



**SHERIFF**  
*Mendocino County*

**Field Training Program**

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# Program Orientation

**Sheriff's Statement:**

Congratulations on entering the Mendocino County Sheriff's Office Field Training Program. It has long been recognized that in law enforcement training a balance must exist between classroom presentation and practical field experience. One cannot become a well-trained efficient Deputy Sheriff-Coroner without this blend of learning opportunities. This balance is not easily defined and is difficult to achieve.

Training is not only the cornerstone, but also the foundation of sound professional police service. The Field Training Program, which you are about to embark upon, is our foundational commitment to you in quality training.

You will be assigned to several Field Training Officers during your Field Training Program to ensure that you receive the necessary training in all of the Job Performance areas. Your Field Training Officers will employ the use of this Field Training Officer's Manual. Additional training materials may be offered throughout the course of your training due to the vast needs of the communities we serve.

Your Field Training Officer(s) have a duty to ensure that the highest standards of training are maintained. Not only do I expect this standard to be adhered to, so does the community we serve, and with whom we are in partnership with. The responsibilities imposed on the Field Training Officer are tremendous. Not only will the Field Training Officer be training you and assessing your progress, but he/she will also be seeing to the management of both yours, and his/hers, regular patrol duties. It is your duty to make a commitment to professional excellence and participate fully during your training.

Once again, I want to congratulate you on your new assignment. You are a member of a law enforcement agency that is rich in pride and honor and one that works in partnership with the community each and every day. As you progress with your training, remind yourself of both our Mission and Vision.

The **Mission Statement** of the Mendocino County Sheriff's Office is to provide professional and responsive law enforcement services to all people of our county; residents and visitors alike.

The **Vision Statement** of the Mendocino County Sheriff's Office is: ***to be an effective, professional, community-oriented public safety agency through cooperative effort.***

We are "Professionals who care" and are in "partnership with the community".

Sincerely,

Matthew C Kendall, Sheriff-Coroner

## **VALUE STATEMENT:**

We, the members of the Mendocino County Sheriff's Office, fill a variety of difficult and demanding roles as we provide law enforcement and related services to our communities. We recognize that trust and support are not automatically granted but must be earned. To achieve and maintain superior service we proudly commit ourselves to exercise and display the following values:

### **I. INTEGRITY**

We are dedicated to honesty and integrity in all our actions and will uphold our ethical beliefs regardless of the consequences. Our actions must be above reproach.

#### **We will:**

- **Promote and recognize ethical behavior and actions.**
- **Demand honesty over loyalty.**
- **Prevent abuse of the law and violation of civil rights**
- **Report and confront employees who violate law and the basic values of the organization.**

### **II. LOYALTY**

We are dedicated and loyal to the citizens of our communities, our Office, and our co-workers.

Above all, we will be loyal to the Law Enforcement Code of Ethics.

#### **We will:**

- **Reward and recognize those who contribute to the development of more effective ways of providing the policing service.**
- **Take all reasonable steps and precautions to protect both the employees' and the Office's interest in incidents that present either danger or civil exposure.**

### **III. PROFESSIONALISM**

We will serve with honor and vitality. Our professionalism dictates critical self-appraisal and objective analysis, with a commitment to community betterment. We will maintain the position of honor entrusted to us by those we serve.

#### **We will:**

- **Openly discuss both ethical and operational issues.**
- **Promote an atmosphere that encourages reasonable risk-taking and recognizes that growth and learning may be spawned by honest mistakes.**
- **Recognize that it is our duty to prevent, report, and investigate crimes; pursue, apprehend, and prosecute lawbreakers.**
- **Require professional performance for all members of the Office.**

#### IV. LEADERSHIP

We are mandated by law and public expectation to be leaders. We will lead by example and by adherence to our professional ethics and values.

**We will:**

- **Listen to and promote suggestions emanating from all levels of the Office.**
- **Review and react to individual performance based upon the totality of the circumstances surrounding a decision or action.**
- **Publicly acknowledge and praise employees who excel at their jobs.**

# Mendocino County Sheriff's Office.

## Code of Ethics

**As a law enforcement officer**, my fundamental duty is to serve mankind, to safeguard lives and property, to protect the innocent against deception, the weak against oppression or intimidation, and the peaceful against violence or disorder, and to respect the Constitutional rights of everyone to liberty, equality, and justice.

**I will** keep my private life unsullied as an example to all; maintain courageous calm in the face of danger, scorn, or ridicule; develop self-restraint; and be constantly mindful of the welfare of others. Honest in thought and deed in both my personal and official life, I will be exemplary in obeying the laws of the land and the regulations of my department. Whatever I see or hear of a confidential nature or that is confided to me in my official capacity will be kept ever secret unless revelation is necessary in the performance of my duty.

**I will** never act officiously or permit personal feelings, prejudices, animosities, or friendships to influence my decisions. With no compromise for crime and with relentless prosecution of criminals, I will enforce the law courteously and appropriately without fear or favor, malice or ill will, never employing unnecessary force or violence, and never accepting gratuities.

**I recognize** the badge of my office as a symbol of public faith, and I accept it as a public trust to be held so long as I am true to the ethics of the police service. I will constantly strive to achieve these objectives and ideals, dedicating myself before God to my chosen profession — law enforcement.

## ■ FIELD TRAINING OVERVIEW

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Field training is intended to facilitate a Deputy Sheriff's transition from the academic setting to the performance of general law enforcement uniformed patrol duties of the Mendocino County Sheriff's Office. Although a Deputy Sheriff graduating from the POST Regular Basic Course (Academy) has received a thorough introduction to basic law enforcement subjects, that deputy cannot be expected to immediately assume the full responsibilities of an experienced Deputy Sheriff. Newly assigned Deputy Sheriffs must receive additional training in the field, on actual calls for service, where they can learn from Deputy Sheriffs who already have practical patrol experience. Field training introduces a newly assigned Deputy Sheriff to the personnel, procedures, policies, and purposes of the Mendocino County Sheriff's Office and provides the initial formal and informal training specific to the day-to-day duties of its Deputy Sheriff Coroners.

In order to make the new Deputy Sheriff's field training as effective as possible, they are assigned to a Field Training Officer (FTO). The FTO is an experienced Deputy Sheriff selected and trained to conduct this type of training. It is the responsibility of the FTO to thoroughly review the field training program guide materials with the newly assigned Deputy Sheriff (henceforth referred to as the trainee) and to demonstrate proper patrol procedures. Trainees will be required to perform various law enforcement duties under the guidance and supervision of their assigned FTO and a Field Training Program Sergeant (FTP SGT). The trainee's performance will be evaluated by the FTO and monitored by the FTP SGT through daily and weekly reviews. This one-on-one style of training, in actual law enforcement situations, sets it apart from any prior academic endeavor.

