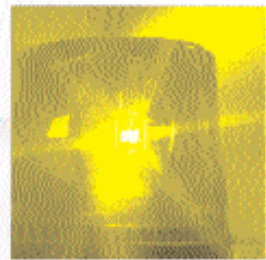
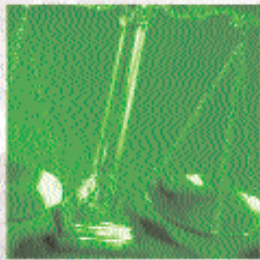
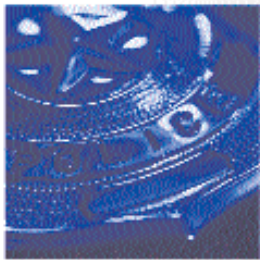


A Problem-Based
Learning Manual
for Training and Evaluating
Police Trainees



trainee manual



POLICE EXECUTIVE
RESEARCH FORUM

COPS
COMMUNITY ORIENTED POLICING SERVICES
U.S. DEPARTMENT OF JUSTICE

A Problem-Based Learning Manual

for Training and Evaluating Police Trainees

This document is intended for use in the post-academy training of police trainees.

It is a companion to these other training materials in the Police Training Officer Series:

PTO Manual

Training Standard

Overview and Introduction



COMMUNITY ORIENTED POLICING SERVICES
U.S. DEPARTMENT OF JUSTICE

This project was supported by grant #2001-CK-WX-K038, awarded by the Office of Community Oriented Policing Services, U.S. Department of Justice. Points of view or opinions contained within this document are those of the authors and do not necessarily represent the official position or policies of the U.S. Department of Justice or members of the Police Executive Research Forum.

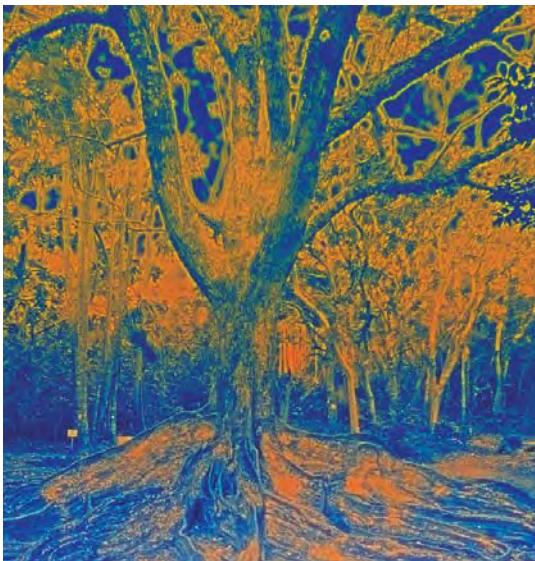
acknowledgements

The COPS Office would like to thank the Reno Police Department and the Police Executive Research Forum (PERF) for helping to develop this model Police Training Officer (PTO) Program. The model presents an alternative to current field training officer programs. It is designed for training new officers and incorporates contemporary adult educational methods and a version of problem-based learning (PBL) adapted for police. The model is based on community policing and collaborative problem-solving principles. It addresses the traditional duties of policing, but in the context of specific neighborhood problems. This new model challenges recruits to think creatively and to use community resources to respond to crime and disorder.

Particular thanks go to the members of the core team that developed the program, which include Jerry Hoover, Chief of Police, Reno Police Department; Ronald Glensor, Ph.D, Deputy Chief, Reno Police Department; Gregory Saville, Research Professor, University of New Haven; Gerry Cleveland, Police Training Consultant; Lisa Carroll, former Research Associate with PERF; Steve Pitts, Commander, Reno Police Department; Dave Ponte, Officer, Reno Police Department; and Jim Burack, Chief of Police, Milliken (CO) Police Department (formerly with PERF). We also extend our thanks to Ellen Scrivner, Ph.D., former Deputy Director for Community Policing Development at the COPS Office, for her support and guidance in developing this program, as well as all of the training officers who participated—particularly those in the Reno Police Department—for their valuable assistance.

In addition to the Reno Police Department, we also extend our thanks to the following five agencies that participated in the field-testing phase of the PTO Training Curriculum. Their input and ideas helped shape the content of this model program. They include the Savannah (GA) Police Department; the Colorado Springs (CO) Police Department; the Lowell (MA) Police Department; the Richmond (CA) Police Department; and the Charlotte-Mecklenburg (NC) Police Department.

Community-Oriented Policing and Problem Solving (COPPS) is quickly becoming the philosophy and daily practice of progressive police agencies around the world. COPPS lies at the heart of contemporary policing. The problem-solving process, which is the core of COPPS, strikes at the roots of crime rather than hacks at its branches. It provides officers with a more comprehensive understanding of problems through in-depth analysis and guides them in the development of tailored and collaborative response strategies.



Police administrators have long recognized the ineffectiveness of incident-driven policing, as well as the economic insensitivity of random patrol, rapid response and post-crime investigation. Racing from call to call, in spite of its appeal on television, does not promote effective policing. Responding to the same domestic dispute nightly or citing the same disorderly youths gathering in a park are ineffective strategies for resolving community problems.

This manual presents a Police Training Officer (PTO) program for new officers, which incorporates contemporary adult educational methods and a version of problem-based learning (PBL) adapted for police. This approach to training provides a foundation for life-long learning that prepares the new officer for the complexities of policing today and in the future.

“COPPS lies at the heart
of contemporary
policing”

¹ The term “police” is meant to refer to all law enforcement practitioners at municipal, county and state agencies.

PBL is well grounded in the fields of medicine and education, where it facilitates the transfer of knowledge. Similarly, in policing, trainees need to learn much more than just laws and police procedures. They must also understand how to apply their academy knowledge effectively when dealing with individuals and issues within a community.

This manual is not based on developing mechanical training or rote skills commonly found in traditional field training officer (FTO) programs. While static skills are a necessity in police work and are integral to any training program, they constitute only one set of many skills needed in contemporary policing. This manual focuses on the officer's learning capacity and problem-solving skills as opposed to his or her rote performance capabilities. This manual offers trainees an invaluable tool for learning to perform their duties and responsibilities in a more efficient, effective and equitable manner.

As demands on police continue to increase, agencies must provide officers with the resources and the training to fulfill their expanded role. It also makes good sense to have police trainees thinking about their roles and responsibilities as they approach specific problems in their daily work. Problem solving is an integral part of police work and requires a creative and flexible method of thinking - thinking that the PTO model encourages.



“**Static skills** constitute **only one** set of **many skills** needed in **contemporary policing**”

TERMS REFERENCED IN THE TEXT

BOE Board of Evaluators

COPPS Community-Oriented Policing and Problem Solving

CPTED Crime Prevention Through Environmental Design

CTR Coaching and Training Report

FTO Field Training Officer

LAP Learning Activity Package

NPE Neighborhood Portfolio Exercise

PBL Problem-Based Learning

PBLE Problem-Based Learning Exercise

PTE Police Training Evaluator

PTO Police Training Officer

PTS Police Training Supervisor

SARA Scanning, Analysis, Response, Assessment

SOP Standard Operating Procedure

frequently asked questions

about the pto model

What's in a name?

