



# UW-Madison Police Department

**Policy: 33.3**

**SUBJECT: TRAINING & EVALUATION PROGRAM**

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## **POLICY:**

The University of Wisconsin–Madison Police Department shall establish mandatory police recruit training prior to, during, and immediately following the Academy. It shall also establish the foundation for a training and evaluation program for police officers, security officers, and police communications operators.

## **DEFINITIONS:**

“Training and Evaluation Program” refers to the initial training program designed to provide new police officers, security officers, and police communications operators with on-the-job experiences. This program is conducted following the completion of classroom training for police recruits.

## **PROCEDURE:**

### **33.3.1 POLICE RECRUIT TRAINING PRIOR TO ASSIGNMENT**

The following requires that all sworn police officers complete a training program prior to a field assignment:

- A. Upon hire, sworn personnel are required to attend and complete a recruit training program prior to assignment in any capacity in which they are permitted to carry a weapon or be placed in the position to make an arrest. Included in this category are those recruit officers with previous police experience who have not attended a basic recruit academy in the state of Wisconsin. Wisconsin Statute 165.85(4)(b)(1) indicates the total period during which a person may serve as a law enforcement officer on a temporary or probationary basis without completing a preparatory program of law enforcement training approved by the Law Enforcement Standards Board, which shall not exceed two (2) years. Wisconsin Administrative Code 3.01(1)(c) indicates that each trainee must successfully complete academy training within the original probationary period. Extensions and exemptions may be granted, but only in select cases.
- B. Recruit officers who have a gap in their police employment of more than three years will be required to attend and successfully complete a police training academy.
- C. The Law Enforcement Standards Board of the Department of Justice Training and Standards Bureau establishes the length of training, course curriculum, and certification standards and procedures for training academies.
- D. The Department recruit training program shall include:
  - 1. A curriculum based on the tasks of the most frequent assignment associated duties of officers who complete recruit training; and,
  - 2. The use of evaluation techniques designed to measure competency in the required skills, knowledge, and abilities.
  - 3. During training, learning assignments will be given to achieve a higher level of understanding by incorporating problem-oriented policing and community oriented policing skills. These learning assignments include, but are not limited to: learning activity packages, neighborhood portfolio exercises and problem based learning exercises.
  - 4. New officers will be allowed to find a learning style that works best for them. This will allow new officers to develop a higher level of understanding so they are able to analyze, assess, evaluate, and create an action plan for a variety of situations.

### **33.3.2 TRAINING AND EVALUATION PROGRAM PURPOSE & SUPERVISION**

The following shall govern the training and evaluation program purpose and supervision for new law enforcement officers, security officers, and communications operators:

- A. The Department training and evaluation combines training with objective evaluations to ensure that the standards of competent law enforcement officers, security officers and communications operators are met. The program is designed to accomplish the following:
1. Improve the overall applicant screening process. The Training and Evaluation Program is one phase of the overall applicant screening process designed to facilitate on-the-job observations and performance assessment.
  2. Establish a probationary appraisal system. The program is designed to provide a valid, job-related, post-basic training academy evaluation of probationary law enforcement officer performance. In addition the program will provide comprehensive appraisal of probationary security officers and communications operators after a brief orientation period. The process utilizes a standardized and systematic approach to documenting probationary performance.
  3. Establish a program feedback process. The program provides an appraisal system to measure the effectiveness of the training process by allowing feedback to the appropriate sections from probationary law enforcement officers, security officers, and communications operators.
  4. Improve the probationary training process. The program provides post-basic academy training to police officers as well as on-the-job training to police, security officers, and communications operators. Training officers serve as role models in the development of the knowledge, skills, and abilities needed to perform duties and practical application of technical training.
  5. Prepare officers for advancement opportunities. The program prepares training officers for advancement opportunities by providing incentive for demonstration of proficiency in the knowledge, skills, and abilities needed to perform routine and emergency functions. While engaged in training, the training officer gains experience and knowledge and increases leadership, adult training, and evaluation skills.
  6. Establish a program to retrain patrol officers, security officers, and communications operators returning to work from extended absences:
    - a. Police officers who have been absent from patrol or community assignments for a period of 90 to 179 consecutive calendar days will be assigned to a training officer for a minimum of 3 days, which may be extended at the discretion of the Training and Evaluation Unit Manager. Police officers who have been absent from patrol or community assignments for a period of 180 consecutive days or more will be assigned to a training officer for a minimum 1-week period, which may be extended at the discretion of the unit commander. Probationary officers in step 5 who are absent from duty for a period of 30 consecutive days or more will be required to be assigned to a training officer for a minimum of 1-week.
    - b. Security officers who have been absent for a period of 90 consecutive calendar days or more will be assigned to a training officer for a minimum of 3 days, which may be extended at the discretion of the Training and Evaluation Unit Manager.
    - c. Police communications operators who have been absent for a period of 90 consecutive calendar days or more will be assigned to a training officer for a minimum of 3 days, which may be extended at the discretion of the Training and Evaluation Unit Manager.
    - d. During the time such officers are assigned with a training officer, they will not be subject to formalized evaluations by the training officer. The training officers' function is to re-familiarize the officer with agency forms and updated policy and procedures and ensure that the returning employee is provided opportunities to re-qualify in skill areas such as firearms if necessary.
    - e. Police officers returning to patrol from extended absences or assignments will receive this retraining as part of their regularly scheduled patrol duties and will be assigned as part of a 2-officer unit that can be utilized to handle such assignments.
- B. The Training and Evaluation Unit Manager for police and security officers is the Night Shift Lieutenant. The Night Shift Lieutenant performs the following functions:
1. Is responsible for the general administration and evaluation of the police and security training and evaluation programs; and oversees staff monitoring of all probationary police officers and security officers for the duration of their probationary employment period.
  2. Monitors and evaluates, in conjunction with the lieutenants, the overall development of probationary officers during the probationary period for the purpose of identifying deficiencies and resolving them through training; may recommend extension of training; and ensures that extensions are completed in accordance with standard training practices.
  3. Is responsible for planning, directing, and evaluating training assignments and any changes in such assignments or variations in length.
  4. Sets the agenda and leads unit meetings to provide and receive firsthand information concerning probationary officer performance and to observe and evaluate the problem-solving and instructional techniques of the training officers.