Field training has a significant impact on the individual trainee in terms of imprinting attitudes, style, values, and ethics in carrying out the duties of policing that will remain with the Deputy Sheriff throughout a career. Because of this, it is probably the most effective influence on the future direction of the Sheriff's Office. The Mendocino County Sheriff's Office believes this field training program not only develops necessary technical skills but also reflects the policing philosophy of the office and the diverse community that it serves.

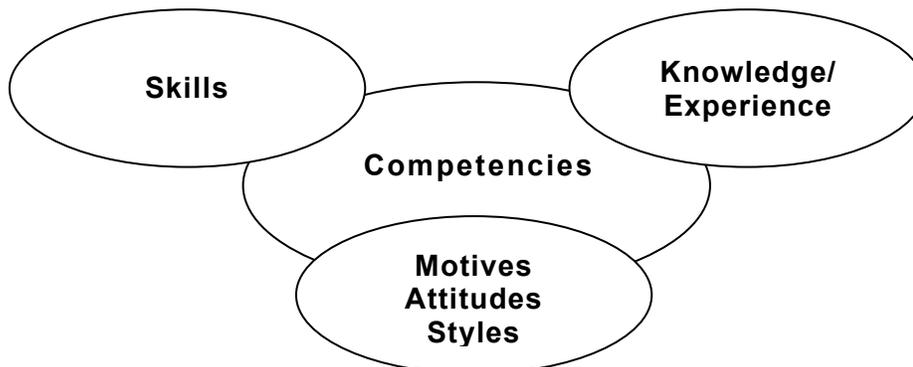
Mendocino County Sheriff's Office FTO's have the responsibility of building the future of the department through the people they train. The field training program has a training philosophy that ensures each trainee is given the maximum opportunity to show that he/she can do the job. To accomplish this, Mendocino County Sheriff's Office FTO's strive to create a positive environment in which learning is maximized and in which trainees are able to perform to the best of their ability. The approach is fair, firm, friendly, and, above all, professional. The example set is beyond reproach. Evaluation will be sincere and given in a straightforward manner emphasizing the positive as well as the negative aspects of performance. At no time will trainees be demeaned or ridiculed. Trainees will never be treated in a way that deprives them of their dignity. Every effort will be made to ensure that the stress felt by the trainee is caused by the job and not from the words or actions of the field trainers.

Department leaders and field training program staff have a responsibility to the community they serve. This responsibility requires that the department train and retain only the most competent Deputy Sheriffs. Not everyone has the capability to perform the complex, demanding tasks of the patrol deputy sheriff position. If, after sufficient training, the trainee does not meet the acceptable standards, he/she must be removed from patrol duties. To do otherwise would be an injustice to the Mendocino County Sheriff's Office, the community it serves, and to the trainee.

To accomplish the field training task requires the utmost dedication and patience throughout the department. All levels support the training mission and accommodate training needs. The future of the Mendocino County Sheriff's Office rests in the implementation of a well-organized and administered field training program. Completion of the program results in successful trainees who can perform the duties of a Mendocino County Deputy Sheriff in a safe, effective, and competent manner.

### **POST Field Training Program**

This POST Field Training Program is intended to support a competency-based training system. Trainees are expected to develop competencies relevant to their position as new patrol Deputy Sheriffs. This program helps trainees achieve specific objectives in order to be successful in their new organizational role and to develop skills, knowledge, abilities, and attitudes at a personal and professional level. In this program, competency includes behaviors that demonstrate effective (acceptable) or superior performance. These behaviors may not always include specific knowledge (i.e., exact penal code references) but do include learned or practical experience, or the behavioral application of knowledge that produces a successful result. Competencies are not necessarily specific skills but, rather, the application of skills that produces a successful result.



The Mendocino County Sheriff's Office had determined a level of acceptable performance and the competent standards of a solo patrol Deputy. As shown above, competencies have several components. Many of these are addressed in the hiring process; however, it's usually only in the field training program, when these components actually have to work and come together, that potential success and true competence is revealed. The Mendocino County Sheriff's Office Field Training Program Staff has the responsibility to evaluate that competence and the success of each trainee. The future of the department rests in their hands.

## ■ FIELD TRAINING PROGRAM ELEMENTS

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### **Scope of the Program**

The Mendocino County Sheriff's Office Field Training Program is designed to be completed by recruit Deputy Sheriffs that have successfully completed the POST Regular Basic Course (Academy) and have been assigned to perform general law enforcement uniformed patrol duties. Lateral Deputy Sheriffs who possess a POST Basic Certificate and one year prior solo patrol experience, or, who have previously completed a POST approved field training program, may be assigned to the Mendocino County Sheriff's Office Lateral Field Training Program. The Mendocino County Sheriff's Office Field Training Program also meet POST's 400-hour field training requirement for Level 1 Reserves.

### **Length of the Program**

The Mendocino County Sheriff's Office Field Training Program is generally 18 weeks long for a recruit Deputy Sheriff. The Mendocino County Sheriff's Office FTO program is presented in such a way as to provide maximum flexibility in the time required to present its objectives. The Mendocino County Sheriff's Office believes that generally 18 weeks is required to provide a trainee time to become minimally proficient in general law enforcement uniformed patrol duties to the extent that he/she can operate independently of a field training Deputy Sheriff.

### **Orientation**

The Mendocino County Sheriff's Office Field Training Program begins with an orientation period of two weeks, which is commonly referred to as the Mendocino County Sheriff's Office "Mini Academy". This "Mini Academy" allows for a smooth transition from the academy to the field training program. The trainee's first few days in the field training program will prove to be the most critical in terms of "setting the stage" for trainee learning and development.

This "Mini Academy" includes county Human Resources orientation for new county employees; firearms and impact weapons qualification; Taser training as well as trainee demonstrated proficiency in arrest and control techniques. The "Mini Academy" also includes exposure to the Mendocino County Sheriff's Office Court House, evidence room, District Attorney's office, records management system, and a basic report writing.

The introduction to the field training program also includes a discussion of the goals of the program, the procedures by which those goals are met, and what is expected of the trainee in order to attain those goals.

## Standardized/Phase Training

Standardized training provides for uniform application of policy, procedure, and law throughout the Mendocino County Sheriff's Office. Consistency in training ensures fair and impartial treatment of all trainees.

In order to maintain uniformity, certain standardized aspects of field training fall within a topic or area of performance skills. The Mendocino County Sheriff's Office uses a program based upon the *POST Field Training Program Guide* to *minimize problems* that arise from inconsistent training **and** will *ensure maximum uniformity* in the training process. A fundamental element of the field training program is phase training. Phase training is designed to provide the following:

1. A systematic approach to field training
2. Consistent and standardized training
3. The means of assuring the trainee's capability to perform competently as a solo patrol Deputy Sheriff
4. The opportunity to train with various FTO's and to be exposed to their methods and techniques while operating within standardized guidelines.

