a) Meeting minutes shall be documented in accordance with General Order (GO) 1.5, Meetings and Briefings, and forwarded to the statewide FTEP coordinator.

(b) Only Divisions and Areas that have received, or are expected to receive, trainees during the year are required to participate.

(2) Facilitator. The Academy typically conducts four cadet training classes each year. Therefore, there are normally four annual field training cycles that coincide with the Academy graduation and field assignment of new officers. The Division FTEP coordinator must take these training cycles into account when planning their Area's allocation of staff for FTEP training, staffing, and related program administration issues.

(a) Because the program requires the rotation of trainees through multiple FTOs and the involvement of an Area FTEP coordinator, the trainee field assignment process can have a significant impact on certain Areas that receive trainees for the first time or only on rare occasions. Consequently, Areas scheduled to receive trainees from the Academy which do not have trained FTOs must send the required number of officers to the Field Training Officer Basic Course to cover their anticipated training needs. In addition, these Areas will require an Area FTEP coordinator. Division FTEP coordinators will arrange for their Division's personnel, FTOs, and Area FTEP coordinators to attend the FTEP training courses. Division FTEP coordinators will work with their Area FTEP coordinators in analyzing officer staffing and current trainee assignments to develop a projection of the number of FTOs needed.

(b) Division FTEP coordinators facilitate the flow of information from the statewide FTEP coordinator and/or Division to the program's Area operations and vice versa.

(c) Division FTEP coordinators facilitate the processing of rejection during probation packages at the Division level.

f. Area Field Training and Evaluation Program Coordinators. Each Area assigned a trainee shall provide an Area FTEP coordinator. When an Area is assigned more than two trainees, the Area will also provide an alternate Area FTEP coordinator. The alternate Area FTEP coordinator should be actively involved in daily operations of the Area's FTEP program.

(1) General. Area FTEP coordinators and their alternates are sergeants who administer Area training operations as collateral duties. Whenever possible, Area FTEP coordinators and their alternates will be assigned to separate shifts. These positions are selected by the Area commander and constitute the program's administrative staff at the Area level. Within one year of assuming their roles, each Area FTEP coordinator and alternate coordinator shall successfully complete a Field Training and Evaluation Program Supervisor/Administrator/Coordinator Course, in addition to the Field Training Officer Basic Course (unless attended within the previous five years).

(2) Selection Factors. The program's Area FTEP coordinator responsibilities are typically very demanding. The Area FTEP coordinator's position requires strong administrative abilities along with excellent interpersonal skills. Careful attention must be paid to the selection and retention of Area FTEP coordinators and their alternates. **Probationary sergeants and Area commanders should not be appointed to these positions.**

(3) Daily Operations. Area FTEP coordinators and their alternates administer the day-to-day operations of the program that directly affect the FTOs and trainees assigned to that Area. They set the tone from which the program functions. Area FTEP coordinators must display enthusiasm for the FTEP and concern for all personnel involved in training.

(4) Area Operations. Area FTEP coordinators manage the program in their Area. They ensure high-quality standardized training is implemented according to departmental policy and trainees are exposed to all elements of road patrol. The Area FTEP coordinators shall:

(a) Assist the Area commander with the selection and, if necessary, removal of FTOs.

(b) Assign trainees to FTOs.

(c) Ensure that no more than one trainee is assigned to one FTO at any time.

(d) Schedule and moderate end of cycle meetings. Meeting minutes shall be documented in accordance with GO 1.5 and forwarded to the Division FTEP coordinator within 30 days of the completion of the training cycle.

(e) Facilitate the trainee rejection during probation process for the Area commander.

(f) Ensure that complete and confidential program files are maintained for the Area.

(g) Maintain a current and accurate roster of active FTOs within their command.

(5) Team Leadership. Area FTEP coordinators serve as team leaders and role models for FTOs. They facilitate the chain of command by acting as a link between the line functions of the program and higher-level management within the Department. As team leaders, they ensure FTOs act within the scope of their responsibilities. Area FTEP coordinators also serve as liaisons between FTOs, trainees, and other personnel.

(6) Trainee Support. The program attempts to make the Academy-to-field transition as supportive and comfortable as possible for trainees. When Area FTEP coordinators receive the names of trainees assigned to their Area, they shall establish contact with them prior to their relocation. It is helpful to provide trainees with a brief description of the Area and basic “orientation” information. This information might include directions to the Area office, temporary lodging, Area Beat Guide, Area Standard Operating Procedure, etc.

(7) Field Training Officer Supervision. Area FTEP coordinators supervise FTOs and provide general guidance and direction. They should not hesitate to praise, counsel, or constructively criticize FTOs.

(a) Area FTEP coordinators oversee and ensure the quality and consistency of training provided by FTOs, and ensure their conduct is ethical and their performance meets program and departmental standards.

(b) Area FTEP coordinators review and sign forms where required, as well as any other material pertinent to trainee performance.

