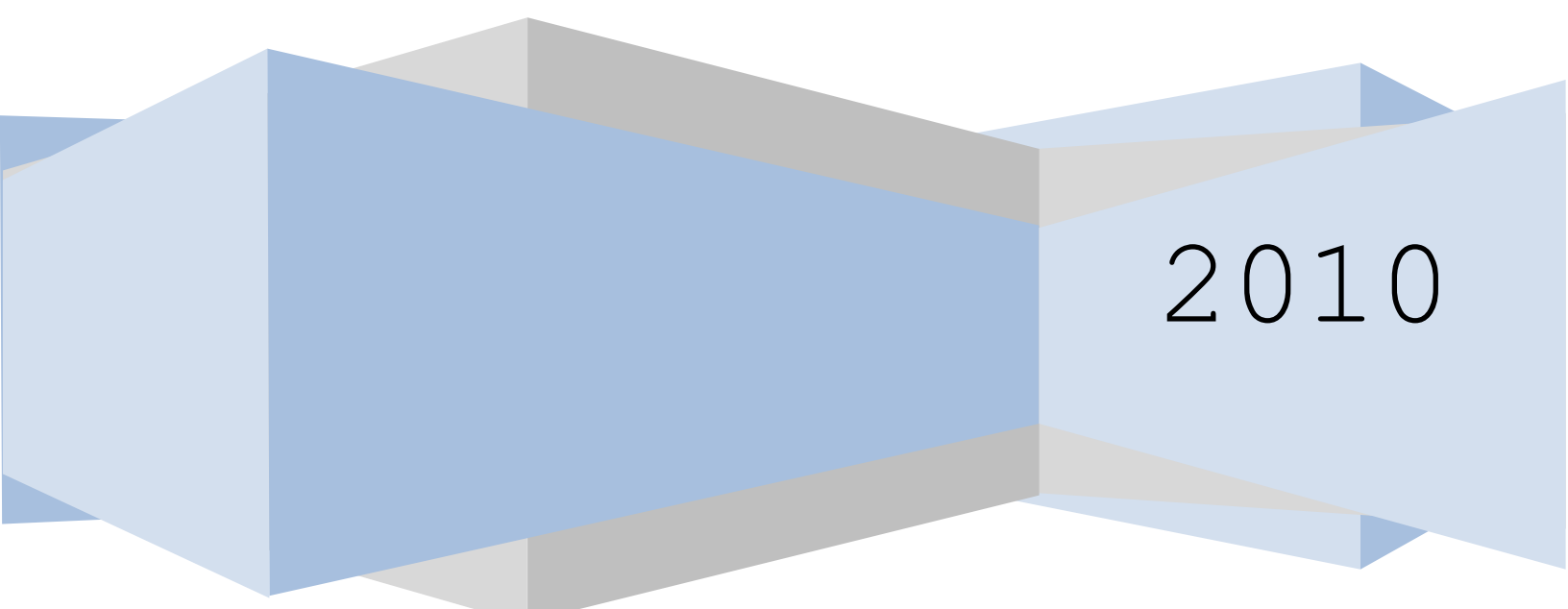


**Winnebago County
Sheriff's Office
Corrections Officer
Training Manual**



2010

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INTRODUCTION

GOALS OF THE WINNEBAGO COUNTY JAIL

To ensure the safety of all persons: staff, visitors, inmates, and community by providing the care, custody, and control of incarcerated persons, and furthermore, encourage positive behavioral growth.

The division will strive to provide adequate training/educational opportunities for all staff to ensure professionalism and the development of a progressive organization to meet the continued challenge of change.

ACKNOWLEDGEMENT OF UNDERSTANDING

As a probationary officer with the Winnebago County Sheriff's Office, I understand that I am required to graduate from the Field Training Program. Failure to graduate from the program will result in the termination of my employment with the Winnebago County Sheriff's Office.

I also understand that the requirements for graduation from the Field Training Program are located in writing in the Probationary Officers Training Manual. The Field Training Officers will attempt to teach me all of the necessary skills for acceptable completion of the program; however, it is my responsibility to learn those skills.

I have been informed that my performance will be evaluated in job related activities during the program. That evaluation will include Daily Observation Reports, Daily Observation Supplemental Reports, Bi-Weekly meetings, and End of Phase Reports. My performance and evaluations will be shared with members of the Field Training Staff to increase my educational opportunities.

I have also been advised that during my training I will be assigned to various shifts and Field Training Officers. I understand that the Field Training Officer is my immediate "Supervisor." I will follow his / her directions / orders at all times during any incident.

Signature of Probationary Officer: _____ Date: _____

Signature of Field Training Officer: _____ Date: _____

WELCOME

Congratulations on your being hired as a corrections officer and welcome to the Winnebago County Sheriff's Office. The Field Training Program is designed to give the new officer all of the necessary knowledge, skills, and abilities to be a productive and successful member of the department. This program will provide evaluation, training, and guidance for the probationary officer.

INTRODUCTION

Probationary officers entering the Field Training Program should be aware that upon completion of this phase of their training, they will be prepared to operate as a solo officer. This training will be under the direct supervision of a Field Training Officer (FTO). The probationary officer's performance will be monitored closely during this period of training. Not only will he/she be monitored for safety, but also to ensure the standardization and equality of training that is being received.