This model uses the term Police Training Officer (PTO). This change of language away from the military terminology of *field training* reflects the movement towards community-oriented policing and problem solving.

“so how does it work?”

So how does it work on a day-to-day basis?

The trainee and trainer answer calls, patrol their beat, and work with the community much as they have always done. In this model, the trainees use those experiences to solve various problems assigned by the trainer. Those assigned problems, called Problem-Based Learning Exercises, train the recruit to think critically and develop partnerships within the community.

How will I be evaluated?

Good question! Evaluation takes place in a number of ways, including:

- Informal assessment of daily activities through completing daily journal entries and dialogue
- Weekly Coaching and Training Reports (CTRs)
- Problem-Based Learning Exercises (PBLEs) in each of the four phases
- Neighborhood Portfolio Exercise (NPE)
- Week-long Mid-Term Evaluation
- Week-long Final Evaluation
- Board of Evaluators' (BOE) assessment of trainee, if recommended by departmental policy

This manual presents the PTO program to police trainees, and is intended for use in their classroom instruction and as a resource when training. It begins with an introduction of problem-based learning, which underlies the PTO program. Chapter 2 outlines the composition of the PTO program, including its phase structure and evaluation elements. Chapters 3, 4, 6, and 7 detail the four phases of training in the model. These chapters include trainee copies of three necessary evaluation and teaching tools used in the program: the Neighborhood Portfolio Exercise, the Problem-Based Learning Exercise, and the weekly Coaching and Training Report. Chapters 5 and 8 guide the trainee through the Mid-Term and Final Evaluation components of the model. The manual concludes with appendices containing evaluation forms and Learning Activity Packages.