During each phase, the trainee will complete a portion of the program including specific performance objectives designed to ensure that the trainee has learned specific skills. The Mendocino County Sheriff's Office Field Training Program is divided into four phases.

**Phase I** is the introductory phase. Phase I training occurs from week 1 through week 6 of the training program and it will consist of intensive instruction and training. Phase I will generally be divided into two 3-week segments and the trainee should have two separate FTO's. During this time, the trainee will be taught certain basic skills. These include officer safety and other areas of potential liability to the organization and the trainee. The FTO assigned to the first segment of Phase I responsibility is the "Primary FTO". The important elements of this phase are the molding of the trainee's attitude toward the experienced Deputy Sheriffs and making it clear that the program is not "Just something else they have to get through." The FTO's function as a role model is particularly important here. The trainee's ultimate success may hinge upon his or her attitude toward the training program. The first actual week of Phase I with a Field Training Officer will primarily be orientation to the patrol function and the general layout of the county. The trainee will primarily be in an observation mode for the first week.

**Phase II** is somewhat more complex than the first phase and is the phase where trainees become more adept with their new role. Phase II training usually occurs from week 7 through week 12 of the training program. Phase II is broken into two 3-week segments and the trainee should have two separate FTO's. During this phase, it is expected trainees will begin handling calls for service with less input required from their FTO. They should begin to master the skills at hand. The FTO will acknowledge the trainee's growing assertiveness and remain constantly aware of and monitor the workload, guarding against under or over loading, and to ensure a proper learning environment.

**Phase III** is the last phase of formal training. Phase III training usually occurs from week 13 through week 16 of the training program. Phase III is broken into two segments. The first segment of Phase III is 2 weeks and the second segment of Phase III is 2 weeks of formal training, with a possibility of transitioning into Phase IV early if the FTO, FTO Sergeant and FTO staff concur, the trainee has demonstrated the ability to enter the test phase early. Trainees should be expected to handle all patrol details, excepting those not yet exposed to, without assistance. They should be initiating all patrol activities on their own. During Phase III, training continues to a lesser extent in an environment where critical evaluation takes on ever-increasing importance. This is also an opportunity for the FTO to review tasks previously accomplished and to ensure the trainee is prepared for the final phase.

**Phase IV** (Shadow phase) is the test phase. Phase IV is predominantly an evaluation only phase and generally consists of two weeks of observed patrol activity in weeks 17 and 18 of the training program. An important aspect of this phase will be the trainee's return to his or her Primary FTO for evaluation. This is done so that the FTO who originally observed the trainee will be able to evaluate the final product and compare performance levels. Ideally, Phase IV will generally be conducted in the sector in which the trainee will be assigned upon successful completion of the FTO program. To ensure the trainee acts as the lead Deputy Sheriff during this phase, the primary FTO will observe the actions of the trainee from an observer position, usually while wearing plain clothes. The FTO should not take any action except in instances where intervention is necessary, such as under the following circumstances:

1. *Officer Safety* – If the actions of the trainee constitute a hazard or potentially dangerous situation to Deputy Sheriffs or citizens, the FTO will take whatever action is necessary to reduce the hazard and ensure proper safety practices are followed.
2. *Illegal and Unethical Activity* – The FTO will ensure that the trainee's actions are always legal and ethical . Neither of these conditions shall be sacrificed for training purposes.
3. *Embarrassment to a Citizen, the Department, or the FTO* – The FTO will not allow an incident to get to the point where the trainee embarrasses or brings discredit to a citizen, the Sheriff's Office, the FTO, or himself/herself at any time.
4. *The call for service of problem at hand is something the trainee has not yet been exposed to, or by its nature is so complex the trainee might need assistance.*

If it is determined the trainee has demonstrated a pattern of difficulty and inability to perform to the established standards of achievement in any phase, he/she should either receive an extension of training, be given a remedial training assignment or "contract" or be terminated from the program.

<b>Phase 1 Week 1-6</b>	<b>Phase II Week 7-12</b>	<b>Phase III Week 13-16</b>	<b>Phase IV Week 17-18</b>
<ul style="list-style-type: none"> <li>• Orientation/ Department Policies</li> <li>• Deputy Sheriff Safety</li> <li>• Ethics</li> <li>• Use of Force</li> <li>• Patrol Vehicle Operations</li> <li>• Community Relations / Professional Demeanor</li> <li>• Radio Communications</li> </ul>	<ul style="list-style-type: none"> <li>• California Codes and Law</li> <li>• Search and Seizure</li> <li>• Report Writing</li> <li>• Control of Persons/Prisoners/ Mentally Ill</li> <li>• Patrol Procedures Part I</li> </ul>	<ul style="list-style-type: none"> <li>• Patrol Procedures Part 2</li> <li>• Investigations/ Evidence</li> <li>• Tactical Communications/ Conflict Resolution</li> <li>• Traffic</li> </ul>	<ul style="list-style-type: none"> <li>• Self-initiated Activity</li> <li>• Primary FTO Observation Phase (usually in plain clothes)</li> </ul>

### Phase Training Overview

If it is determined the trainee has demonstrated a pattern of difficulty or an inability to perform to the established standards of achievement in any phase, he/she should/may receive an extension of training, be given a remedial training assignment, or be terminated from the program. Extensions will generally be in 2-week increments; however, there might be exceptions if warranted. Extensions can be made in any of the phases listed above.

## **Rotating Trainers/Trainees**

When a segment has been completed and whenever possible, the trainee will be assigned another FTO. The assignment of a different FTO will expose the trainee to a variation of training styles and personal approach to the job. Trainees having difficulty in the program may improve their performance significantly after such a change.

When feasible, trainees will be rotated to a different shift for at each segment to provide exposure to the variation of responses that are appropriate at different times of the day.

## **Evaluation Frequency**

Each trainee's progress through the field training program is recorded by means of written evaluations. The evaluation process is as important as the training process. One without the other would make the learning process unachievable. Evaluations have many purposes. The obvious is to document a trainee's progress, but there are other purposes as well. Evaluations are excellent tools for informing trainees of their performance level. They are also used for identifying training needs and documenting training efforts. Further, they chronicle the skills and efforts of the trainers. Evaluation represents feedback on many aspects of the program.

Evaluation will be immediate, constant, and fair. POST field training regulations require that evaluation come in several ways from several levels of involvement in the field training program. FTO's are expected to complete Daily Observation Reports (DORs) and End of Phase Segment Reports on each trainee while the FTO SGT will review and sign each DOR and complete a Supervisor's Weekly Report (SWR). At the end of a Phase, an end of phase meeting will occur with the FTO staff and may include the FTO Commander. Collectively, over the duration of the program, these written evaluations relate a chronological story of performance. These evaluations describe the trainee's successes, failures, improvements, digressions, and attempts to manage each of these occurrences. An honest and objective evaluation of trainees is the intent of all members of the Mendocino County Sheriff's Office field training staff.