The Field Training Program has two purposes in mind:

First: By continual evaluation of the probationary officer's performance under actual field conditions, specific weaknesses or deficiencies can be identified and remedial training programs developed to improve weaknesses and correct deficiencies.

Second: By continual evaluation, those individuals who are unable to attain the level of proficiency expected of the Winnebago County Sheriff's Office may be identified and dismissed.

This manual is used to instruct new officers not only in the various duties which they will perform during their careers, but also to keep a record of their abilities and performance throughout the program. All situations and problems, which can be encountered in a law enforcement career, are not and could not be included, but the information found in this manual will constitute a basis, which will help the probationary officer to build a good foundation for his/her future activities on the job. The Field Training Program does not claim to produce fully experienced officers; however, it does produce officers who can perform at the level of a competent solo officer by the standards of the department.

The FTO has been selected and trained to perform on-the-job training. It is their responsibility to know all subjects contained in the Field Training Manual to ensure that they are taught to the probationary officer and to ensure the concepts of the program are carried out.

In addition to the instruction that the probationary officer will be receiving under the direct supervision of the FTO, it is recommended that the probationary officer do home studying on a voluntary basis. The broad background of knowledge needed by a corrections officer cannot be gained entirely at the academy or on the job.

DESCRIPTION / OVERVIEW OF THE FIELD TRAINING PROGRAM

The Winnebago County Sheriff's Office Field Training Program introduces a new officer to the personnel, procedures, policies, and purposes of the department as well as providing the initial formal and informal training specific to the day-to-day duties of its officers.

In order to make the new officer's field training as effective as possible, they are assigned to a Field Training Officer (FTO). The FTO is an experienced officer specially selected and trained to conduct this type of training. It is the responsibility of the FTO to thoroughly review the field training guide materials with the newly assigned officer (henceforth referred to as trainee) and to demonstrate proper corrections procedures. Trainees will be required to perform various corrections duties under the guidance and supervision of their assigned FTO and Field Training (FT) Supervisor. The trainee's performance will be evaluated daily by the FTO and monitored by the FT Supervisor. This one-on-one style of training, and the fact that the trainers must guide the training in real corrections 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 that will remain throughout a career. Consequentially, it is probably the most effective influence on the future direction of a department. The department head and their FT Supervisors must, therefore, be certain that the field training program which introduces officers to the department not only develops the necessary technical skills but also reflects the philosophy of the department.

The field training staff has the monumental responsibility of building the future of the department through the people they train. To assure success in this task, the field training program must have a training philosophy that ensures that every trainee is given the maximum opportunity to show that he / she can do the job. In order to accomplish this, the program must 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 must be fair, firm, friendly, and, above all, professional. The example set must be beyond reproach. Evaluation must be sincere and given in a straightforward manner emphasizing the positive as well as the negative aspects of performance. At no time should trainees be demeaned or ridiculed. Even the least capable trainee must be treated with respect and compassion. No trainee should ever be treated in a way that deprives that trainee of his or her dignity. Every effort must 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.

The division administrator and field training program staff have the responsibility to train and retain only the most competent proactive officers. Not everyone has the capability to perform the complex, demanding tasks of a corrections officer. If the field training staff has done all it can and the trainee does not meet the acceptable standards, the department will have demonstrable grounds to terminate the trainee. Supreme dedication and patience is required to accomplish the field training task. The feeling of accomplishment comes from watching trainees succeed. If the department and its field training staff have fully carried out their responsibilities, they may see their trainees exceed even beyond their own accomplishments.

TRAINING PROGRAM OBJECTIVES

The Winnebago County Jail Officer Training Program has been created to accomplish the goal of improving the overall effectiveness and efficiency of the department's training programs. Having well trained, professional corrections deputies will be the result. To achieve this goal, the program has established the following objectives:

1. To establish a probationary trainee appraisal system.

This program is designed to provide a valid, job related evaluation of the probationary officer's performance. This is most effectively accomplished by on the job training and observation.

2. To improve the probationary officer's training process.

Winnebago County Jail training deputies serve as role models to probationary deputies in the development of knowledge, skills, and abilities needed to perform jail duties.

3. To create officer interaction and good overall jail atmosphere.

Correctional deputies must work closely with each other, often times relying on one another. Also, they must create an atmosphere of objectivity and fairness when dealing with inmates. By on the job training, interaction, and performance feedback, this becomes possible.

* The goals of this training program can be attained by continually upgrading our means of training. By following the guidelines and learning the procedures and policies set forth, Winnebago County can expect to have an effective training program and professional, high caliber correction officer.

CORRECTIONAL TRAINING OFFICER PROGRAM GOALS

1. To improve the overall application screening process.

The FTO Program is the most energetic portion of the department's officer screening process. It provides an extensive on the job observation and evaluation process. It will allow the department to better determine the competency of its recruits and evaluate its selection process.

2. To ensure proper on the job training.

The FTO Program was instituted to provide systematic, complete, and consistent on the job training. This training will be based on the Competency Based Training Model. The FTO Program will also serve as an effective role model for recruits to help develop a proper foundation for new deputies to build their careers on.

3. To establish a probationary officer appraisal system.

The FTO Program is designed to provide a systematic evaluation procedure. The program will provide a systematic evaluation procedure, and a thorough on the job record of performance. With this, the department will be better able to assess the strengths and weaknesses of each recruit and adjust training accordingly.