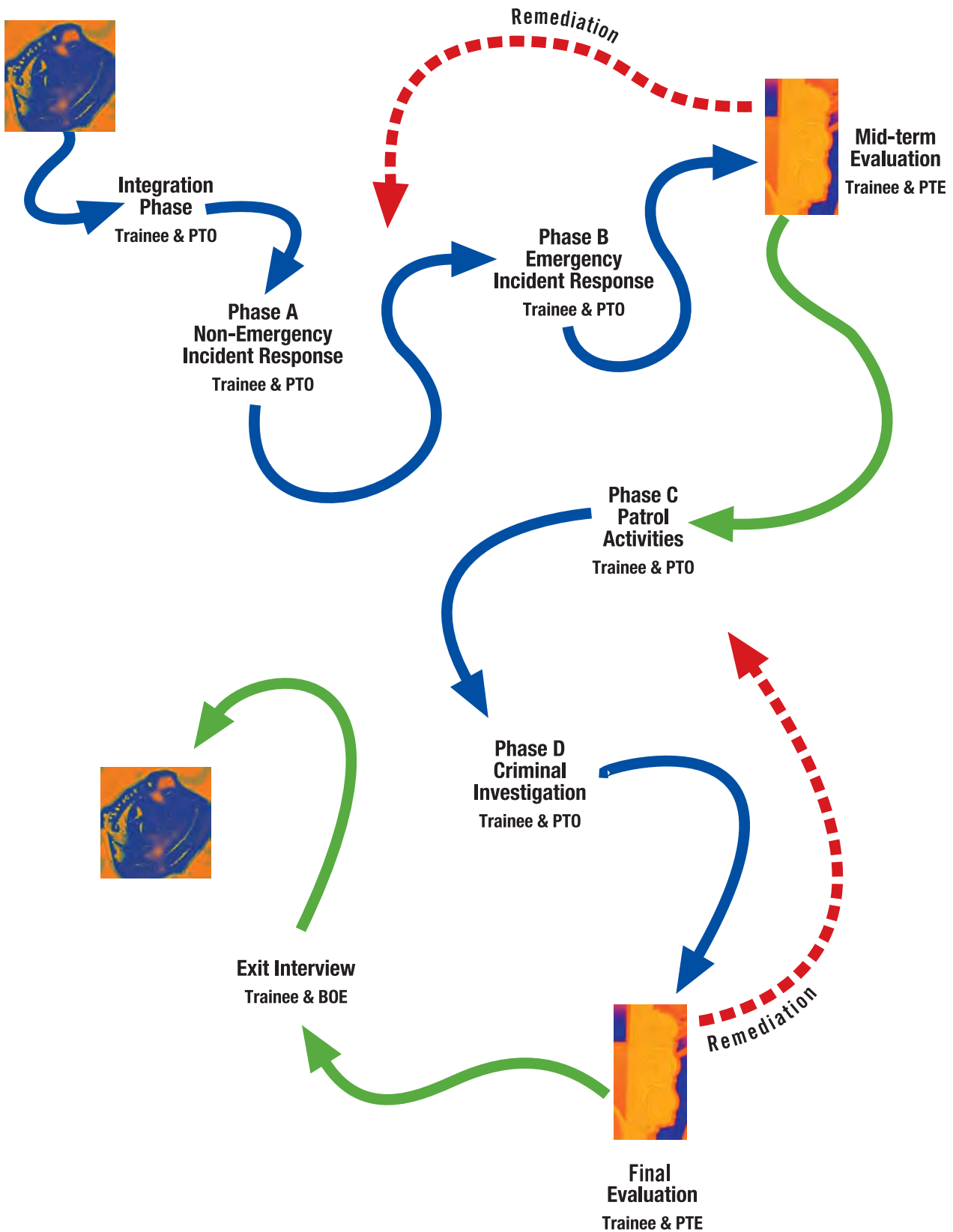
OBJECTIVES OF THE PROGRAM

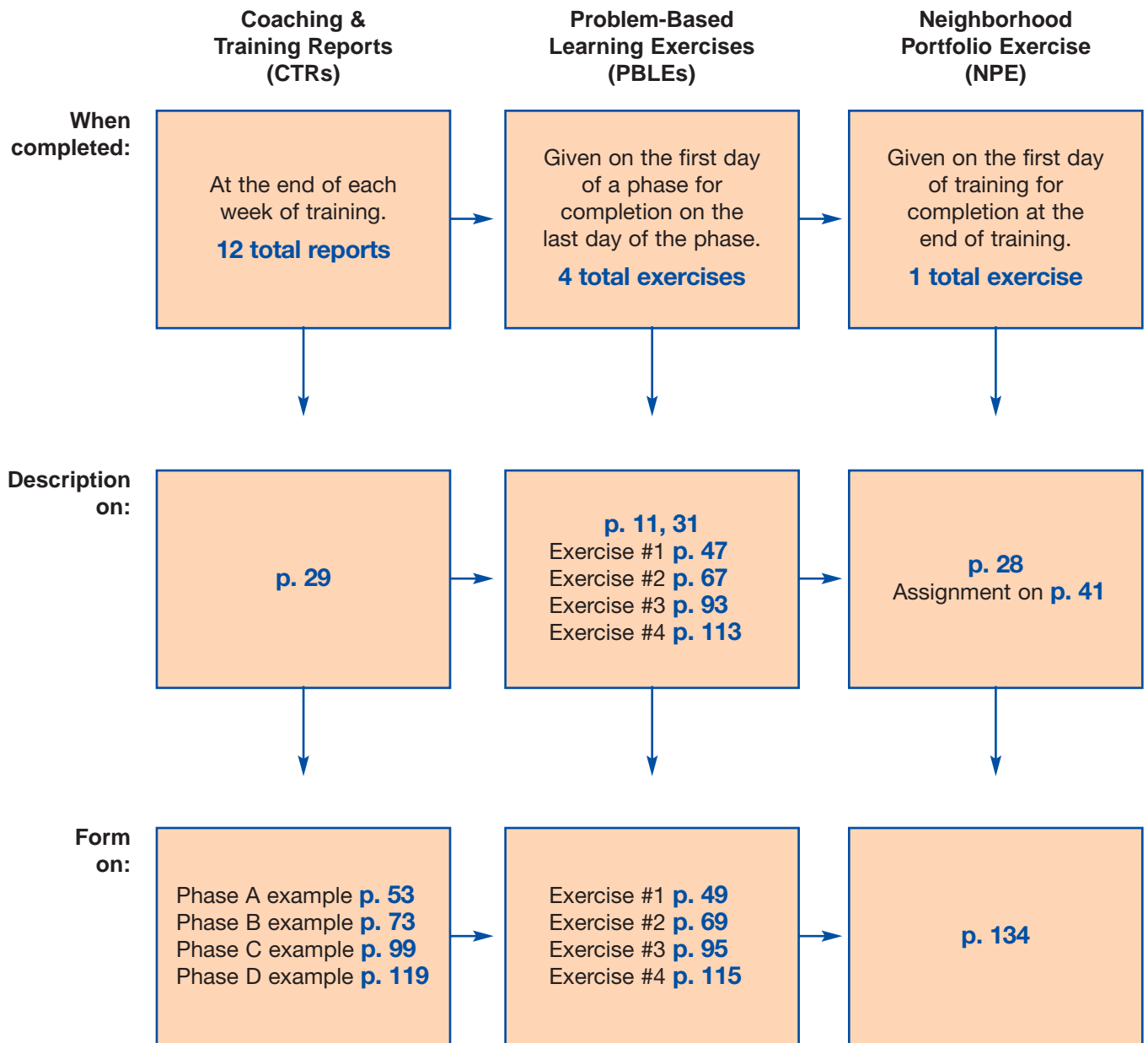
- To formulate learning opportunities for new officers that meet or exceed the training needs of both the community and the policing agency
- To develop and enhance the trainee's learning from the academy within the community environment through a series of *real-life* problem-solving activities
- To foster a growing independence from the Police Training Officer over the course of the program
- To produce graduates of the training program who are capable of providing responsible, community-focused police services
- To prepare trainees to use a problem-solving approach throughout their careers by employing problem-based learning training
- To promote the practice of using community members as partners in problem solving