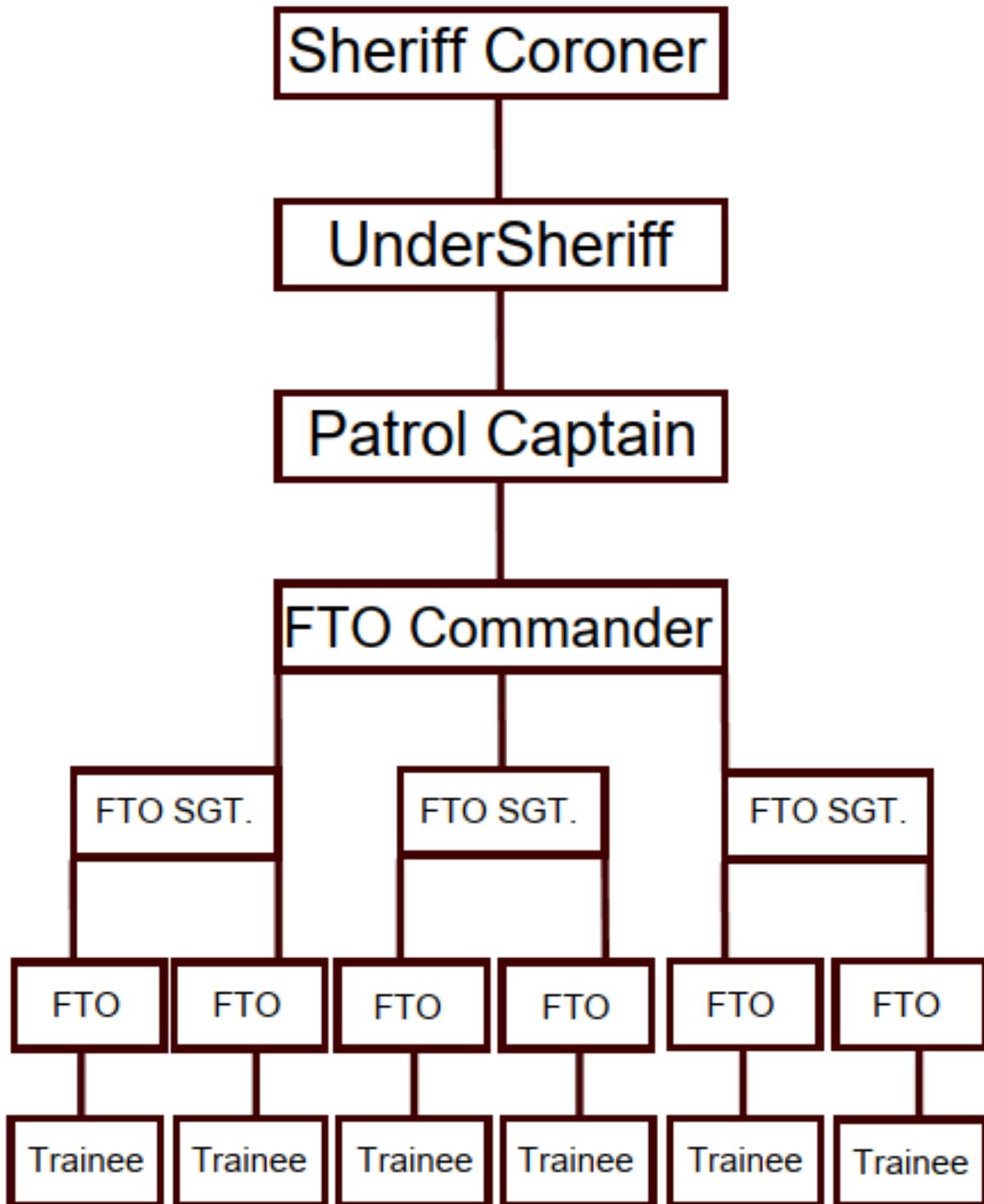
## **Organizational Structure/Chain of Command**

The FTO Commander (Lieutenant) supervises the Mendocino County Sheriff's Office Field Training Program. The FTO SGT's assist with the selection, training, and conduct the daily supervision of the FTO's, as well as the day-to-day operation of the program, which include tasks such as trainee/FTO assignments, remediation, review of the DOR's and end of Segment reports.

The Mendocino County Sheriff's Office utilizes the following chain of command for the field training program:

1. Mendocino County Sheriff Coroner
2. Mendocino County UnderSheriff
3. Mendocino County Sheriff's Office Patrol Captain

4. Mendocino County Sheriff's Office FTO Commander (Lieutenant)
5. FTO Sergeant
6. FTO
7. Trainee



This chain of command is to be adhered to as long as the business being conducted relates to the field training program and its goals. There may be times when the FTO SGT is not available. In this case, the shift Watch Commander will be utilized if a matter of urgency exists and action must be taken immediately. In most cases, however, time is not a factor and the chain of command should be followed.

Each member of the Mendocino County Sheriff's Office field training program staff has a sense of organizational loyalty. As information flows up and down the chain of command, decisions are made and the program runs smoothly. Decisions made at an inappropriate level may interfere with program staff and department goals and create feelings of anxiety among the staff as well as with the trainees. The field training program staff operates as a team and, consequently, decisions made affect every member of that team. Decisions made at the proper level, with sufficient input, benefit all.

### **Special Assignments**

Trainees will be under the direct and immediate supervision (physical presence) of a qualified field training Deputy Sheriff throughout the program. However, field training can be significantly enhanced by an experience that is not included in the training guide. The Mendocino County Sheriff's Office can use different resources and assignments for brief periods. This may allow the trainee to work with another senior Deputy Sheriff, possibly not an FTO, on special investigations or in specialized training areas (gang enforcement, narcotics enforcement, criminal investigations and or marijuana enforcement). Any specialized assignment shall have the prior approval of the FTO Commander.

At no time will a Deputy Sheriff (or civilian) who has not attended a POST-certified Field Training Deputy Sheriff Course evaluate a trainee. However, documentation of the special assignment as well as significant training or action will be documented in memorandum format and submitted to the FTO in charge of the trainee. The FTO will then incorporate this information on the DOR. The Deputy Sheriff, detective, dispatcher, or civilian to whom the trainee was assigned should include in this memorandum any significant training and/or performance that was accomplished. This action can also be followed if the FTO misses a shift due to illness, court, etc., and another employee provided training and/or supervision. Again, these assignments must have the prior approval of the FTO Commander whenever possible.