4. To ease the adjustment period for recruits.

The FTO Program will integrate the new recruit into the department under controlled conditions. It is designed to reduce stress and potential danger a new officer may experience.

5. To establish career opportunities for correctional deputies within the Winnebago Sheriff's Office.

The FTO Program will provide added responsibilities for the corrections officer and expand his/her range of experience. Through the program, they will gain experience and knowledge that will improve their overall performance as correctional deputies. The FTO program will gain leadership experience and will, overall, enhance their career opportunities.

6. To extend the effective range of the department's Training Division.

The FTO Program will provide each shift with a qualified training officer. By working closely with the training division, they will provide necessary feedback on department training needs and assist in the formulation of training policies.

ROLE/EXPECTATIONS OF TRAINEES

Role of the trainee

The role of the trainee is to demonstrate the ability to perform at a solo corrections officer level by the end of the field training 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 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 and every moment they are assigned to the program.

Expectations of students

Trainees are to be respectful to the Field Training Officers 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 and FTO Supervisor. If the trainee is still unable to resolve the issue, the trainee should ask to meet with the FTO Coordinator.

Trainees will complete all assignments in a prompt, timely manner. They will follow all policy and procedures, as outlined in the department Policies and SOP's.

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).

Trainees should discuss with their FTO what is expected of them while off duty.

Trainees will receive Daily Observation Reports (DOR's), Weekly Reports, Bi-Weekly reviews, and End-of-Phase summaries. 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 these reviews. Should any problems arise that cause concern, they should be discussed during these times.

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 counter productive to the field training program itself.

Trainee's relationships with field training program staff (including other trainees, FTO's, and FTO Supervisors) shall be respectful and strictly professional, both on and off duty, while they are going through the training program. Dating and socializing should be prohibited unless the relationship began before the trainee was hired or assigned and the department head or field training program supervisor is aware of the relationship. Department policy, regarding these issues and when appropriate, should be fully explained and adhered to by all involved.

Training and testing methods

The Winnebago County Sheriff's Office FTO Program is written with performance-based objectives (training performance goals). The field training staff determines a schedule and/or manner for training and testing new officers. Because of the very nature of corrections work, not every field incident that the Winnebago County Sheriff's Office manual requires a trainee to perform will occur within the time frame of the program. The FTO should improvise by volunteering when possible, for assignments that will assist in meeting the training objectives. In some cases, it may be necessary for the FTO to set up a scenario exercise or rely on the trainee's verbal or written explanation of handling the situation coupled with his/her performance in similar incidents.

Initially, the trainee will be provided with, and allowed the opportunity to study written documents, policy directives, training study guides, or general orders that the trainee is responsible for knowing. The FTO should then proceed through the field training officers manual discussing, instructing, or demonstrating each performance objective. The FTO will encourage the trainee to take increasing responsibility for field performance based on the nature of incidents and the amount of experience the trainee has in the program. This responsibility ultimately includes the satisfactory completion of each performance objective. It is the intention of the field training program to have the new officers demonstrate their satisfactory completion of, or competency in, these performance objectives (training goals) through actual, on-duty handling of field situations. This is, for obvious reasons, the preferred method of demonstrating that the trainee comprehends and can apply what has been taught. Based on a variety of reasons, trainees may have to demonstrate successful comprehension and competency through alternative ways.

The Correctional Field Training Program utilizes ten (10) distinct performance categories to assess your quality of work. Each of the *Standard Evaluation Guidelines* (SEGs) behaviorally describe three various criteria for task accomplishment as follows: *Exceeds Standards, Acceptable, Not Acceptable*. It's important that you thoroughly review each of the SEGs to better understand what's expected of you. The SEGs are designed to assist you and your FTOs to address your job strengths and weaknesses in order to bring the less-than-satisfactory performance into the *Acceptable* and above levels. Keep your performance in perspective; the assessment process is not intended to punish you when errors occur. You will learn from your mistakes and we expect that you will make a number of them; from them the Correctional Field Training team learns what additional training / coaching needs to be done. Additionally, it is important for you to recognize that a marginal performance assessment is not a ticket to a training failure. It's not uncommon for a Trainee / Probationary Officer to earn less than satisfactory assessments in some categories during the initial days of the Correctional Field Training Program; it's not where you start...it's where you finish that counts.

1. Jail Facility Equipment / Computer Operation

Evaluates the Probationary Officer's ability to operate equipment in the jail during routine and emergency situations. Also, evaluates the Probationary Officer's ability to operate the computer and associated software.

Not Acceptable

Fails to demonstrate knowledge of jail equipment operation (i.e., housing unit operation controls, Integrator panel, Air packs, etc.). Fails to demonstrate knowledge of computer operation (i.e., Offendertrak / LRMS system, etc.). Requires FTO assistance to properly operate equipment/computer; FTO must continually demonstrate and repeat verbally proper equipment/computer operation. Does not operate equipment in a safe manner (i.e., ensuring housing unit / cell doors are clear before closing).

Acceptable

Probationary Officer demonstrates knowledge of jail equipment/ computer system and its proper operation. Operates jail equipment in a safe and proper manner.

Exceeds Standards

Probationary Officer demonstrates complete familiarity with jail equipment/computer system and its proper operation. Utilizes his/her own notes to refresh his/her memory ensuring proper operation of computer.

2. Orientation Skill

Evaluates the Probationary Officer's competence to expeditiously respond to all locations in the jail during routine and emergency situations.