5. Reviews information pertaining to the probationary police officer's basic training academy performance on a regular basis.

The Training and Evaluation Unit Manager for police communications operators is the Police Communications Supervisor (PCS).

- C. Each Field Services lieutenant has responsibility for monitoring the training and evaluation activities on their respective shifts. These lieutenants receive training in the supervision of the training process. Their duties include the following:
  1. Facilitating the sharing of information regarding the progress of probationary officers among shift supervisors, management personnel, and the Unit Coordinator.
  2. Ensuring that the training and evaluation process is properly administered, utilizing various sources of information including trainer and trainee chronicle entries, oral communications with training officers, tests, and personal observations of probationary officer performance.
  3. Monitoring the shift sergeants' completion of coaching and training reports and ensuring that these are completed in a timely manner.
- D. A Training and Evaluation Unit Coordinator(s) will be assigned to manage the day-to-day operations of the police and security training program. This individual may be a sergeant or supervisor. The Coordinator(s):
  1. Is responsible for the logistics of their specific program, including scheduling initial meetings to explain and assign probationers to the program, obtaining and creating sets of training materials, setting up training schedules, scheduling phase meetings, compiling training records, maintaining the training officers' office, and setting up police training officer selection processes.
  2. Monitor the training process and identify deficiencies, inform the manager of issues that need attention, are involved in discussions regarding extensions of training; and ensures that extensions are completed in accordance with standard training practices.
  3. Is responsible for constantly evaluating each probationary officer's training as it progresses, acting as a conduit for information flow from the probationary officers, training officers, supervisors, and managers, while facilitating changes in training assignments or variations in length.
  4. Schedule unit meetings, contribute to meeting agendas, and participate in problem-solving discussions and resolutions among the training unit.
  5. Receives information pertaining to the probationary officer's basic training academy performance on a regular basis.
- E. Training supervisors will be, at various times, shift sergeants, security supervisors, or the Police Communications Supervisor. The most immediate supervision of the process resides with the training supervisor, who has the dual responsibility of shift supervisor and the training and evaluation of probationary officers assigned to the shift. Training supervisors will receive training in the supervision of the training and evaluation process. The duties of these supervisors include the following:
  1. Keep other shift supervisors and management personnel informed of the progress of the probationary officers assigned to the shift.
  2. Ensure that the training and evaluation process is properly administered, utilizing various sources of information including trainer and trainee chronicle entries, oral communications with training officers, tests, and personal observations of probationary officer performance.
  3. Be responsible for the weekly review of the probationary officer's training manual to determine whether it is up-to-date and properly completed.
  4. Be responsible for the review of the probationary officer's reports along with the training officer.
  5. Complete the "Supervisor's Weekly Training Report" and place it in the probationary officer's training binder and electronic training folder.
  6. Attend phase and unit meetings whenever possible and monitor the overall training of the probationary officers assigned to the shift to ensure that program standards are being met.
- F. All training and evaluation officers will receive formal training. An assigned training and evaluation officer
  1. Is responsible for the training and evaluation of the probationary personnel assigned to him or her and for completion of required documentation for reporting progress.
  2. May be assigned as a training evaluator for midterm and final evaluation weeks.
  3. Is a police officer, Health Sciences security officer lead, or a designated police communications operator who has met all the posted qualifications.
  4. Fulfills the role of police officer, security officer, or police communications operator with all entailed

responsibilities, while acting as a trainer and evaluator of probationary officers.

