



UW-Madison Police Department

Policy: 33.3

SUBJECT: TRAINING & EVALUATION PROGRAM

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POLICY:

The UW–Madison Police Department shall establish mandatory police recruit training prior to, during, and immediately following the law enforcement Academy. It shall also establish the foundation for a training and evaluation program for police officers, security officers, and law enforcement dispatchers

DEFINITIONS:

“Training and Evaluation Program” refers to the initial training program designed to provide new police officers, security officers, and law enforcement dispatchers with on-the-job experiences. This program is conducted following the completion of the WisDOJ required Law Enforcement Academy.

PROCEDURE:

33.3.1 POLICE RECRUIT TRAINING PRIOR TO 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 shall 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 shall 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.

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 law enforcement dispatchers:

- A. The Department training and evaluation combines training with objective evaluations to ensure that the standards of competent law enforcement officers, security officers and law enforcement dispatchers 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 shall provide comprehensive appraisal of probationary security officers and law enforcement dispatchers 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 law enforcement dispatchers.
 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 law enforcement dispatchers. 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 law enforcement dispatchers 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 shall 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 shall 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 shall 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 shall 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. Law enforcement dispatchers who have been absent for a period of 90 consecutive calendar days or more shall 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 shall 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 shall receive this retraining as part of their regularly scheduled patrol duties and shall 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 is typically a Night Shift Lieutenant. The Training and Evaluation Unit Manager for security officers is the Security Manager. The Training and Evaluation Unit Manager for law enforcement dispatchers is the Law Enforcement Dispatch Manager (LEDM). The Night Shift Lieutenant, Security Manager and the Law Enforcement Dispatch Manager 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.
- 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 logbook 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) shall be assigned to manage the day-to-day operations of the police, dispatch and security training program. This individual may be a sergeant or supervisor. The Coordinator(s) responsibilities include:
1. 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. Monitoring 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. Continuous evaluation of 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. Gathering information pertaining from the Training Sergeant to the probationary officer's basic training academy performance on a regular basis.
- E. Training supervisors shall be, at various times, shift sergeants, security supervisors, or the Law Enforcement Dispatch 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 shall 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 logbook 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 "Police Training Supervisor Form" 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 shall receive formal training. An assigned training and evaluation officer:
1. Is responsible for the training and evaluation of the probationary personnel assigned to them 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, security officer lead, or a designated law enforcement dispatcher who has met all the posted qualifications.
 4. Fulfills the role of police officer, security officer, or law enforcement dispatcher 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 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(s) and disseminated as necessary. Documentation of an officer's performance shall reside in that officer's training file.
- G. A Board of Evaluators (BOE) should include at least three members, one of which should be the commander or coordinator. Ideally, the BOE should consist of two additional impartial members who have not trained the trainee recently and are in the PTO cadre. The BOE should not include a trainer who trained the trainee during the final exam portion. The BOE's responsibilities include: shall be established to:
1. Review and evaluate all trainee and training officer performance. Evaluations may include a review of activity reports, evaluation reports, and/or other written material relevant to the program
 2. Provide a written recommendation to the Captain of Field Services and the Assistant Chief of Operations on what action to consider regarding training, remedial training, or termination of a trainee or training officer from the training program.
 3. Develop recommendations for training and follow-up to be implemented during the subsequent probationary period.
- H. The PTO Coordinator and/or Commander shall conduct an exit interview of each trainee for the purpose of assessing the overall training experience.
- I. Probationary police, security officers, and dispatchers operate under the supervision of the program supervisor and a training officer. The training assignments shall 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 shall notify the Field Services Captain of any extensions along with weekly updates. The Field Services Captain shall then notify the Assistant Chief(s) of any extensions. Probationary officers shall 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

- A. The Police Training and Evaluation Unit Coordinator shall ensure that the required training and evaluations of the trainee are completed during each of the phases. Although each phase is designed to include a minimum of 100 hours of training, the timeframe can be accelerated at the discretion of the Captain of Field Services.
- 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.
 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. During the 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 shall periodically be assigned to a Police Training Officer for the purpose of performance review. The probationary officer shall be required to complete a Probationary Problem 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 additional training, learning activity package (LAP), or other project may be made. . If after completing the additional training and assignments the probationary officer is unable to perform at a satisfactory level, a recommendation for termination may be initiated. ==