Not Acceptable

Fails to use provided floor plans to precisely arrive at locations. Is unaware of geographic direction; becomes lost/disoriented. Is unfamiliar with pod/housing unit's numbering sequence. Is unfamiliar with areas in the jail (i.e., visitation, Nurse's offices, Huber, Max, etc.). Fails to properly direct inquiries from the general public (i.e., location of the Complaint Desk, Property Records Window, etc.). Is unable to relate/articulate location to destination. Must rely on the FTO and or Master Control to find location. Jail safety/security is compromised by lengthy response time.

Acceptable

Demonstrates knowledge of areas within the jail and/or pod/housing unit numbering sequence. Utilizes floor plans without FTO prompting to determine location/destination of general jail incidents and emergencies. Is aware of current location/geographic direction; does not become lost/disoriented. Properly directs inquiries from the general public. Can relate location to destination.

Exceeds Standards

Responds to locations/destinations by the most direct/appropriate route; demonstrates knowledge of "shortcuts" and tactical response considerations (i.e., first responder philosophy, team tactics/cell entry). Does not require floor plans to locate previously visited locations

throughout the jail. Always aware of location and geographic direction.

3. Written Communication

Evaluates the Probationary Officer's competence to select and utilize appropriate departmental forms and prepare reports that accurately represent the situation/investigation in a timely, comprehensive, and logically organized manner. Also, to evaluate the Probationary Officer's ability to accurately and efficiently document information within the system.

Not Acceptable

Is unable to complete reports/forms for jail incidents/investigations. Is unable to document information within the computer system. Reports are incomplete and/or inaccurate for available information. Probationary Officer fails to check or review Facility/Shift Unit/Inmate Log entries prior to concluding contacts reference jail incidents or complaints. Does not gather/record all necessary information. Written communication is incomplete, inaccurate for facts/information. Probationary Officer's sentence structure is confusing and/or incomplete; grammar, spelling, and/or word usage contain numerous errors. Reports require extensive correction/revision in order to meet acceptable standards. Reports/entries into the computer are not completed in an acceptable time frame (i.e., excessive report writing impedes completion / accomplishment of other jail training duties/activities; incident entries are not completed as soon as possible after incident...Time management).

Acceptable

Selects and completes most suitable reports/forms for the situation. Probationary Officer checks and reviews Logs prior to concluding contacts reference jail incidents or complaints. Documents the events/circumstances in chronological order. Grammar, spelling, word usage, sentence structure error(s) do not compromise clarity of meaning. Reports/entries into the logbook are complete for given set of facts / information. Without FTO prompting: Probationary Officer proofreads reports and forms for errors/corrections before turning it in. Reviews computer entries before making them a part of the permanent record. Written work meets acceptable standards. Reports/forms are infrequently returned for corrections.

Exceeds Standards

Consistently documents information on Jail Reports and completes them in a comprehensive, clear, and concise fashion. Probationary Officer double-checks information to verify, clarify, and supplement information prior to concluding contacts reference jail incidents or complaints. Grammar, spelling, word usage, sentence structure are error free. Reports/forms/computer entries are always completed in a timely fashion.

4. Jail Performance: Cognitive Ability

Evaluates the Probationary Officer's ability to recognize, analyze, and prioritize activities and situations in the jail.

Not Acceptable

Fails to detect out-of-the ordinary activities/situations requiring enforcement / investigative action. Rationalizes and/or minimizes suspicious circumstances. Does not recognize the need to take action. Information from the shift briefing and Facility / Shift Unit / Inmate Logs are not used to *identify* areas, or prisoners requiring additional supervision. Does not discern the need to pass on information to the next shift and/or the appropriate individual/area (i.e., Shift Supervisor, Medical/Mental Health Staff). Fails to recognize the need to conduct security checks for jail rule violations/prisoner welfare/jail security, etc. Fails to identify options/alternatives for dealing with situations: is *indecisive*. Does not *think through* problems. Does not prioritize tasks. Fails to self-initiate jail activities; is not familiar with routine tasks to be performed. The FTO must continually direct the Probationary Officer to assume task-handling responsibilities. Rationalizes errors/mistakes.

Acceptable

Detects suspicious activities/situations requiring enforcement/investigative action; recognizes the need to take action. Utilizes information from the shift briefing and Logs to *identify* areas/prisoners requiring additional supervision. Recognizes the necessity of passing on information to the next shift and/or the appropriate individual/area. Understands the need to conduct security checks for jail rule violations/prisoner welfare/jail security, etc. *Thinks through* problems; is *decisive*. Identifies options/alternatives for dealing with situations; confers with FTO to discuss problem solving solutions. Prioritizes tasks. Self-initiates jail activities; is familiar with routine tasks to be performed.

Exceeds Standards

Probationary Officer initiates use of information from the shift briefing and Logs to direct *uncommitted* time. Utilizes uncommitted time to conduct security checks for jail rule violations/prisoner welfare/jail security. Takes *accurate* notes during shift and passes on *all* information to the next shift and/or Shift Supervisor, Medical/Mental Staff, etc. Articulates multiple options/alternatives for dealing with situations as well as decision making plan of execution. Consistently prioritizes tasks. Usually a "self-starter".

5. Jail Operations: Procedural

Evaluates the Probationary Officer's ability to perform duties in the jail. Also, evaluates the ability to respond to / follow up on jail incidents, criminal investigations, and case-building responsibilities.