### **Remedial Extension(s)**

As mentioned before, the Mendocino County Sheriff's Office Field Training Program is a generally a minimum of 18 weeks in length for recruits. It should be understood, however, that situations might occur which make it difficult to always adhere to a set time limit. These situations may have their source in the trainee's performance; other times they are administrative in nature or as a result of lost time for the trainee due to injury or illness. For whatever reason(s) they occur, trainees will be given a fair opportunity to prove themselves.

Trainees may have their field training extended to allow them sufficient time to master complex tasks. This is not a guarantee that every trainee has the right to an extension. The decision to extend shall be that of the FTO Commander and is usually made before the trainee enters the next Phase of their training, up to and including Phase IV (the final phase). This decision will be based on a review of performance and other information available as well as the recommendations of the FTO's and program staff. The extension provides an opportunity to have any diagnosed and documented problems remediated.

An extension in the field training program may be handled several ways. The trainee may continue to work with the same FTO or may be assigned to a different FTO on another available shift. The field training extension will be tailored to fit the needs of the trainee. The FTO will see that the extension is viewed from a positive perspective and as a strategy that will lead to success. The foundation for a decision to extend is whether or not the cause is viewed as something that can be corrected. Field training program extensions occur infrequently and will not be granted by the program staff unless the probability of success is anticipated.

## **Termination**

The field training program is designed to develop competent solo patrol Deputy Sheriffs. This level of competence, unfortunately, is not always reached. Some trainees can perform many, but not all, of the tasks required of solo patrol Deputy Sheriffs, while still others are simply unable to deal with the stress of the job. Whatever the reason(s), some trainees will not be able to meet the performance standards of a competent solo patrol Deputy Sheriff.

If, during the field training program, it is concluded by consensus that a trainee should be recommended for termination, information having bearing on an eventual decision will be gathered. This documentation regarding the trainee's performance may include evaluation instruments, remedial training assignment worksheets, and other written memos with conclusions and recommendations concerning retention or dismissal. It should reflect the writer's point of view and reflect the positive and negative aspects of the trainee's work.

The recommendation to the Mendocino County Sheriff, or designee, to terminate a trainee should be made only after all submitted documentation is reviewed by the FTO's involved, the FTO SGT's and the FTO Commander, and Patrol Commander. The trainee should be advised of the pending recommendation only after all the memoranda have been submitted through the chain of command to the department head. It is **not** the FTO's role to notify the trainee of his/her impending termination but that of the FTO Commander. The trainee should be given the right to speak to anyone he/she wishes in the chain of command. A trainee may elect to resign prior to being terminated from the program. If the trainee resigns, all memoranda and other reports or evaluations will be completed and maintained in his/her file to document the field training performance.

## **Mendocino County Sheriff's Office Lateral Training Program.**

In compliance with California Code of Regulations 1004(b)(A)(B), the Mendocino County Sheriff's Office may request an exemption or partial exemption of the Field Training Program requirement for lateral deputy sheriff's if:

1. The lateral deputy sheriff has completed a POST approved Field Training Program, or
2. The Lateral deputy sheriff has one-year previous experience performing general law enforcement uniformed patrol duties and possesses a POST Basic certificate.

Lateral Deputy Sheriff's assigned to the patrol function will be required to complete the 2 week Mini academy, the Field Training Manual, and be competently trained on agency specific methodology. This training program will generally be shortened to 6-8 weeks and will be determined by overall evaluations by the FTO's, FTO SGT and the FTO Commander. After such time as the Lateral Deputy Sheriff is recommended to be released as a solo deputy sheriff, the recommendation shall be submitted to the Patrol Commander in writing for the ultimate decision to be made.

If a lateral Deputy Sheriff is hired to be assigned to the Court Security Function, the Deputy Sheriff may, at the discretion of the Sheriff, have the field training program waived with an exemption request pursuant to section 1004(b)(a) of the POST Administrative Manual. Should that Lateral Deputy Sheriff later transfer to the patrol function at his/her request, or assignment by the Patrol Commander, he/she shall then be subject to the Lateral Deputy Sheriff field training program as outlined above.

### **FTO and Program Critique**

An important element of a consistent and successful field training program is the continuous evaluation of FTO performance and the relevance of the program itself. The FTO SGT has the responsibility to seek feedback from trainees who are participating in or who have completed the field training program and then provide this feedback to the FTO Commander.

The Mendocino County Sheriff's Office uses written critique forms to assist in this process. The trainee is encouraged to offer candid opinions concerning the training program and the FTO's performance as an instructor. Critiques completed by the trainees offer insights into the training ability of FTO's and an overall assessment of the effectiveness of the field training program from the perspective of the trainee. The FTO SGT will maintain trainee confidentiality. Any information provided from the critiques to program staff will be in the form of general training and improvement material.

### **Evaluation of Field Training Deputy Sheriffs**

The FTO Sergeants, on an annual basis will evaluate Field Training Deputy Sheriffs. In congruence with Mendocino County Sheriff's Office Policy Manual Section 1002 – Evaluation of Employees – and based upon the criteria established in the Mendocino County Sheriff's Office Field Training

Manual for roles and expectations of Field Training Deputy Sheriffs, the FTO SGT will monitor the Field Training Deputy Sheriff's performance, while training, through observation and documentation. The evaluation will be in narrative form and provided to the Field Training Deputy Sheriff's evaluating supervisor, to be incorporated in the Field Training Deputy Sheriff's yearly evaluation.

### **Competency Attestation/Completion Record**

The Mendocino County Sheriff's Office will document a trainee's successful completion of the training program per POST regulations. Usually at the end of the final evaluation phase, the final phase FTO will attest to the trainee's competence and successful completion of the field training program. A statement that releases the trainee from the program, with the signed concurrence of the Mendocino County Sheriff, or designee, shall be retained in department records.

### **Documentation**

Throughout the program, various forms and reports are necessary to ensure proper documentation of trainee performance. Samples of all the forms mentioned thus far can be found in the Mendocino County Sheriff's Office FTO manual. A trainee's written reports may be logged and maintained in the FTO manual.

### **Field Training Staff Meetings**

At the end of each training segment, there will be an FTO meeting with the FTO who has, and the FTO about to receive a trainee, and the FTO SGT. The purpose of these meetings is to review the progress of each trainee and pass on information relative to special training problems and remediation efforts.

At or around the end of each phase, a meeting should be scheduled for the FTO who has and the FTO about to receive, a trainee. The FTO SGT's as well as the FTO Commander should attend these meetings. The purpose of these meetings is to review the progress of each trainee and pass on information relative to special training problems and remediation efforts. The FTO SGT will review drafts of the End of Phase Reports (EPR) and see that they are consistent with what the FTO's are reporting at the meeting. If evaluation(s) are submitted on or before the final day of the phase, or at the meeting, turnaround time for presenting the evaluation to the trainee will be in a timely manner.