- To design fair and consistent evaluations that address a trainee's skills, knowledge, application, and ability to problem solve effectively

THIS MODEL MUST INCLUDE THESE ESSENTIAL ELEMENTS:

- Trainees must apply the learning matrix in each element of the program
- Trainees must journal on a daily basis
- Trainees must complete weekly Coaching and Training Reports (CTRs)
- Trainees must perform a Problem-Based Learning Exercise (PBLE) throughout each phase of the training
- Trainees must perform a Neighborhood Portfolio Exercise (NPE) throughout the PTO program

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problem-based learning

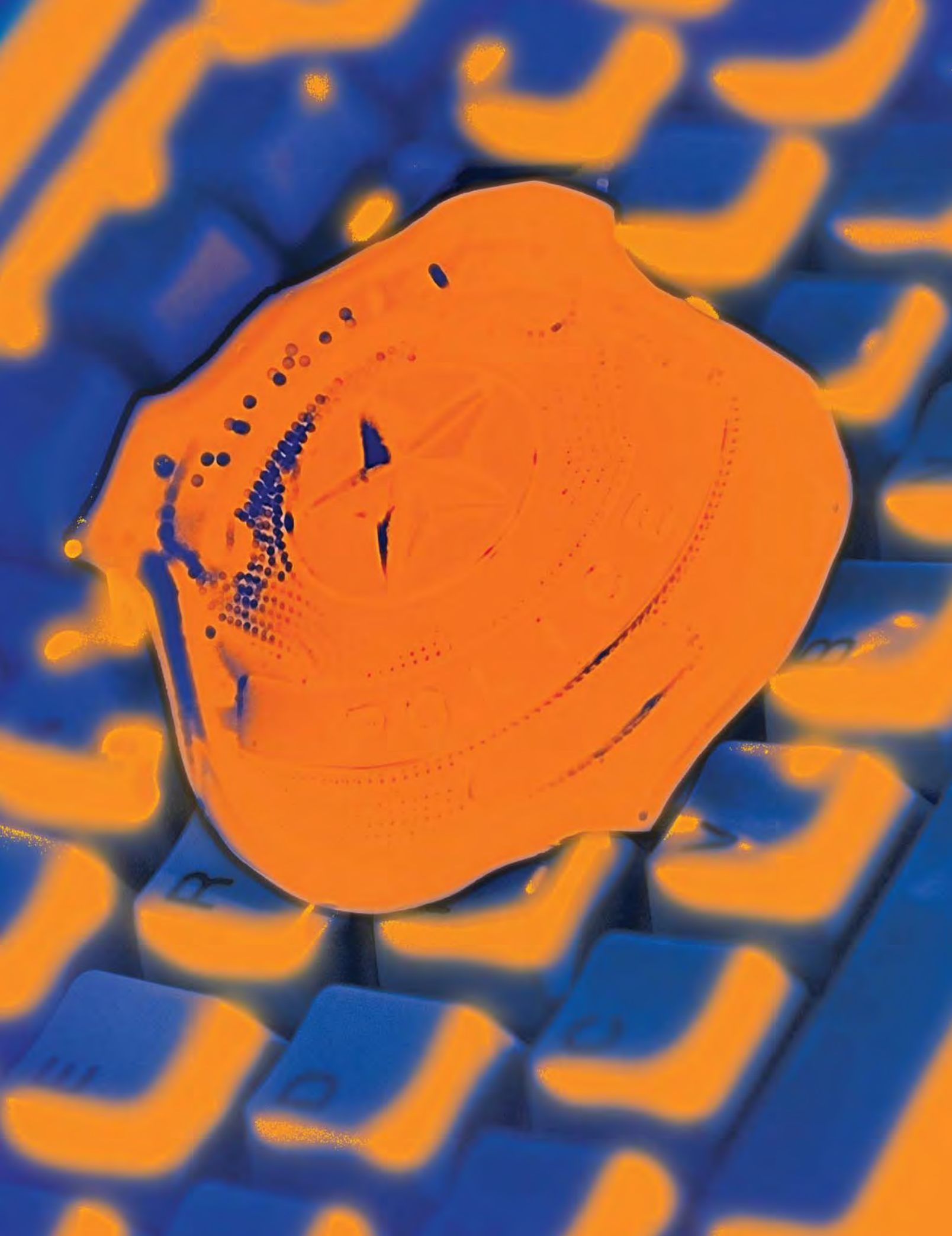
Problem-Based Learning

Failing Forward

Problem-Based
Learning Exercise

Using Problem-Based
Learning Exercises





chapter contents

- Problem-Based Learning
- Failing Forward
- Problem-Based Learning Exercise
- Using Problem-Based Learning Exercises