Not Acceptable

Fails to safely execute jail duties causing safety and security risks to the facility, staff, and prisoner population. Actions expose self and others to unnecessary danger/risk. Fails to provide physical assistance when necessary (i.e., restraining/taking control of a prisoner). Level of force exceeds WISO standards. Fails to immediately summon assistance of others (i.e., COs, Supervisors, support personnel). Fails to react to / follow the FTO's direction(s); FTO must continually exercise "discretionary override". Fails to conduct investigations. Does not collect/preserve information and/or evidence regarding jail incidents; contaminates crime scene/evidence. Does not maintain control of complainant, witnesses, and suspects during questioning/interviews. Fails to properly perform floor duties (i.e., headcount, meals, laundry, security checks, etc.). Does not follow the first responder philosophy when responding to emergencies in the jail.

Acceptable

Probationary Officer's actions do not place self or others at physical risk. Does not hesitate to provide physical assistance when necessary; summons assistance of others. Actions are reactive to the movements/statements of others and are accompanied by an appropriate level of force. Response neutralizes and/or de-escalates the situation. Probationary Officer immediately complies with FTO direction(s). Probationary Officer collects/protects potential evidence. Conducts investigations to obtain information/clarify circumstances/facts. Maintains control of complainant, witnesses, and suspects during questioning/interviews. Properly performs floor duties according to policy and procedure. Follows the first responder philosophy when responding to emergencies within the jail.

Exceeds Standards

Consistently performs assigned duties in accordance with policy and procedure. *Anticipates* and reacts to movements/statements of others which could place self and/or others at risk. Response *immediately* neutralizes and/or de-escalates the situation. Quickly establishes and maintains control of complainant, witnesses, and suspects during questioning/interviews. Conducts comprehensive investigations / crime scene searches.

6. Telecommunication Skill

Evaluates the Probationary Officer's ability to effectively utilize communications equipment (i.e., portable radio, telephone, and intercom) and follow established protocols.

Not Acceptable

Fails to follow / utilize established telecommunications procedures for transmitting and receiving information. Does not actively listen to / hear transmissions. Repeatedly misses calls directed to them and is unaware of radio traffic in other areas of the jail. Requires messages / communications to be repeated or does not accurately comprehend transmissions. Fails to *pre-plan* radio/telephone communications; cuts off messages. Transmissions are not clear due to over/under modulation, rate of speech (i.e., too fast and/or too slow - excessive pauses). Is discourteous and/or unprofessional in responses. Is uncertain and/or requires FTO assistance when operating communications equipment.

Acceptable

Responds to radio in accurate, brief, and clear fashion. Listens to transmissions for other officers and self-initiates back-up response. Is aware of *dead spots* in telecommunications transmission/reception coverage area(s) within the jail. Utilizes appropriate skills when transmitting and acknowledges transmissions received in a courteous, professional manner.

Exceeds Standards

Demonstrates complete familiarity with telecommunications equipment and procedures/protocols. Utilizes previous transmissions (i.e., potential problem prisoner) to initiate and affect back-up response without prompting from either FTO or Master Control. Transmissions are clearly articulated, complete, and brief under all circumstances (i.e., commonly occurring, moderate / high stress events).

7. Prisoner Management

Evaluates the Probationary Officer's knowledge of, and the ability to apply the principles of prisoner management in jail situations.

Not Acceptable

Fails to set clear expectations with the prisoners. Does not provide leadership to prisoners in the housing unit or floor. Manages prisoners using a confrontational approach when a lower-level approach is appropriate. Does not interact well with prisoners while on rounds. Does not make themselves approachable, accessible to prisoners. Fails to deal with legitimate prisoner problems and concerns. Does not fairly deal with prisoners (i.e., "plays favorites") and/or treat them with **Respect**. Does not provide a positive role model to prisoners (i.e., verbal language, body language, and demeanor do not reflect normal, adult behavior). Fails to obtain information on resources within the jail for prisoners.

Acceptable

Sets clear expectations with the prisoners (i.e., reinforces acceptable and unacceptable behavior is dealt with quickly) and provides leadership (guidance, direction) on the floor/ in the housing unit. Manages prisoners by using a low-level, non-confrontational approach when appropriate. Interacts with prisoners (i.e., during cell inspections, security checks) and establishes open communications. Deals with legitimate prisoner concerns and issues. Probationary Officer is just and fair when dealing with prisoners; treats prisoners with **Respect**. Provides a positive role model by reflecting acceptable adult behavior in verbal language, body language, and demeanor. Seeks out information regarding resources within the jail for prisoners.

Exceeds Standards

Continually reinforces acceptable behavior through clear expectations, effectively deals with unacceptable behavior. Explains management style to the prisoners. Interacts well with the prisoners. Is creative when managing the housing unit/floor (i.e., takes the initiative to try new approaches using policy and procedure as a guideline). Probationary Officer is continually a source of information for prisoners concerning resources within the jail. Makes thoughtful judgments and assists prisoners in working out legitimate problems.

8. Department Policies & Procedures / Post Orders

Evaluates the Probationary Officer's ability to demonstrate knowledge of WISO's policies, procedures, and general/special orders and apply them.

Not Acceptable

Fails to apply applicable policies and procedures / post orders during jail operations and/or verbal -situational testing (i.e., role-play, verbal testing) conditions.