The field training staff will meet at least once a year, but preferably quarterly, for additional training, information and ideology exchange, and review of evaluation standards. This will allow the FTO's the opportunity to enhance the department's standardization and consistency within the program.

### **Field Training Program Revisions**

The FTO Commander will review the field training program structure, goals, policies, related written materials, etc. Any changes will be made in compliance with POST regulations.

## ■ ROLE/EXPECTATIONS OF TRAINEES

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### Role of the Trainee

The role of the field training program trainee is to demonstrate the ability to perform at a solo uniformed Patrol Deputy Sheriff level by the end of the program. This is the standard by which the trainee will be measured throughout the training program.

The trainee's primary responsibility while assigned to the field training program is to devote his/her full attention and efforts toward successfully completing that program. This may be a very intense and stressful time in the trainee's life. The Mendocino County Sheriff's Office field training program staff will make every effort to provide the tools necessary for the trainee to succeed in this task. Trainees must simply give their best effort each moment they are assigned to the program.

### Expectations of Trainees

Trainees are to be respectful to their FTO's and other program staff. The FTO's direction is to be accepted and followed at all times. If the trainee believes that a specific order is improper, or an evaluation is not fair, he/she should discuss it with the FTO. If the trainee is still unable to resolve the issue, the trainee should ask to meet with the FTO SGT. If the trainee still has a concern or problem, the trainee may ask the FTO SGT to set up a meeting with the FTO Commander, who is the Lieutenant in charge of the field training program.

Trainees will complete all assignments in a prompt, timely manner. They will follow all policy and procedures as outlined in the Mendocino County Sheriff's Office Policy Manual.

Trainees should ask questions when they arise. FTO's are an information resource and trainees should not wait for the FTO to cover an area of concern they may have. **Trainees are expected to make mistakes.** They should not be overly concerned with errors when they are made. Instead they must channel their efforts into recognizing and correcting the error(s).

While off duty, trainees should not respond to police calls, nor should they conduct police investigations unless the situation is life threatening. Trainees should discuss these types of situations with their FTO and follow Mendocino County Sheriff's Office policy when dealing with off-duty situations.

Trainees will receive evaluations (Daily Observation Reports, Supervisor Weekly Reports, and End of Segment reports, and end of Phase Reports). Trainees should use these forms to track their progress and to help identify any areas requiring additional effort on their part. Trainees should be open and honest during the review of these evaluations. Trainees shall be receptive to constructive criticism given by FTO's and field training program staff. They may verbalize an explanation for their action; however, repeated rationalization, excessive verbal contradictions, and hostility are not acceptable and are counterproductive to the field training program itself.

Trainees' relationships with field training program staff, other trainees, and co-workers shall be respectful and strictly professional, both on and off duty, while they are in the training program.

## **■ ROLE/EXPECTATIONS OF FIELD TRAINING DEPUTY SHERIFFS**

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### **Role of the Field Training Deputy Sheriff**

Mendocino County Sheriff's Office Field Training Deputy Sheriffs (FTO's) have significant additional responsibilities over and above their law enforcement duties when assigned to train a new Deputy Sheriff. In addition to performing in an exemplary manner, while trainees closely watch, FTO's must slow their pace to review the purpose and detail of every new encounter. FTO's will guide trainees through a comprehensive curriculum that requires the blending of knowledge and skills, and the good judgment of when, where, and how to apply them.

FTO's will apply the techniques of coaching by providing a role model to follow, and by giving encouragement and direction to the trainee to apply what has been taught. The FTO will follow up with feedback on the trainee's performance. It is important that this assessment have a positive impact on the performance of the trainee. The FTO's appraisal of the trainee's abilities will be followed with positive reinforcement and encouragement to continue good performance, or with an adjustment of training techniques and methodologies to meet the needs of the trainee in rectifying any performance deficiencies.

FTO's are flexible and able to change as the challenges change; otherwise, the trainee, the program, and the department will suffer. A great deal of trust and responsibility go with assignment as an FTO, and good FTO's make major positive impacts within their department.

### **Expectations of Field Training Deputy Sheriffs**

#### *Teacher/Trainer*

Any Deputy Sheriff who becomes a Field Training Deputy Sheriff should have a passion for teaching. The most obvious function of the FTO is that of a teacher. In most cases, this teaching will occur on calls for service and during self-initiated activity. Other times teaching may occur over a cup of coffee or during casual conversation. Teaching may also occur in a formal classroom environment using lesson plans and audiovisual aids. FTO's are often selected for their subject matter expertise (formal training and education) and their practical experience. FTO's understand the learning process and teaching methodologies and work hard to develop and maintain their skills. As teachers, FTO's are willing to accept the responsibility for the progress of the trainee, or lack of it, until they can identify any other uncontrollable factors that are the cause of the trainee's performance.

FTO's can recall how they felt when they began training and, consequently, are able to appreciate the trainee's state of mind. The trainee's problems and fears can be dispelled by the FTO through a genuine display of concern about the trainee and his/her success in the program. The trainee should not be pampered but should be treated in a professional, realistic, objective, friendly, and empathetic manner.

FTO's will establish a positive relationship with the trainee. There should be a clear understanding of the FTO role and the trainee role. The sooner trainees know what the training program expectations are, the less apprehensive and more responsive they will be.

Mendocino County Sheriff's Office Training Program Staff will strive to, within acceptable limits, individualize a training approach for each trainee. Sufficient flexibility has been built into this field-training program so that the individual needs of the trainee and the organization can both be met.

FTO training methods should be conducive to producing a successful trainee. Ineffective training methods can seriously alter a trainee's self image. The use of loud, profane speech or humiliation tactics will not be used, as these methods do not contribute to the learning environment.

FTO's strive to reinforce positive attributes and accomplishments instead of downgrading weaknesses. Trainees usually respond more quickly to positive statements than to negative ones. Above all, within the limits of good judgment, FTO's will use realistic and established training methods that are conducive to the trainee's temperament, needs, and development as a patrol Deputy Sheriff.

FTO's will always conduct themselves in a professional manner. They must teach and reinforce department policy and procedures. FTO's who focus on values and teach real life lessons will have a profound impact on the trainee's success. Trainees will be a product of what they are taught and of the behavior that is demonstrated to them. FTO's will strive to set the highest standards in all areas of their performance.

FTO's with a true desire to teach are often more concerned about their contribution to the success of each trainee **and** the program than any compensation or recognition they might receive.

### *Role Model*

FTO's must be positive role models! They lead by example exhibiting integrity, honesty, and ethical behavior. FTO's maintain a professional demeanor and appearance; adhere to department rules and regulations; support the department's vision, mission, and values; adhere to program guidelines in terms of policies and confidentiality; and display a positive attitude toward the department, the training program, the job, and the trainee. FTO's dedicated to the goals and success of the field training program will be respectful of, and respected by, trainees, peers/co-workers, and supervisors.