problem-based learning

Problem-based learning is a method of teaching that presents trainees with a real-life, ill-structured problem that has no easy solution. (See inset box.) The PTO program encourages the trainee to ask questions, hypothesize, research, and then solve the problem. Some of the benefits of problem-based learning include an opportunity for problem solving according to individual learning

styles and the development of critical thinking skills. *Most important, the trainee enlists the community as group members in his or her learning process.*



PROBLEM-BASED LEARNING (PBL)

PBL is a learner-centered teaching model that uses problem solving as the vehicle for learning. Traditionally, learning has involved a teacher or instructor delivering information as content to the learner. PBL, however, begins with presentation of a *real life* problem that the trainee must attempt to solve. The trainee follows a pattern of discovery whereby he or she expresses ideas about resolving the problem, lists known facts, decides what information to use (including naming sources for that learning) and develops an action plan to solve the problem. Several evaluation methods follow the process to determine success or failure of the action plan.

ILL-STRUCTURED PROBLEMS

Known in the Reno PTO model as *Problem-Based Learning Exercises*, ill-structured problems are the foundations upon which this model rests. The characteristics of ill-structured problems include the following:

- They are not easily solved
- The trainee initially lacks essential information that he or she must obtain to solve the problem
- The trainee must consider a variety of facts and issues
- The learning occurs through the problem solving
- Learning that occurs has a real life context
- The trainee learns a process that he or she can apply to future problems

Clearly, it is critically important that trainees know and apply the proper procedures for responding to daily calls for service, violent crimes, and serious traffic incidents. Yet, it is equally important to understand how to look at such problems in a broader community context. Therefore, much of the effort in this training model focuses on process rather than content. The most tangible benefit of the model lies in its application to street situations that have neither easy answers nor obvious solutions. This model encourages trainees to explore, analyze, and think systemically. The PBL method encourages trainee collaboration with peers, resource development, and effective communication with the community. These are the hallmarks of good police work.

“the **trainee** learns to enlist the **community**”

Using PBL, trainees will confront what they know as well as what they don't know. They will ask questions, do research, and determine what actions to undertake. The following steps are the basis of the problem-solving style:

- The PTO presents the trainee with a real-life problem
- The trainee works with the problem and considers initial ideas
- The trainee identifies what he or she knows about the problem
- The trainee identifies what he or she needs to know about the problem and seeks information from available resources, including relevant community sources
- The trainee develops an action plan based on his or her research
- The trainee evaluates his or her performance and learns to transfer the new knowledge to future problems

“the **requirement** to demonstrate
basic policing **skills**
will not **change**”

In the PTO program, trainees are evaluated on their ability to successfully demonstrate policing skills. Many of the skills are simply placed in the context of solving problems. The learning proceeds in a number of ways:

- The trainee receives one Problem-Based Learning Exercise during each phase of training. He or she works on this exercise throughout the phase.
- The trainee transfers the knowledge from this specific problem to other policing activities.
- At the end of each phase of training, the trainee presents his or her solutions to the Problem-Based Learning Exercise.



- The trainer and trainee proceed with their daily routine. They record daily calls and activities in their journals and reflect upon and develop ideas for the weekly Coaching and Training Reports.
- At the end of the week, the trainee and the PTO select one event from the weekly activities. The event should correspond to the training phase. For example, during the Non-Emergency Response phase, they perform a traffic stop. The trainer or trainee may select that incident as the basis for the weekly evaluation. The trainee completes a weekly Coaching and Training Report detailing his or her performance during the traffic stop. The trainee must identify how every core policing competency featured in this model applies to that incident. The PTO comments on the trainee's progress using the same weekly Coaching and Training Report.

failing forward

Many of our greatest discoveries occur when we fail. Contemporary police writers and leaders call this *failing forward*. Policing agencies want to minimize mistakes and provide high-quality police services. By using PBL, new police officers discover not only positive solutions to problems in the community, but also *what does not work*. Under the supervision of their PTO, trainees suggest solutions to problems, some of which may not work. Thus, learning can legitimately take place within the context of *failing forward*. Allowing trainees to explore ideas and make non-critical mistakes fosters an environment of exploration and learning. This does not absolve the PTO of the responsibility to intervene if the trainee is about to make a mistake of a serious nature.

FAILING FORWARD

Some of our most profound learning occurs when mistakes are made. Contemporary police writers and leaders call this “failing forward” (Geller and Swanger 1995). By using PBL, trainees discover not only positive solutions, but also *what does not work*.

problem-based learning exercise (PBLE)

Problem-based learning in policing has unique characteristics. A key difference lies in how police trainees will establish learning groups. In other training environments, groups of students come together to form learning cohorts. They collaborate to develop an end product that will help solve the problem they receive from the instructor. In this model, however, the trainees and PTOs will form a slightly different unit. The PTO helps the trainee to use members of the community as part of his or her problem-solving team. This *community learning* facilitates the involvement of those individuals most invested in community problems. In this model, community learning is accomplished through the PBLE. (See page 31 for a specific example of the PBLE.)

“trainees **discover** not only **positive solutions** but also what **does not work**”

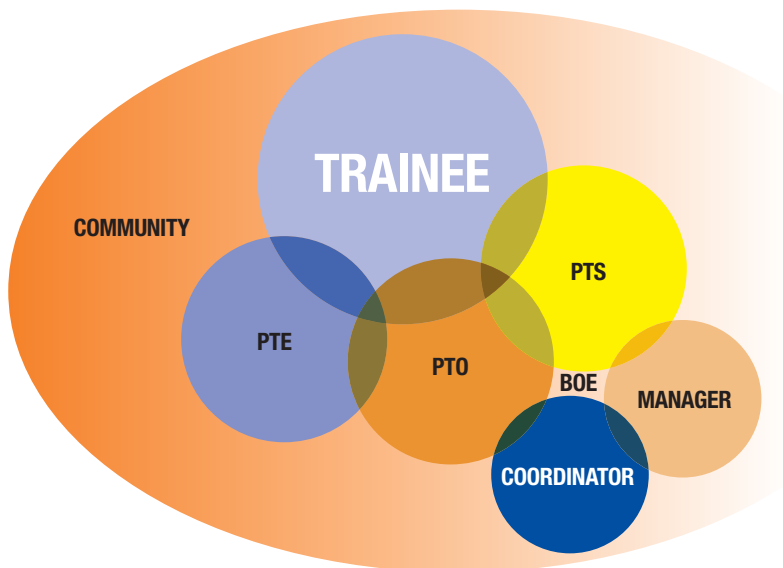
COMMUNITY LEARNING

Once a trainee receives the Problem-Based Learning Exercise, he or she will form partnerships to solve the problem. Learning cohorts may include the PTO, other police officers, members of social or community services, witnesses, victims, or other members of the community. This learning dynamic is known as *community learning*.

using problem-based learning exercises

While learning will occur during daily police activities, the Problem-Based Learning Exercises will develop the trainee's problem-solving skills. This manual provides one sample Problem-Based Learning Exercise for each phase of training (see Chapters 3,4,6, and 7). In addition to the included PBLEs, trainers may develop agency-specific PBLEs. The PTO may wish to select these local problems from incidents that take place during routine patrol.