5. May assist in the oral interview process for new employees. Police training officers may also be assigned background checks for prospective non-sworn employees.
  6. May request to be released from the program. The training and evaluation officer serves at the discretion of the Department and may be removed from assigned duties by a captain or higher authority.
  7. The Coordinator shall assign a training and evaluation officer for a police recruit to act as a Department liaison to that recruit while he or she is in the academy. The Training Sergeant shall act as a liaison with academy staff during this period. Formal academy information (including trainee grades) shall be forwarded to the Assistant Chief and disseminated as necessary. Documentation of an officer's performance shall ultimately reside in that officer's training file.
- G. A Board of Evaluators (comprised of the Police Training and Evaluation Program Manager, the Police Training and Evaluation Program Coordinator(s), a Field Services Supervisor, and a Training and Evaluation Unit Officer) shall be established to:
1. Review and evaluate all trainee and training officer performance. Evaluations may include a review of coaching and training reports, evaluation reports, or other written material relevant to the program
  2. Conduct interviews of training officers/ Evaluators and trainees before making any written recommendation to the Captain of Field Services and the Assistant Chief.
  3. Provide a written recommendation to the Captain of Field Services and the Assistant Chief on what action to consider regarding training, remedial training, or termination of a trainee or training officer from the training program.
  4. Conduct an exit interview of each trainee for the purpose of assessing the overall training experience.
- H. Probationary police, security officers, and dispatchers operate under the supervision of the program supervisor and a training officer. The training assignments will be structured in advance. Adjustments in schedules must be approved by the program coordinator or manager. Extension of the training assignment occurs with the approval of the appropriate Captain. The Training and Evaluation Unit Manager will notify the Assistant Chief of any extensions. Probationary officers will be rotated through various shifts, field assignments, and trainers in order to expose them to a variety of Department functions.

### **33.3.3 POLICE TRAINING AND EVALUATION PROGRAM COMPONENTS**

The following shall govern program components specific to the police training and evaluation program:

- A. The Police Training and Evaluation Unit Coordinator will ensure that the required training and evaluations of the trainee are completed during each of the phases.
- B. Successful completion of each phase is required for the probationary employee to move on to the next training phase. The following outlines the phases of the police training and evaluation program:
  1. Orientation Week. During orientation week, equipment is issued, administrative tasks are accomplished, and human resource paperwork is completed.
  2. Integration Week. During integration week, the probationary officer is assigned to an initial Police Training Officer. This week prepares the trainee to report for duty, to become familiar with the Department, to begin developing relationships within the organization, to learn about the Police Training Officer program components and process, and to begin the chronicling process. The trainee is also assigned a Learning Activity Package to be completed prior to the end of the week.
  3. Phase A. The probationary officer is assigned to a Police Training Officer as during Integration Week for a minimum of 100 but preferably 120 hours for training and learning focused on the Substantive Topic of Non-Emergency Incident Response.
  4. Phase B. The probationary officer is assigned a Police Training Officer as during phase one for a minimum of 100 but preferably 120 hours for training and learning focused on the Substantive Topic of Patrol Operations.
  5. Mid Term Evaluation Week (40 hours). The probationary officer is assigned to a Police Training Evaluator. The Police Training Evaluator has the discretion to be in plain clothes or uniform and the trainee is in uniform.
  6. Phase C. The probationary officer is assigned to a Police Training Officer for a minimum of 100 but preferably 120 hours for training and learning focused on the Substantive Topic of Emergency Incident Response.
  7. Phase D. The probationary officer is assigned to a Police Training Officer as during phase three, for a minimum of 100 but preferably 120 hours for training and learning focused on the Substantive Topic of Criminal Investigations.