(c) Area FTEP coordinators conduct routine inspections of FTOs and trainees to ensure compliance with policy, appropriate performance, and conduct. Examples of items to be inspected are enforcement documents, uniform appearance, Arrest and Control techniques, CHP 115s, etc. Additionally, inspections should include ride-alongs with the FTO and trainee.

(d) Area FTEP coordinators assist FTOs in planning and implementing remedial strategies for trainees when necessary.

(8) Trainee Oversight. Area FTEP coordinators shall ensure any trainee assigned to general law enforcement uniformed patrol duties shall be under the direct and immediate supervision (physical presence) of an FTO. Any trainee temporarily assigned to non-enforcement, specialized function(s) for the purpose of specialized training or orientation is not required to be in the immediate presence of a qualified FTO while performing the specialized function(s). Area FTEP coordinators are responsible for providing secondary oversight of trainee performance, as well as ensuring a professional relationship between FTOs and trainees.

(a) It is important for Area FTEP coordinators to make routine contact with trainees on a regular basis and, whenever possible, observe their performance. Contact is essential because it assures trainees are part of a larger team and their progress is being continually monitored. Contact and observation may include, but are not limited to:

- 1 Periodic report review.
- 2 Listening to radio traffic.
- 3 Ride-alongs.
- 4 Reviewing and signing the CHP 115A, Daily Observation Report.
- 5 Weekly conferences with trainees.
- 6 Observing trainee behavior during daily briefings.

(b) Area FTEP coordinators may be responsible for completion of the four-month probationary period CHP 118, Performance Appraisal - Officer. Area FTEP coordinators shall refer to Highway Patrol Manual (HPM) 10.10, Performance Appraisal Manual, Chapter 3, Performance Appraisal Process for Officer, California Highway Patrol. If a trainee is placed on extension training, the "Other" box in Section F of the CHP 118 shall be checked and it should be noted in the space provided that the trainee is receiving remedial training in the deficient category(ies) as documented in the CHP 115G, Written Extension Training Plan.

(c) Although the Area commander is responsible for the trainee and/or FTO discipline, Area FTEP coordinators typically initiate disciplinary matters.

(d) Area FTEP coordinators will make the final recommendation to the Area commander concerning training extensions and successful completion of the program. When an Area commander decides to initiate a rejection during probation investigation, they shall immediately notify the Division commander and the statewide FTEP coordinator of the pending termination. Refer to HPM 10.2, Internal Investigations Manual, Chapter 1, Introduction and Notifications, for notification requirements.

g. Field Training Officers. Field Training Officers have significant additional responsibilities over and above their law enforcement duties when assigned to train a new officer. In addition to performing in an exemplary manner while trainees closely watch, FTOs must slow their pace to review the purpose and detail of every new encounter. The FTOs must guide trainees through a comprehensive curriculum that requires the blending of knowledge, skills, and abilities (KSA).

(1) It is essential the FTO applies the techniques of coaching by providing a role model to follow, giving encouragement and direction to the trainee to apply the skills taught. As soon as it is practical, the FTO should follow up by giving feedback on the trainee's performance. It is important this assessment has a

positive impact on the performance of the trainee. The FTO's appraisal of the trainee's abilities should always be followed with positive reinforcement and encouragement to continue good performance. An adjustment of training techniques and methodologies should be made in order to meet the needs of the trainee to rectify any performance deficiencies.

(2) The system that effectively identifies and selects qualified personnel to be FTOs will more often produce technically competent and active officers because patrol supervisors and commanders generally focus on these attributes and recommend officers who have them. Consequently, the system will select FTOs who set very high standards for themselves as well as their trainees.

NOTE: In discussing the role of the FTO, although high standards are desirable, the trainee must measure up to the standards set by the Department for the FTEP, not higher standards set by the FTO.

(3) The FTO's daily function is to train the new officer, imparting on the trainee the KSAs needed to be successful. The trainee's success in the program hinges in large part on the ability of the FTO to successfully meet the enormous obligations that come with the job. An in-depth discussion of the FTO's roles, responsibilities, and selection process is presented in Chapter 4, Field Training Officers, of this manual.

h. Trainees. Trainees entering the program shall have completed Academy training and should be prepared to enter the field training segment of their new career. This applied field training is under the guidance of the FTO. The trainee gradually assumes the full duties of an officer and continues the learning process under real-life conditions found in the field. The trainee must be monitored closely during the training period, not only for safety reasons, but also to be sure the trainee is developing and progressing to an optimal level:

(1) The role of the field training program trainee is to demonstrate the ability to operate as a solo uniformed patrol officer capable of performing **most duties** by the end of the program. This is the standard by which the trainee will be measured throughout the training program.

(2) The trainee's primary responsibility while assigned to the field training program is to devote full attention and efforts toward successfully completing the program. The field training program staff will make every effort to provide the tools necessary for the trainee to succeed in this task. Trainees must give their best effort while they are assigned to the program.