In the Problem-Based Learning Exercises provided, a number of potential responses are available to the trainee. There is no *one, right* answer. In every instance, the learning will cover a variety of departmental procedures, legal topics, and individual skills.



Trainees must learn to analyze complex problems as they appear in real life. The program structure of the PTO program allows the trainee and trainer to proceed using daily policing activities. The trainee receives Problem-Based Learning Exercises from the PTO that he or she must complete within a three-week training phase. Throughout training, the trainee and PTO respond to calls for service and perform routine police activities. These activities provide the necessary background information to complete the training phase and weekly assignments. Evaluation forms for each PBLE are located in the manual (pages 49, 69, 95, and 115).

“ throughout the **training**
the **trainee** and **PTO**
respond to **calls** for
service and **perform**
routine **police activities**”

program structure



Substantive Topics

Core Competencies

The Learning Matrix

Applying the Learning Matrix

Program Steps

Orientation

Integration

Phases A and B:
Non-Emergency Response
and Emergency Response

Phases C and D:
Patrol Activities and
Criminal Investigations

Police Assignment

Daily Journal Entry

Coaching and Evaluation Process

Neighborhood Portfolio Exercise

Coaching and Training Reports

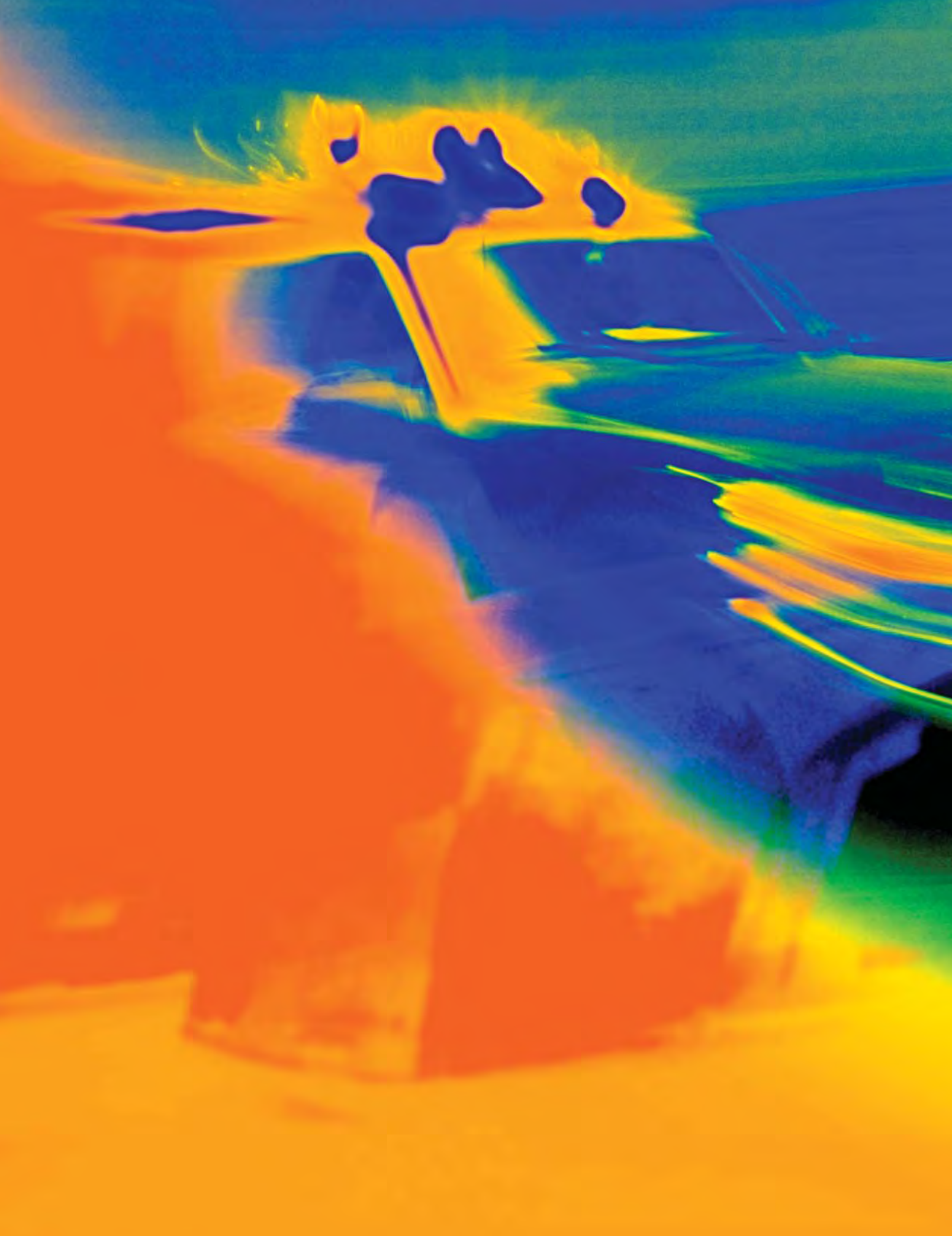
Problem-Based Learning Exercises

Mid-Term Evaluation

Learning Activity Packages

Final Evaluation

Trainee's Responsibilities

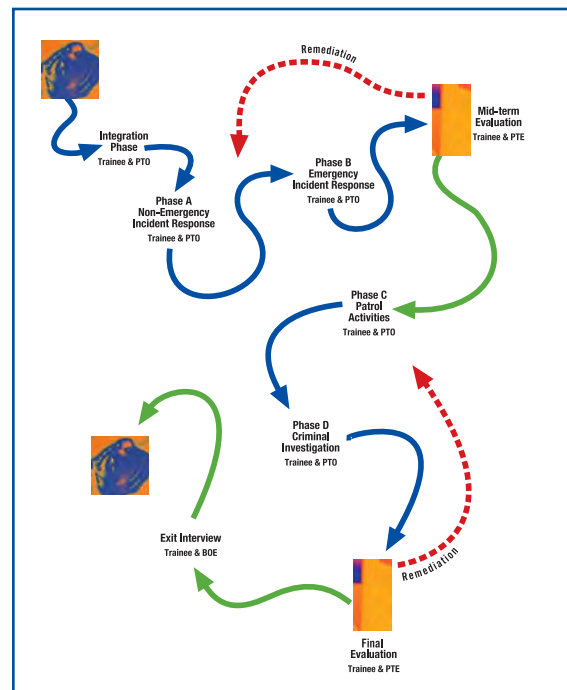


chapter contents

- **Substantive Topics**
- **Core Competencies**
- **The Learning Matrix**
 - Applying the Learning Matrix
- **Program Steps**
 - Orientation
 - Integration
 - Phases A and B: Non-Emergency Response and Emergency Response
 - Phases C and D: Patrol Activities and Criminal Investigations
 - Police Assignment
- **Daily Journal Entry**
- **Coaching and Evaluation Process**
 - Neighborhood Portfolio Exercise
 - Coaching and Training Reports
 - Problem-Based Learning Exercises
 - Mid-Term Evaluation
 - Learning Activity Packages
 - Final Evaluation
- **Trainee’s Responsibilities**

introduction

The PTO program covers two primary training areas: Substantive Topics and Core Competencies. The recommended length of the PTO program is 15 consecutive weeks, which includes one week of integration, 12 weeks of training (four, 3-week phases), and two weeks of evaluation. Agencies may wish to change the length of the program to suit local needs. Before entering the PTO program, trainees will need instruction in Community-Oriented Policing and Problem Solving and Problem-Based Learning. This instruction may take place in the academy or in the agency prior to training.



substantive topics

The most common police activities include enforcing local policies and laws, responding to critical incidents, patrol procedures, and the investigation of domestic violence and other crimes. In this manual, each of these policing activities is encapsulated into four areas called **Substantive Topics**:

- Non-Emergency Incident Response
- Emergency Incident Response
- Patrol Activities
- Criminal Investigation

“the four **phases** of training
reflect the **substantive topic**
areas of **policing activities**”

Departmental policies and procedures, laws, and neighborhood problems change periodically. Therefore, this manual cannot provide specific, detailed procedures for every possible police situation. Not surprisingly, policies and procedures from different agencies may vary considerably. As a result, the program provides flexibility to accommodate local needs. These *Substantive Topics* are broad enough to incorporate any new concerns that a community may encounter. In the learning matrix described below, agencies can elect to include areas of instruction that are unique to their jurisdiction or other policing issues that may arise in the future.

core competencies

Core Competencies represent the skills that officers commonly use during the daily performance of their duties. This manual groups policing skills into 15 *Core Competencies*:

- Police Vehicle Operations
- Conflict Resolution
- Use of Force
- Local Procedures, Policies, Laws and Organizational Philosophies
- Report Writing
- Leadership
- Problem-Solving Skills
- Community-Specific Problems
- Cultural Diversity and Special Needs Groups
- Legal Authority
- Individual Rights
- Officer Safety
- Communication Skills
- Ethics
- Lifestyle Stressors/Self-Awareness/Self-Regulation

“the **substantive** topics
and **core competencies** are
brought together to form a
learning matrix”

the learning matrix

The Substantive Topics and the Core Competencies are brought together to form a learning matrix (see page 22).

There may be some tendency to view the matrix as a chart for checking off training accomplishments, but this is not the proper use of the matrix. Instead, it serves as a guideline for learners and trainers during the training period. The matrix helps determine what trainees have learned, what they need to learn and what process the PTO will use to evaluate the trainee.

The matrix is divided into the four *Substantive Topic Areas* across the top, each corresponding with a phase of training. These areas are: Non-Emergency Incident Response, Emergency Incident Response, Patrol Activities, and Criminal Investigation.

“the **matrix** helps determine what **trainees** have learned and what they **need** to **learn**”

CORE COMPETENCIES	PHASE A Non-Emergency Incident Response	PHASE B Emergency Incident Response	PHASE C Patrol Activities	PHASE D Criminal Investigation
Police Vehicle Operations	A1	B1	C1	D1
Conflict Resolution	A2	B2	C2	D2
Use of Force	A3	B3	C3	D3
Local Procedures, Policies, Laws, Organizational Philosophies	A4	B4	C4	D4
Report Writing	A5	B5	C5	D5
Leadership	A6	B6	C6	D6
Problem-Solving Skills	A7	B7	C7	D7
Community-Specific Problems	A8	B8	C8	D8
Cultural Diversity and Special Needs Groups	A9	B9	C9	D9
Legal Authority	A10	B10	C10	D10
Individual Rights	A11	B11	C11	D11
Officer Safety	A12	B12	C12	D12
Communication Skills	A13	B13	C13	D13
Ethics	A14	B14	C14	D14
Lifestyle Stressors/ Self-Awareness/ Self-Regulation	A15	B15	C15	D15
Learning Activities	Introduction of Learning Matrix Daily Journal Entry Introduction of Neighborhood Portfolio Exercise	Use of Learning Matrix Daily Journal Entry Introduction of Neighborhood Portfolio Exercise	Use of Learning Matrix Daily Journal Entry Introduction of Neighborhood Portfolio Exercise	Use of Learning Matrix Daily Journal Entry Introduction of Neighborhood Portfolio Exercise
Evaluation Activities	Weekly Coaching and Training Reports Problem-Based Learning Exercise	Weekly Coaching and Training Reports Problem-Based Learning Exercise	Weekly Coaching and Training Reports Problem-Based Learning Exercise	Weekly Coaching and Training Reports Problem-Based Learning Exercise

CORE COMPETENCIES

- Police Vehicle Operations
- Conflict Resolution
- Use of Force
- Local Procedures, Policies, Laws, Philosophies
- Report Writing
- Leadership
- Problem-Solving Skills
- Community-Specific Problems
- Cultural Diversity and Special Needs Groups
- Legal Authority
- Individual Rights
- Officer Safety
- Communication Skills
- Ethics
- Lifestyle Stressors/Self-Awareness/Self-Regulation

The side of the matrix lists the *Core Competencies* that are required of officers in most situations. The content of each cell within the matrix will reflect each department’s local procedures, policies, laws, and philosophies for dealing with policing activities. Officers will load the matrix cells with agency procedures and policies during the PTO Training.

For example, Cell A1 deals with vehicle operations during a Non-Emergency incident. If the department has two different procedures for vehicle operations, for example, defensive driving and vehicle stops, officers building the department’s matrix would label those procedures “A1.” Cell A1 would contain two sets of procedures and desired outcomes. At the conclusion of the labeling process, each department should have included all relevant policies and procedures into the matrix. This matrix-building exercise occurs during the training program for PTOs.