Acceptable

Knowledge of, and ability to apply applicable policies and procedures / post orders is demonstrated during jail operations and/or verbal-situational testing (i.e., role-play, verbal testing) conditions with limited interpretative assistance from the FTO.

Exceeds Standards

Demonstrates comprehensive knowledge/interpretation/understanding/application of the WISO's policies and procedures / post orders. Identifies / articulates multiple options for addressing problems and situations and course(s) of action in accordance with WISO's standards and guidelines.

9. Knowledge / Enforcement of Jail Rules and Regulations

Evaluates the Probationary Officer's ability to demonstrate knowledge of the Jail Rules and Regulations for Main Jail, and Huber, and to enforce these rules within disciplinary guidelines.

Not Acceptable

Fails to demonstrate knowledge of the Jail Rules and Regulations. When witnessing or learning of a rules violation, fails to take enforcement action to correct prisoner behavior. Fails to demonstrate knowledge of the limitations on discipline (i.e., denying meals, medical care, etc.) and/or disciplinary options for minor rule violations (i.e., verbal warning, restricting privileges). Does not administer discipline in a fair and impartial manner; does not recognize the purpose of discipline within the jail setting. Is unable to distinguish between informal discipline for minor rule violations and formal discipline for major rule violations. Fails to demonstrate knowledge of the formal hearing process. Fails to document jail rule violations.

Acceptable

Demonstrates knowledge of the Jail Rules and Regulations. Enforces the rules in a fair and impartial manner. Maintains a professional demeanor when confronting the prisoner(s) regarding the jail rule violation. Recognizes the purpose for and limitations on discipline. Demonstrates knowledge of informal discipline for minor rules violations and the disciplinary options available. Demonstrates knowledge of formal discipline for major rule violations and the formal hearing process. Documents jail rule violations.

Exceeds Standards

Uses discretion when dealing with prisoners and enforcing Jail Rules and Regulations; is always aware of disciplinary alternatives and uses "creative" discipline when possible. Consistently enforces the rules in a detached and unbiased manner. The jail rule violation is always documented in a complete and accurate manner. Is knowledgeable on all Jail Rules and

Regulations and disciplinary processes.

10. Interpersonal Communication Skills

Evaluates the Probationary Officer's interaction and verbal communication with prisoners and individuals within the jail environment (public, volunteers, support personnel, peers, FTOs, Shift Supervisors, and Jail Administration).

Not Acceptable

Probationary Officer's actions / statements are influenced by the individual's characteristics (i.e., gender, ethnic background, race, national origin, religion, age, social status, physical/mental disability, life-style, criminal history/status, etc.). Communicates beliefs by failing to remain objective/neutral during interpersonal interactions. Actions / statements fail to reflect concern / empathy for the individual(s) and the situation. Does not clearly communicate intentions, information, or directions. Fails to control the movements of others through clearly articulated verbal commands/directions. Does not apply the principles of conflict communication (interpersonal communication skills). Becomes verbally and/or non-verbally defensive when provided with performance feedback; is reluctant to request/seek clarification/assistance necessary for corrective action.

Acceptable

Actions/statements are *neutral* (i.e., not influenced by the individual's personal characteristics). Does not enter situations with predetermined beliefs/opinions; remains neutrally objective and responsive to the individual's concerns and needs. Is able to clearly communicate intentions, information, or directions. Applies the principles of interpersonal communication skills (i.e., responds to content, feeling and meaning). Responsive to the evaluation/coaching process (i.e., demonstrates *ownership* and accountability/responsibility for actions/behaviors). Utilizes *Daily Training Plans* and *Training Task Lists* to prepare for duty and facilitate the training process.

Exceeds Standards

Consistently uses the principles of conflict communication (interpersonal communication skills). Actions / statements create an environment of mutual respect and responsiveness. Aggressively seeks assistance to improve performance.

THE EVALUATION PROCESS

Each trainee's progress, as he/she proceeds through the training program, is recorded by means of written evaluations. The evaluation process is as important as the training process, as one without the other is unworkable and a learning impossibility.

Evaluations have many purposes. The obvious purpose is to record and document a trainee's progress, but there are other purposes as well.

Evaluations are excellent tools for informing the trainee of his/her performance level at a particular point in time, excellent devices for identifying training needs, and documenting training efforts. Further, they chronicle the skill and efforts of the FTO as well. In a word, **evaluation represents feedback**.

Collectively, over the duration of the program, evaluations tell a chronological story, category by category. They tell of a trainee's successes and failures, improvements and digressions, and the attempts to manage each of these occurrences. These documents are critical in the career of each new officer and should be treated as such.

Honest and objective evaluations of trainees shall be a prime consideration of all members of this program.

Each trainee will be evaluated in a number of categories. These categories are designed to cover as much of each aspect of the applicable criminal justice environment and responsibilities as can be expected.

The Standardized Evaluation Guidelines have been established to ensure each FTO's rating of a trainee will be equal and standard throughout the program.

The Standardized Evaluation Guidelines are actually behavioral anchors. They provide a definition, the levels of performance that must be applied to all trainees (regardless of their experience level, time in the Field Training and Evaluation Program, or other incidental factors.)

There are Standardized Evaluation Guidelines for every category listed on the face sheet of the Daily Observation Report.