8. The four phases of training, Phase A, Phase B, Phase C, and Phase D are interchangeable and do not necessarily need to be completed in that order. It is preferable that Phase A and Phase B be completed before the Mid Term evaluation and Phase C and Phase D are completed after, but the phases may be completed in a different order as needed based on the schedules of available trainers.
9. Final Evaluation Week (40 hours). The probationary officer is assigned to a Police Training Evaluator. The Police Training Evaluator has the discretion to be in plain clothes or in uniform and the trainee is in uniform.
10. For the balance of the probationary period, the probationary officer is assigned to a shift and assumes the duties of a regular officer. The probationary officer will periodically be assigned to a Police Training Officer for the purpose of performance review. The probationary officer will be required to complete a Neighborhood Portfolio Exercise that meets acceptable standards. The probationary officer may be required to complete a self-evaluation report. If at any time during the probationary period, the probationary officer is not performing at a satisfactory level, a recommendation for termination may be initiated.

**33.3.4 SECURITY TRAINING AND EVALUATION PROGRAM COMPONENTS**

The following shall govern program components specific to the security training and evaluation program:

- A. The Security Training and Evaluation Unit Coordinator will ensure that the required training and evaluations of the trainee are completed during each of the phases.
- B. Successful completion of each of the phases is necessary to move on to the next phase. The following outlines the phases of the security training and evaluation program:
  1. Orientation Week. During orientation week, equipment is issued, administrative tasks are accomplished, and human resource paperwork is completed.
  2. Integration Week. During integration week, the probationary officer is assigned to an initial Security Training Officer. This week prepares the trainee to report for duty, to become familiar with the Department, to begin developing relationships within the organization, to learn about the Security Training Officer Program components and process, and to begin the chronicling process. The trainee is also assigned a Learning Activity Package to be completed prior to the end of the week.
  3. Phase One. The probationary officer is assigned to a Security Training Officer as during Integration Week for two weeks (80 hours) for training and learning focused on the Substantive Topic of Non-Emergency Incident Response.
  4. Phase Two. The probationary officer is assigned to a Security Training Officer as during phase one for two weeks (80 hours) for training and learning focused on the Substantive Topic of Patrol Operations.
  5. Mid-Term Evaluation Week (40 hours). The probationary officer is assigned to a Security Training Evaluator. The Security Training Evaluator is in plain clothes and the trainee is in uniform.
  6. Phase Three. The probationary officer is assigned to a Security Training Officer for two weeks (80 hours) for training and learning focused on the Substantive Topic of Emergency Incident Response.
  7. Phase Four. The probationary officer is assigned to a Security Training Officer as during phase three for two weeks (80 hours) for training and learning focused on the Substantive Topic of Community Crime Prevention.
  8. Final Evaluation Week (40 hours). The probationary officer is assigned to a Security Training Evaluator. The Security Training Evaluator is in plain clothes and the trainee is in uniform.
  9. Phase Five (balance of probationary period). The probationary officer is assigned to a shift and assumes the duties of a regular officer. The probationary officer will periodically be assigned to a Security Training Officer for the purpose of performance review. The probationary officer will be required to complete a Neighborhood Portfolio Exercise that meets acceptable standards. The probationary officer may be required to complete a self-evaluation report. If at any time during the probationary period the probationary officer is not performing at a satisfactory level, a recommendation for termination may be initiated.

**33.3.5 POLICE COMMUNICATIONS TRAINING AND EVALUATION PROGRAM COMPONENTS**

The following shall govern program components specific to the PCO training and evaluation program:

- A. The Police Communications Supervisor will ensure the required training and evaluations of the trainee are completed during each of the steps.
- B. The following outlines the steps of the training and evaluation program:
  1. Orientation Week. During orientation week uniforms are issued, administrative tasks are accomplished, and human resources paperwork is completed.

2. Step 1. During Step 1 the probationary PCO is assigned to a primary Communications Training Officer. This step is approximately 4 weeks and prepares the trainee to handle the basic job duties such as reporting for duty, time sheets, geography, call taking, case creation, alarm acknowledgment, radio use, and developing relationships within the organization. LAPs are assigned during this step, and a weekly is done with a supervisor at the end of each training week to review the week and discuss goals for the upcoming week.
3. Step 2. During Step 2 the probationary PCO is assigned to a Communications Training Officer on a different shift, and this step is approximately 4 weeks. Along with continuing to complete training tasks and learn shift-specific work, more time is spent on geography, call taking, and radio use. Additionally, this step includes a majority of the alarm system training. LAPs are assigned during this step, and a weekly is done with a supervisor at the end of each training week to review the week and discuss goals for the upcoming week.
4. Step 3. During Step 3 the probationary PCO is assigned to a Communications Training Officer on a different shift and this step is approximately 4 weeks. During this step all training tasks must be completed. LAPs are assigned during this step, and a weekly is done with a supervisor at the end of each training week to review the week and discuss goals for the upcoming week.
5. Shadow. During the Shadow Step the probationary PCO is generally assigned to the primary Communications Training Officer. This step lasts approximately 2 weeks. During this step the Communications Training Officer is in plain clothes and the trainee is considered the "primary" PCO on the shift. This step evaluates the probationary PCO's readiness to work on their own.
6. Probation. The probationary period for a PCO is one year. The remainder of their probationary period the new PCO is assigned to a shift and assumes duties of a regular PCO. The probationary PCO will have regular meetings with the PCS to review performance. If at any time during the probationary period the probationary PCO is not performing at a satisfactory level, a recommendation for termination may be initiated.