During the orientation process, and each time a trainee is introduced to a new FTO, the FTO will establish a friendly, open, and professional rapport with the trainee. Learning is enhanced through effective communication. Rapport is important to communication because trainees are not likely to share their ideas, questions, or feelings unless they feel their FTO is open or empathetic to them.

FTO's should also convey an attitude that trainees can succeed in the training program. Trainees are not likely to develop when they feel or are told that success is not possible. Trainees need to believe that their FTO's want them to succeed and that the FTO's will help them achieve success. There is nothing more disconcerting than facing a "Stacked deck." Everyone needs to know that they have a chance to succeed, and FTO's should expect trainees to succeed.

It is particularly important that FTO's maintain a positive and objective attitude when assigned a trainee who has not performed well with another FTO. The subsequent FTO must give the trainee every opportunity to succeed in that: 1) the trainee should not be stereotyped or be discriminated against, and 2) judgments should be based on independent observations, not on the comments of others. It is entirely possible that the change of FTO's and the application of a positive attitude by the subsequent FTO may be sufficient to elicit an acceptable performance from the trainee. The emphasis should be placed on developing a competent, proactive solo Deputy Sheriff.

What FTO's expect from their trainees and how they (the trainees) are treated can largely determine the trainees' success in the program. Trainees, often, perform at a level they believe is expected of them. The expectation of an event can make it happen in field training. FTO's cannot avoid the cycle of events that stem from low expectations by merely hiding their feelings toward the trainee. It is virtually impossible to do this in that messages are constantly being conveyed through actions, mannerisms, expressions, tone of voice, and omissions. FTO's will often communicate the most when they think they are communicating the least. To say nothing, for example, may be viewed as coldness, anger, or disinterest. What is critical in the communication of expectations is often not what the FTO says but how the FTO behaves.

The goals of the program, the department, the trainee, and the FTO can be simultaneously achieved through open, honest, professional, and positive attitudes.

### *Evaluator*

FTO's are also expected to be evaluators. They must develop and use skills to determine if learning is occurring and whether or not remedial training is necessary. Evaluation skills are of primary importance to the field training program. FTO's must give critical feedback and clear direction to guide the trainee to an acceptable level of competence. If FTO's cannot evaluate, they cannot train. Evaluation is accomplished using Daily Observation Reports, Standardized Evaluation Guidelines, End of Phase Reports, and through remedial training, evaluation sessions, and verbal feedback. The principle element of effective evaluation is objectivity. Use of Standardized Evaluation Guidelines (SEGs) when completing the Daily Observation Reports (DORs) help ensure standardization of evaluations in the training program.

FTO's should not discuss their trainee's progress with other department personnel, other than those who have a need and right to know. Supervisors involved in evaluations should ensure that positive as well as negative aspects of a trainee's performance are discussed and documented. They should also ensure that the comments are based on direct observation and not on speculation.

FTO's are expected to exhibit evaluation skills that assess performance with fair and impartial feedback and that provide objective and honest documentation.

### *Leader*

FTO's should exemplify the department's vision, mission, and values in the program and the community. FTO's will share responsibility with their trainee, delegating through problem solving, and training him/her to engage in pre-planning. The FTO must develop and utilize multiple resources.

FTO's are expected to take charge. They should be the most proactive Deputy Sheriffs in the department. They should motivate and support the trainee while holding him/her accountable for his/her own success in the training program. Trainees will want to succeed because of the FTO's leadership.

### ***The Mendocino County Sheriff's Office expects its Field training Deputy Sheriffs to provide a Leadership Model through example, to include;***

- Presentation of uniform and physical bearing.
- High degree of self-initiated activity consistent with training program objectives, i.e.; citations, arrests derived from traffic enforcement and calls for service, warrant arrests, high visibility in problem areas such as downtown/plaza and areas of known gang activity.
- Above average knowledge of case and criminal law coupled with the ability to apply it to field situations.
- Above average knowledge of Mendocino County Sheriff's Office Policies coupled with the application to daily activities.
- Ability to take charge of field situations and control the response and activity of other involved law enforcement personnel.
- Act as a risk manager and identify potential problems, coupled with the initiative to solve them or present potential solutions.
- Communicate clearly and effectively with peers and supervisors, and to promote the team concept.
- Demonstrate interpersonal skills with junior employees consistent with a desire to teach and mentor.
- Desire to accept new responsibilities.
- Understand and demonstrate professionalism.

## **FTO Selection/Appointment process for Field Training Deputy Sheriff:**

- As stated in Mendocino County Sheriff's Office Policy Section 436, candidates for Field Training Deputy Sheriffs should be selected based upon the following requirements.
- Possession of a POST Basic Certificate.
- Minimum of two years patrol experience and be off of probation.
- Desire to be a Field Training Deputy Sheriff.
- Demonstrated ability as a positive role model.
- Evaluation by supervisors and current FTO's.
- Following a supervisor's recommendation, a Field Training Deputy Sheriff will be selected by consensus of the sergeants, and/or performance during an oral interview, and appointed by the Patrol Operations Captain and/or the Sheriff.
- The designated Field Training Deputy Sheriff(s) shall successfully complete a POST certified (40 hour) Field Training Deputy Sheriff's course prior to assignment as a Field Training Deputy Sheriff.
- Each designated Field Training Deputy Sheriff will complete 24 hours of FTO update training every three years.

*The following traits will be considered during the selection process of the Field Training Deputy Sheriff:*

- Presentation of uniform and physical bearing.
- High degree of self-initiated activity consistent with training program objectives, i.e.; citations, arrests derived from traffic enforcement and calls for service, warrant arrests, high visibility in problem areas such as downtown/plaza and areas of known gang activity.
- Above average knowledge of case and criminal law coupled with the ability to apply it to field situations.
- Above average knowledge of Mendocino County Sheriff's Office Policies coupled with the application to daily activities.
- Ability to take charge of field situations and control the response and activity of other involved law enforcement personnel.
- Act as a risk manager and identify potential problems, coupled with the initiative to solve them or present potential solutions.
- Communicate clearly and effectively with peers and supervisors, and to promote the team concept.
- Demonstrate interpersonal skills with junior employees consistent with a desire to teach and mentor.
- Desire to accept new responsibilities.
- Understand and demonstrate professionalism.

All FTOs must meet any training mandate regarding crisis intervention behavioral health training pursuant to Penal Code § 13515.28.

## ■ ROLE/EXPECTATIONS OF FIELD TRAINING PROGRAM SERGEANTS (FTO SGT)

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The role of the Field Training Program Sergeants (Sector FTO Sergeants)

Includes the dual responsibility of area supervision and the training and evaluation of probationary personnel assigned to the training program as trainees.

The basic requirements of this position:

The Field Training Sergeant should have been awarded or is eligible to be awarded a POST Supervisory Certificate.