CORE COMPETENCIES	PHASE A Non-Emergency Incident Response	PHASE B Emergency Incident Response	PHASE C Patrol Activities	PHASE D Criminal Investigation
Police Vehicle Operations	A1	B1	C1	D1
Conflict Resolution	A2	B2	C2	D2
Use of Force	A3	B3	C3	D3
Local Procedures, Policies, Laws, Organizational Philosophies	A4	B4	C4	D4
Report Writing	A5	B5	C5	D5
Leadership	A6	B6	C6	D6
Problem-Solving Skills	A7	B7	C7	D7
Community Specific Problems	A8	B8	C8	D8
Cultural Diversity and Special Needs Groups	A9	B9	C9	D9
Legal Authority	A10	B10	C10	D10
Individual Rights	A11	B11	C11	D11
Officer Safety	A12	B12	C12	D12
Communication Skills	A13	B13	C13	D13
Ethics	A14	B14	C14	D14
Lifestyle Stressors/Self-Awareness/Self-Regulation	A15	B15	C15	D15
Learning Activities	Introduction of Learning Matrix Daily Journal Entry Introduction of Neighborhood Portfolio Exercise	Use of Learning Matrix Daily Journal Entry Introduction of Neighborhood Portfolio Exercise	Use of Learning Matrix Daily Journal Entry Introduction of Neighborhood Portfolio Exercise	Use of Learning Matrix Daily Journal Entry Introduction of Neighborhood Portfolio Exercise
Evaluation Activities	Weekly Coaching and Training Reports Problem-Based Learning Exercise	Weekly Coaching and Training Reports Problem-Based Learning Exercise	Weekly Coaching and Training Reports Problem-Based Learning Exercise	Weekly Coaching and Training Reports Problem-Based Learning Exercise

CELL A1

Non-Emergency Incident Response

Police Vehicle Operations

- Defensive driving
- Proper vehicle stops, positioning of vehicles
- Awareness of surroundings and conditions
- Other issues that may apply

The matrix cells also include performance outcomes that police trainees need to exhibit by the completion of the PTO program. The content of the matrix will vary depending on each agency, but performance outcomes should remain the same.

applying the learning matrix

Each cell of the learning matrix contains a number of required skills, police procedures, responsibilities, and learning outcomes. As previously noted, each department that uses this training manual must review each cell and add its own local procedures, policies, laws, etc. Chapters 3, 4, 6, and 7 of this manual contain suggested categories that fit each cell.

During the course of training, the trainee and the PTO will maintain a journal on their activities while handling calls for service. The trainee will refer to the matrix cells in journal entries and throughout the training program to ensure he or she is learning the appropriate skills and achieving the outcomes required. During the Mid-Term and Final Evaluations, Police Training Officers acting as Evaluators (called PTEs) will evaluate the trainee using the learning matrix outcomes (see Chapters 5 and 8.)

The matrix serves to demonstrate interrelationships between Core Competencies and daily police activities. Recognizing how Core Competencies apply to daily activities will help new police officers to think more holistically.

“each cell of the learning matrix contains required skills, police procedures, responsibilities, and learning outcomes”

the learning matrix

CORE COMPETENCIES	PHASE A Non-Emergency Incident Response	PHASE B Emergency Incident Response	PHASE C Patrol Activities	PHASE D Criminal Investigation
Police Vehicle Operations	A1	B1	C1	D1
Conflict Resolution	A2	B2	C2	D2
Use of Force	A3	B3	C3	D3
Local Procedures, Policies, Laws, Organizational Philosophies	A4	B4	C4	D4
Report Writing	A5	B5	C5	D5
Leadership	A6	B6	C6	D6
Problem-Solving Skills	A7	B7	C7	D7
Community-Specific Problems	A8	B8	C8	D8
Cultural Diversity and Special Needs Groups	A9	B9	C9	D9
Legal Authority	A10	B10	C10	D10
Individual Rights	A11	B11	C11	D11
Officer Safety	A12	B12	C12	D12
Communication Skills	A13	B13	C13	D13
Ethics	A14	B14	C14	D14
Lifestyle Stressors/ Self-Awareness/ Self-Regulation	A15	B15	C15	D15
Learning Activities	Introduction of Learning Matrix Daily Journal Entry Introduction of Neighborhood Portfolio Exercise	Use of Learning Matrix Daily Journal Entry Development of Neighborhood Portfolio Exercise	Use of Learning Matrix Daily Journal Entry Development of Neighborhood Portfolio Exercise	Use of Learning Matrix Daily Journal Entry Development of Neighborhood Portfolio Exercise
Evaluation Activities	Weekly Coaching and Training Reports Problem-Based Learning Exercise	Weekly Coaching and Training Reports Problem-Based Learning Exercise	Weekly Coaching and Training Reports Problem-Based Learning Exercise	Weekly Coaching and Training Reports Problem-Based Learning Exercise

program steps: orientation, integration, phases A and B, phases C and D

The training steps of the PTO program are detailed below, including options for trainee orientation in the PTO program before training begins, the one-week Integration phase that acclimatizes the trainee to the agency, and the four 3-week training phases. The other two weeks of the program—the Mid-Term and Final Evaluations—are outlined in the subsequent section on the *Coaching and Evaluation Process*.

Orientation

Before entering the PTO program, the trainee needs to understand its steps and philosophies. The duration and location of the orientation to the PTO program's steps and philosophies depend on each organization's needs.

Familiarization with the program may take place in the academy or in post-academy local training. The following format may help guide organizations in developing an orientation to the PTO program:



A. Introduce trainees to the PTO program.

This introduction should provide the trainee with a clear understanding of the learning process, training phases, and evaluation processes.

B. Introduce Learning Activity Packages (LAPs).

Learning Activity Packages help trainees who are struggling with a particular area of training. LAPs can be used to introduce trainees to specialized areas, to supplement learning, or remedy problems. The following are examples of subjects that agencies can incorporate into LAPs:

1. The agency's organizational structure and history
2. Domestic violence policies
3. Leadership, ethics and emotional intelligence qualities
4. The judicial process
5. Community orientation
6. Communication and dialogue

This manual includes sample LAPs for Problem-Based Learning, Problem-Oriented Policing, *Miranda* Warnings, Stop and Frisk, and Community Policing (see Appendix B).

C. Agency-Specific Components

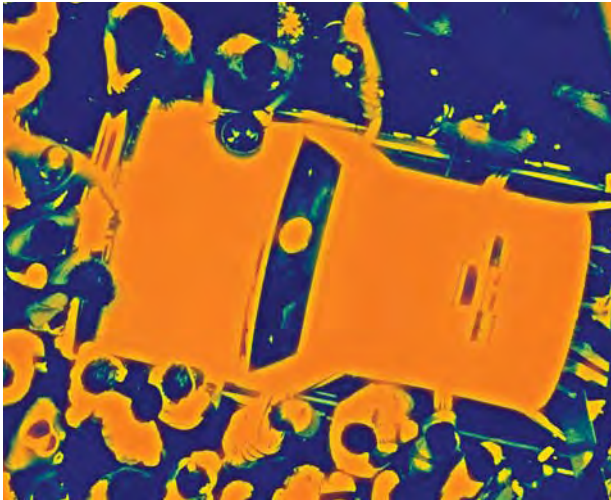
Academy curricula vary greatly across the nation. Agencies may discover there is a need to provide department-specific training to trainees following the academy. Examples of this type of tailored agency training include computer literacy, specialized range and firearms training, defensive tactics, and policies and procedures.