### **33.3.6 EVALUATION PROCESS FOR POLICE AND SECURITY**

The following shall govern program components specific to the evaluation process for both police and security training:

- A. The assigned training officer and trainee will complete at least one chronicle entry during each day of training during phases A-D. The chronicle entries will be reviewed daily by the training officer and weekly by the designated training supervisor.
- B. The weekly Coaching and Training Report is completed by the training officer and the trainee and is then reviewed by the designated training supervisor for each training and evaluation period (i.e., 40-hour period) during phases A-D.
- C. The Problem Based Learning Exercises for phases A-D are completed by the trainee prior at the end of each of the respective phases and are reviewed by the training officer and the designated training supervisor. Any additional assigned Problem Based Learning Exercises will be completed by the trainee during an assigned timeframe and reviewed by the training officer and the designated training supervisor.
- D. The Learning Activity Packages assigned during the Integration Week are completed by the trainee and reviewed by the training officer prior to the end of the week. Any additional assigned Learning Activity Packages will be completed by the trainee during an assigned timeframe and reviewed by the training officer and the designated training supervisor.
- E. The Pre-Mid-Term Self-Evaluation Report is completed by the trainee and reviewed by the training evaluator at the beginning of the first day of the Mid-Term Evaluation Week.
- F. The Mid-Term Evaluation Report is completed by the Training Evaluator and reviewed by the trainee and designated training supervisor on the last day of the Mid-Term Evaluation Week.
- G. The Pre-Final Self-Evaluation Report is completed by the trainee and reviewed by the training evaluator at the beginning of the first day of the Final Evaluation Week.
- H. The Final Evaluation Report is completed by the training evaluator and reviewed by the trainee and designated training supervisor on the last day of the Final Evaluation Week.
- I. The Board of Evaluators will convene and evaluate the trainee at the end of the Mid-Term Evaluation Week, at the end of the Final Evaluation Week, or at any point during the training process at the request of the current training officer or training evaluator.

### **33.3.7 SELECTION PROCESS FOR TRAINERS**

The following shall govern the selection process for training and evaluation officers or communications operators:

- A. The Department will post notice of trainer opening(s), and application will be made to the program coordinator.
- B. Police officer applicants shall have, at minimum, the following qualifications to be selected for the position of PTO:
  - 1. Successful completion of the probationary period as a police officer for the UWPD.
  - 2. Acceptable Department performance evaluations; and
  - 3. Once selected as a PTO, officers must have two years of patrol experience with UWPD prior to being utilized as a trainer.
- C. Security officer applicants shall have, at minimum, the following qualifications:
  - 1. Twelve (12) months employment as a security officer. May be waived at the discretion of the Chief.
  - 2. Acceptable Department performance evaluations.
- D. Law Enforcement Dispatcher applicants shall have, at minimum, the following qualifications:
  - 1. Eighteen (18) months employment as a dispatcher with this Department.
  - 2. Acceptable Department performance evaluations.
- E. All qualified applicants will be interviewed by a panel composed of three members from the Training and Evaluation Unit, one of whom is an active training and evaluation officer. The interview will include but not be limited to information and questions in the following areas:
  - 1. Applicants will be informed of the expectations of the training position and asked to describe how they would meet those expectations.
  - 2. The training provided to training officers will be described and applicants will have an opportunity to ask questions.
  - 3. Applicants will be asked to tell why they are interested in being a training officer and what qualifications they feel they will bring to the program.
  - 4. Applicants will be asked situational questions that attempt to assess their interpersonal skill levels.
- F. Final selection for police and security training officers will be made by the Training and Evaluation Unit Manager with approval from the Assistant Chief and the Field Services Captain. Final selection for LED training officers will be made by the PCS with approval from the Assistant Chief and the Support Services Captain. Selected trainers shall receive formal training prior to being assigned probationary personnel. To maintain and increase their overall job knowledge, trainers shall receive in-service training during cadre meetings and/or during quarterly in-service training sessions.