- The Sheriff, or his designee has appointed the Field Training Sergeants
- Must have a minimum of 5 years general law enforcement uniformed patrol experience
- Must attend and pass a basic POST FTO School or FTO update course
- Must attend and pass a Field Training Supervisor/Administrator course within 12 months.

This role as an Area FTO Supervisor is the same as other Sergeants assigned to the Field Services Division. The duties include scheduling, distributing and supervising personnel; awareness of community problems/needs and the development of possible solutions; and the accomplishment of the overall Sheriff's Office mission in the assigned area.

When TRAINEE'S are assigned to the Field Training Officer Program, the duties of the FTO supervisor become more complex. In addition to his/her other responsibilities, the supervisor must ensure that the training and evaluation processes are accomplished. Various sources of information should be utilized to achieve these goals. Daily Observation Reports (DOR's), oral communications with the FTO's, tests, and personal observations of the Trainee's performance are all used to summarize the Trainee's weekly progress.

The Sergeant is also responsible for the weekly review of the Trainee's training guide to determine if it is up to date and properly completed. If it is not current, the Sergeant should ascertain why it is not, giving special attention to the possible needs for remedial training.

Reports written by the Trainee also serve to identify deficiencies, especially ones of spelling, grammar, neatness, and attention to detail and the general organization of thought.

The Sergeant and the FTO must accept the importance of documentation of the Trainee's training. Documentation addresses both deficient and acceptable performance and provides a ready reference in the event of a need for response to questions concerning the program and/or the Trainee's performance in the program. Should the question of termination for one or more Trainee Deputies arise, it is the responsibility of the FTO Sergeant presently supervising that Trainee to call for memorandums and other supportive data from FTO's working for them and from each of the FTO's with whom the Trainee had previously been assigned. Should there be disagreement concerning the decision to terminate, it then becomes the role of the Sergeant to call together those FTO's who have been involved with the Trainee and mediate the disagreement. Further, the FTO Sergeant has the responsibility of keeping the FTO Commander informed of the progress of any trainee personnel who are probabilities for extension, or termination.

Whenever possible, the Sergeant should attend the various training sessions. This will provide them with additional first-hand information concerning Trainee performance and will allow them the opportunity to evaluate the instructional techniques of the FTO. This latter evaluation must occur to ensure that the topic areas are covered properly and that they follow the current Sheriff's Office guidelines.

The Sergeant must monitor the overall training and evaluation of Trainees to ensure that personality conflicts between the FTO and Trainee does not arise and that the FTO maintains objectivity throughout contact with the Trainee. If personality conflicts or a loss of objectivity is observed, the Sergeant shall immediately counsel the FTO. If necessary, they should make appropriate changes in assignment, rotating the Trainee to another FTO. The decision to rotate the Trainee to another FTO must be fully documented and both parties informed of the reasons for the decision in order to minimize misunderstanding and possible ill feelings.

The Sergeant sets up the weekly evaluation sessions. These sessions provide further oral and written data to assist the Sergeant, and staff, in arriving at an overall evaluation of the Trainee's performance. It is at this time that decisions are made concerning the administration of any remedial training should a Trainee exhibit performance deficiency. The Sergeant will also use this time to evaluate the performance of the FTO's. FTO's will receive an evaluation on the Field Training and Evaluation Program Training Deputy Performance Appraisal form upon the completion of each Trainee cycle.

The need for discipline within the FTO program is more acute than perhaps anywhere else in the Sheriff's Office. The FTO selection process itself has led to the employment of personnel who seldom pose disciplinary problems but, if problems of this nature arise, action must be swift and sure. The failure to effectively discipline personnel leads to interference with the primary goals of the program and the expenditure of time and effort that would be better utilized elsewhere.

The Sergeant's training role is an ongoing one, extending naturally into those periods when there are no Trainees assigned to their supervision. They must also be aware of the possible need for occasional program revision, reorganization and evaluation.

A fully effective FTO supervisor will constantly strive to improve the overall operation of the program and will work with all other program participants towards the goal of organizational excellence.

The FTO Sergeant, upon the Trainee's completion of the program, will see that the **"Completed"** FTO Manual is forwarded to the FTO Commander, who shall forward the completed manual to the Professional Standards Bureau.

The FTO Sergeant will complete the FIRST SEGMENT report after conferring with all memorandums and class outlines that the designated instructors turned in to be attached to the FTO Manual. If there are any classes missed, those classes will be rescheduled by the FTO Sergeant.

The FTO Sergeant will provide an evaluation of the each FTO in the "additional evaluator" section of the department approved performance appraisal report. This task can be completed by providing comments in the FTO's yearly, merit or end of probation performance appraisal report (whichever is most applicable and timely).

## ■ ROLE/EXPECTATIONS OF FIELD TRAINING PROGRAM COMMANDER / FTO LIEUTENANT

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### Role of the Field Training Program Commander

The role of the Field Training Program Commander (Lieutenant) is to ensure that the standards and objectives of the department's field training program are adhered to. To meet these requirements, the FTO Commander will monitor the training activities of the FTO's and seek periodic feedback on the newly assigned Deputy Sheriff's training progress. In administering the program, the FTO Commander is responsible for ensuring that the department's program is in compliance with the minimum standards established by POST.

### Expectations of the Field Training Program Commander

#### *Feedback*

Direct feedback from a FTO Commander to the trainee can have a significant impact and should be done judiciously. Praising a trainee, or both the trainee and the FTO, openly for an incident of good performance, will serve to positively reinforce the program. Negative comments on the trainee's performance should be made to the FTO privately, while giving support to his/her role in bringing the trainee's performance up to an acceptable level.

#### *Extending/Terminating Trainees in the Program*

Based on the recommendation of the FTO, the FTO Sgt's, and a review of trainee performance and evaluation reports, the FTO Commander should have the authority to extend field training for a trainee **who is responding** to remedial efforts. Conversely, the FTO Commander, in accordance with the department's policy, should make a recommendation for termination of employment for a trainee who is not responding to remedial training efforts.

#### *Program and FTO Evaluation*

The FTO Commander has the responsibility to seek feedback from trainees who are participating in or who have completed the field-training program. The feedback should encompass both the program and its FTO's. Meeting with the trainees and/or reviewing evaluation instruments can accomplish this. The FTO Commander ensure that FTO's understand the FTO evaluation policy. The FTO Commander will evaluate annually each FTO SGT on their performance as a Field Training Sergeant.

## **Academy Liaison**

Mendocino County Sheriff's Office FTO's and/or the FTO Sergeant may monitor a trainee's progress through the academy, as well as academy training techniques. This is intended to ensure continuity and relevance between the academy and the department's field training program.

The FTO Commander must complete a 24-hour POST certified Field Training Supervisor/Administrator/Coordinator course within 12 months of appointment.