EVALUATION FREQUENCY

While *weekly* evaluations are completed by Field Training Officers, the larger responsibility of evaluating a trainee's performance lies in the Field Training Officer's *Daily* Observation Report (DOR). FTO'S complete a DOR or Daily Observation Report on each trainee. This daily evaluation should be completed at the end of the shift and, except for extraordinary circumstances, not left to be done at a later time.

In this way, the trainee is provided the opportunity to ask questions and seek clarification not received earlier in the work day. End of shift feedback also serves to reinforce instructions, constructive criticism, and praise given during or after each earlier incident.

The FTO is responsible for completing a Weekly Report once each week/rotation for every trainee assigned to him/her. This report is useful not only to report a trainee's performance, but also to serve as a check and balance of the FTO'S evaluation of the trainee. This instrument also provides a starting point for the FTO's meeting with the trainee. (It shall reflect the FTO's observation.) In addition to the Weekly, a Bi-Weekly and an End of Phase Report are done on each trainee prior to their moving on to another FTO.

THE DAILY OBSERVATION REPORT - DOR

The completion of a Daily Observation Report (DOR) is the responsibility of the FTO for each day the trainee spends in the program including the first day of training.

The report is the permanent record of the trainee's performance and knowledge, corrections needed, and the FTO'S efforts to bring about change. It is the principal document used to determine the trainee's status in the program.

The form is normally required to be completed at or near the end of each shift.

1. DOR'S are numbered sequentially from the first day of the assignment to the Field Training and Evaluation Program. A form shall be completed even though there is not evaluation on a given day, with the exception of days off. .
2. The shift and section assignment for the day is indicated.
3. The phase assignment. Phase is identified as the group of weeks in which the trainee is working.
4. The assignment on the given day or the reason for no assignment, i.e., ill, off-site training, etc.
5. "N.R.T." means Not Responding to Training. In addition to a numerical rating in the particular task, this box is marked. An N.R.T. is assigned after reasonable remedial efforts have failed to result in improvement. Citing N.R.T. is a serious step and is considered a "red flag." Simply put, if improvement is not made, termination is probable. It is expected that there will be significant documentation about the desired change.
6. The trainee is required to sign the report. A signature here signifies that the trainee has been shown the form. It cannot be proven that the trainee agreed with the comments because they signed the DOR.
7. The Field Training Officer's signature.
8. A place for the signature of the Reviewer.

GLOSSARY

ACQUITTAL	The judgement of a court, based on a verdict of a jury or a judicial officer, which the defendant is not guilty of the offense(s) for which he or she has been tried.
ALTERNATIVE SANCTIONS	The use of split sentencing, home confinement, and community service in lieu of other, more traditional sanctions such as imprisonment and fines. Alternative sanctions are becoming increasingly popular as prison crowding grows.
APPEARANCE	The act of coming into a court and submitting to the authority of that court.
ARRAIGNMENT	I. Strictly, the hearing before a court having jurisdiction in a criminal case, in which the identity of the defendant is established, the defendant is informed of the charge(s) and of his or her rights, and the defendant is required to enter a plea. II. In some usages, any appearance in court prior to trial in criminal proceedings.
ARREST	Taking an adult or juvenile into physical custody by authority of law, for the purpose of charging the person with a criminal offense or a delinquent act or status offense, terminating with the recording of a specific offense.
ARREST WARRANT	A document issued by a judicial officer which directs a law enforcement officer to arrest an identified person who has been accused of a specific offense.
ASSAULT	Unlawful, intentional inflicting, or attempted or threatened inflicting, of injury upon the person of another.
BAIL BOND	A document guaranteeing the appearance of the defendant in court as required and recording the pledge of money or property to be paid to the court if he/she does not appear.
BAILIFF	The court officer whose duties are to keep order in the courtroom and to maintain physical custody of the jury.
BENCH WARRANT	A document issued by a court directing that a law enforcement officer bring the person named therein before the court, usually one who has failed to obey a court order or a notice to appear.
BOOKING	A process officially recording an entry into detention after arrest, and identifying the person, the place, time, and reason for the arrest, and the arresting authority.
CAPIAS	The general name for several species of writs, the common characteristic of which is that they require the officer to take a named defendant into custody.

CHARGE	In criminal justice usage, an allegation that a specified person(s) has committed a specific offense, recorded in a functional document such as record of an arrest, a complaint, information or indictment, or a judgement of conviction.
CITATION	A written order issued by a law enforcement officer directing an alleged offender to appear in a specific court at a specified time in order to answer a criminal charge, and not permitting forfeit of bail as an alternative to court appearance.
CONCURRENT SENTENCE	A sentence that is one of two or more sentences imposed at the same time after conviction for more than one offense and to be served at the same time, or a new sentence imposed upon a person already under sentence(s) for a previous offense(s), to be served at the same time as one or more of the previous sentence.
CONSECUTIVE SENTENCE	A sentence that is one of two or more sentences imposed at the same time, after conviction for more than one offense, and which is served in sequence with the other sentences, or a new sentence for a new conviction, imposed upon a person already under sentence(s) for previous offense(s), which is added to a previous sentence(s), thus increasing the maximum time the offender may be confined or under supervision.
CONTEMPT OF COURT	Intentionally obstructing a court in the administration of justice, or acting in a way calculated to lessen its authority or dignity, or failing to obey its lawful orders.
CONVICTION	The judgement of a court, based on the verdict of a jury or judicial officer, or on the guilty pleas or nolo contendere (no contest) pleas of the defendant, that the defendant is guilty of the offense(s) with which he/she has been charged.
COURT CLERK	An elected or appointed court officer responsible for maintaining the written records of the court and for supervising or performing the clerical tasks necessary for conducting judicial business.
COURT ORDER	A mandate, command, or direction issued by a judicial officer in the exercise of his/her judicial authority.
CRIMINAL	One who has committed a criminal offense; one who has been legally convicted of a crime; one adjudged guilty of a crime.
DETAINEE	Usually, a person held in local, very-short-term confinement while awaiting consideration for pretrial release or first appearance for arraignment.