33.3.4 SECURITY TRAINING AND EVALUATION PROGRAM COMPONENTS

- A. The Security Training and Evaluation Unit Coordinator shall 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. (40 hours). During orientation week, equipment is issued, administrative tasks are accomplished, and human resource paperwork is completed.
 2. Integration Week. (40 hours). 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.
 3. Route Training. The probationary officer is assigned to a Security Training Officer(s) as during Integration Week, for six weeks (240 hours) for training on routes and learning, focused on core competencies.
 4. 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.
 5. 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 shall periodically be assigned to a Security Training Officer for the purpose of performance review. 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 LAW ENFORCEMENT DISPATCHER TRAINING AND EVALUATION PROGRAM COMPONENTS

- A. The Law Enforcement Dispatch Supervisor shall 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. The trainee shall also be provided a Learning Activity Package, on the history of PTO and PSPBL, to be completed by the end of the week.
 2. Integration Week. During integration week, the probationary officer is assigned to an initial Communication 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 Communication Training Program components and process, and to begin the chronicling process. The trainee is also assigned a Learning Activity Package, on Emotional Intelligence, to be completed prior to the end of the week.

3. Phase One. The probationary LED is assigned to a Communication Training Officer as during Integration Week for three weeks (120 hours) but not less than 100 hours 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. An ARP is assigned during this step to be completed throughout the first two phases of training.
 - i. A weekly check-in is done with the Supervisor or Manager at the end of each training week to review the week and discuss goals for the upcoming week. This shall be completed throughout the entire training program.
4. Phase Two. The probationary LED is assigned a Communication Training Officer as during phase one for three weeks (120 hours) but not less than 100 hours for training and learning focused on Metasys and Manitou Alarms.
5. Prior to the mid-term evaluation week, the trainee shall complete the pre-midterm evaluation. The Communications Training Evaluator shall review the trainee's pre-midterm evaluation prior to the start of the week.
6. Mid Term Evaluation Week (40 hours). The probationary LED is assigned to a Communication Training Evaluator (CTE) to determine if the probationary LED is meeting the requirements for this point in training. The Activity Report Problem assigned during Phase A shall be presented during the midterm week at the discretion of the CTE.
7. Phase Three. The probationary LED is assigned to a Communication Training Officer for three weeks (120 hours) but not less than 100 hours for training and learning focused on Emergency Call intake, the incident command system and COOP / EOP / EOC. An ARP shall be assigned during the first week of this phase to be worked on during the course of the next two phases of training.
8. Phase Four. The probationary LED is assigned to a Communication Training Officer as during phase three, for three weeks (120 hours) but not less than 100 hours for training and learning focused on Alarm investigation including: Andover, Andover SA and GTRI.
9. The pre-final 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.
10. Final Evaluation Week (40 hours). The probationary LED is assigned to a Communication Training Evaluator. The Communication Training Evaluator is in plain clothes and the trainee is in uniform. The CTE shall evaluate and determine if the probationary LED is proficient in each competency of their training. The CTE shall recommend if the probationary LED shall be granted solo dispatch.
11. Phase Five (balance of probationary period). The probationary LED is assigned to a shift and assumes the duties of a regular LED. The probationary LED shall periodically be assigned to a Communication Training Officer for the purpose of performance review. The probationary LED may be required to complete a self-evaluation report. The Probationary LED shall complete a probationary project focused on cross-training personnel in the intricacies of the Communication Center. If at any time during the probationary period, the probationary LED 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, security and dispatch training:

- A. The assigned training officer and trainee shall complete at least one logbook entry during each day of training during phases A-D. The logbook entries shall be reviewed daily by the training officer and weekly by the designated training supervisor.
- B. For security and police, , an activity report shall be completed at the end of each phase 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. Dispatch trainees complete two ARPs during the training process.

Activity Report Problems (ARP) are completed by the trainee, and reviewed by the training officer, designated training supervisor, and others as deemed necessary.

- C. 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 shall be completed by the trainee during an assigned timeframe and reviewed by the training officer and the designated training supervisor.
- D. 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.
- E. 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.

- F. 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.
- G. 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.
- H. The Board of Evaluators shall convene and evaluate the trainee 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 law enforcement dispatchers:

- A. The Department shall post notice of trainer opening(s), and application shall 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. Strong performance in a competitive interview process.
 - 3. Acceptable Department performance evaluations; and
 - 4. 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 shall 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.
- F. Final selection for police and security training officers shall be made by the Training and Evaluation Unit Manager with approval from the Assistant Chief of Operations and the Field Services Captain. Final selection for LED training officers shall be made by the LEDM with approval from the Assistant Chief of Operations and the Field 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.