DOMESTIC ABUSE	Intentional infliction of physical pain, physical injury, emotional abuse, intentional impairment of physical condition, sexual contact, intercourse without consent or a threat to engage in any such conduct.
DUE PROCESS OF LAW	A right guaranteed by the Fifth, Sixth, and Fourteenth Amendments of the U.S. Constitution, and generally understood, in legal contexts, to mean the due course of legal proceedings according to the rules and forms which have been established for the protection of private rights.
FELONY	A criminal offense punishable by death, or by incarceration in a prison facility for at least one year.
GOOD TIME	In correctional usage, the amount of time deducted from time to be served in jail on a given sentence(s), at some point after a prisoner's admission to jail, contingent upon good behavior and or awarded automatically by application of a statute or regulation.
INITIAL APPEARANCE	After arrest, the first appearance of the accused before a judge or magistrate. Bail may be set or pretrial release arranged.
JAIL	A confinement facility administered by an agency of local government, typically a law enforcement agency, intended for adults but sometimes containing juveniles, which holds persons detained pending adjudication and/or persons committed after adjudication, usually those committed on sentences of a year or less.
JUDICIAL REVIEW	The power of a court to review actions and decisions made by other agencies of government.
JUDGEMENT OF CONVICTION	A judgement of conviction shall set forth the plea, the verdict or findings, and the adjudication and sentence. If the defendant is found not guilty or for any other reason is entitled to be discharged, judgement shall be entered accordingly. The judgement shall be signed by the judge and entered by the clerk.
MANDATORY SENTENCE	A statutory requirement that a certain penalty shall be set and carried out in all cases upon conviction for a specified offense or series of offenses.
MISDEMEANOR	An offense punishable by incarceration, usually in a local confinement facility, for a period of which the upper limit is prescribed by statute in a given jurisdiction, usually limited to a year or less.
ORDINANCE	Term used to designate the enactments of the legislative body of a municipal corporation.

OUTSTANDING WARRANT	An order for arrest of a person which has not yet been executed.
PAROLE	The status of an offender conditionally released from a prison by discretion of a paroling authority prior to expiration of sentence, required to observe conditions of parole, and placed under the supervision of a parole agency.
PETITION	A written request made to a court asking for the exercise its judicial powers or asking for permission to perform some act where the authorization of a court is required.
PLEA	A defendant's formal answer in court to the charge contained in a complaint, information, or indictment, that he/she is guilty or not guilty of the offense charged, or does not contest the charge.
PRELIMINARY HEARING	The proceeding before a judicial officer in which three matters must be decided-whether a crime was committed, whether the crime occurred within the territorial jurisdiction of the court, and whether there are reasonable grounds to believe that the defendant committed the crime.
PRETRIAL DETENTION	Any period of confinement occurring between arrest or other holding to answer a charge and the conclusion of prosecution.
PROBATION	The conditional freedom granted by a judicial officer to an adjudicated or adjudged adult or juvenile offender, as long as the person meets certain conditions of behavior.
PROBABLE CAUSE	Reason to believe that a crime has been committed.
PROPERTY BOND	The setting of bail in the form of land, houses, stocks, or other tangible property. In the event the defendant absconds prior to trial, the bond becomes the property of the court.
PROSECUTOR	An attorney who is the elected or appointed chief of a prosecution agency, and whose official duty is to conduct criminal proceedings on behalf of the people against persons accused of committing criminal offenses.
PUBLIC DEFENDER	An attorney employed by a government agency or sub-agency, or by a private organization under contract to a unit of government, for the purpose of providing defense services to indigents.
RELEASE ON RECOGNIZANCE	Pretrial release of a criminal defendant on their

written promise to appear. No cash or property bond is required.

- REVOCACTION** The cancellation of a probationer's or parolee's freedom. Revocation usually results from the violation of at least one of the conditions of probation or parole and may be ordered only by a special hearing board constituted for that purpose.
- SENTENCE** The penalty imposed by a court upon a person convicted of a crime. The court judgment specifying the penalty imposed upon a person convicted of a crime. Any disposition of a defendant resulting from a conviction, including the court decision to suspend execution of a sentence.
- SUBPOENA** A written order issued by a judicial officer, prosecutor, defense attorney or grand jury, requiring a specified person to appear in a designated court at a specified time in order to testify in a case under the jurisdiction of that court or to bring material to be used as evidence to that court.
- SUMMONS** A written order notifying an individual that he/she has been charged with an offense. A summons directs the person to appear in court to answer the charge. It is used primarily in instances of low risk, where the person will not be required to appear at a later date.
- WARRANTLESS ARREST** Seizure of a person without a warrant but based on probable cause that he has committed a felony. May also be made for commission of misdemeanors amounting to breach of peace in the presence of an officer.
- WRIT** A written judicial order to perform a specified act, or giving authority to have it done.