The organization should identify and train in these learning areas as *specific and necessary training* for the trainee before integration into the PTO police experience.

Integration

The PTO model includes a period of adjustment for the trainee before phased training begins. The Integration phase lasts one week and is designed to prepare the trainee to

- Report for duty;
- Acquire necessary equipment;
- Become familiar with the organization;
- Begin developing relationships within the organization; and
- Reinforce the PTO problem-based learning processes, including evaluations.



The trainee does not receive an evaluation during the Integration phase. This is the time for the trainee to acclimate to a new environment while under the PTO's supervision.

Phase A - Non-Emergency Incident Response

Phase A is the initial training and learning experience for the trainee and lasts for three weeks. The Substantive Topic in this phase is *Non-Emergency Incident Response*.

Phase B - Emergency Incident Response

Phase B is the second training and learning experience for the trainee. It also lasts for three weeks and covers the Substantive Topic of *Emergency Incident Response*.

Phase C - Patrol Activities

Phase C is the third training and learning experience for the trainee. It lasts for three weeks as well. The Substantive Topic in this phase is *Patrol Activities*.

Phase D - Criminal Investigation

The final phase of training and learning is Phase D. The duration of Phase D is three weeks. The Substantive Topic in this phase is *Criminal Investigation*.

Police Assignment

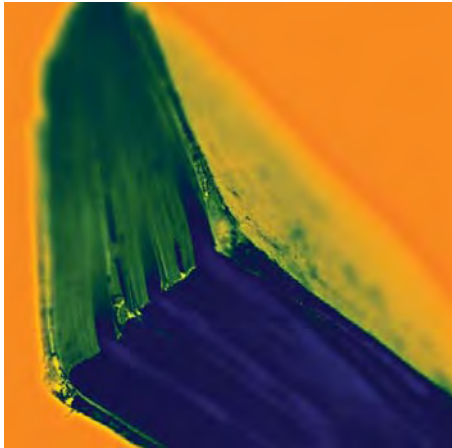
Following successful completion of the PTO program, the trainee is transferred to a police assignment. Some departments may wish to require additional PBLs following the completion of the training program and before probation ends. These optional assignments reinforce the problem-based thinking process during a critical period of a new officer's career.

WEEK	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Journaling	[Continuous bar across all weeks]														
Neighborhood Portfolio Exercise	[Continuous bar across all weeks]														
Coaching & Training Exercise		1	2	3	4	5	6		7	8	9	10	11	12	
Problem-Based Learning Exercises		1			2				3			4			
	Integration	Phase A			Phase B			Mid-Term Evaluation	Phase C			Phase D			Final Evaluation

daily journal entry

Trainees will maintain journals to record relevant daily information on their learning process. This may include recording the various stages of the PBL process—ideas, known facts, etc.—as well as any information from their regular calls for service and patrol duties. These journals will also allow the trainee and the training

officer to record instances in which learning has or has not occurred during a shift. The trainee will also use his or her journal to keep track of information needed for PBLEs, CTRs and the NPE. Journals are not part of the evaluation process. Journals are discoverable for court purposes and officers must remember to keep the language and the content at a professional standard.



Journal work will

- Strengthen the learning process;
- Identify areas for improvement;
- Provide a written opportunity to debrief calls for service;
- Facilitate creative thinking and self evaluation; and
- Revisit problem-based learning processes and their application to police activities.

“journals are not part of the evaluation process”

JOURNAL ENTRIES

Maintaining a journal is an essential process for reinforcing daily learning. Topics for journals include strengths and areas for improvement, debriefings on calls for service, and dialogue on selected PBL exercises.

coaching and evaluation process

The PTO program allows the training officer various opportunities to teach and coach the trainee. Although evaluation will be a component of the process, the daily, weekly and phase activities exist primarily to support the training of new officers rather than the termination of the marginal few.

Neighborhood Portfolio Exercise (NPE)

The trainee's first assignment, called the *Neighborhood Portfolio Exercise*, extends the entire length of the training period.

The trainee develops a detailed geographical, social, and cultural understanding of the area where he or she works and then presents the report to the BOE (see Chapter 3) or any group designated by PTO staff. Before presenting the NPE, the trainee completes the NPE Assignment Form (See Appendix A).

The Neighborhood Portfolio Exercise is designed to give the trainee a sense of the community where he or she will work, and to encourage the trainee to develop community contacts that are critical when practicing the COPPS philosophy.

Examples of the components of the Neighborhood Portfolio Exercise include, but are not limited to, the following:

- Geographical and demographic characteristics of the area of responsibility
- Identification of the various neighborhoods and cultural communities in the area of responsibility
- Crime problems
 - Historical
 - Current trends
 - Relationships to other crime trends



- Quality of life issues impacting the area of responsibility
- Problem-solving efforts
 - Historical
 - Current
 - Relationships to other problem-solving efforts
- Community Groups and Neighborhood Advisory Committees
- Resources Template
 - Law enforcement resources
 - Government resources
 - Community resources
 - Business and private resources
- Other officer's observations and recommended plans of action

“trainees use the **NPE** to develop a **sense** of the community and **community contacts**”

Coaching and Training Reports (CTRs)

PTOs do not complete daily evaluation forms. Instead, the PTO and the trainee each complete weekly *Coaching and Training Reports (CTRs)* that evaluate the trainee's performance. A CTR contains 15 Core Competency areas for comments by both the trainee and the trainer. The CTR process calls for the trainee to write more and the PTO to write less than in traditional training models. Further, the trainee takes more responsibility for learning, while the PTO spends more time coaching and teaching, and less time evaluating.

EXAMPLE: USING THE MATRIX FOR PATROL ACTIVITIES

The weekly Coaching and Training Report has five steps:

1. The trainee and the trainer note their daily activities in their individual journals.
2. At the end of each week, the trainee and the PTO together select an incident from the previous week that pertains to the Substantive Topic Area. If a significant incident did not occur during that week's calls for service, the PTO may choose to pose a hypothetical incident.
3. The trainee then writes out a brief description of the incident on the weekly Coaching and Training Report. This "narrative" should be brief and outline only the key identifying elements.
4. The trainee will comment on all Core Competencies in the CTR evaluation as they relate to the incident. The material covered during that week's chosen incident highlights what was learned and what remains to be learned. The trainee should discuss his or her learning, rather than simply narrate the incident.
5. The police training officer will review the trainee's comments and will add his or her own comments and provide feedback and guidance as appropriate.

At the conclusion of each training phase, the trainer and the trainee will review the weekly Coaching and Training Reports to determine what was done well and what areas require attention or improvement.

A trainee takes part in a DUI checkpoint in the course of regular patrol duties. While at the checkpoint, an impaired driver races away from the scene and starts a police chase. If the trainee or PTO chooses this event for inclusion in the evaluation, the trainee will review each Core Competency and comment on each one as it relates to the incident. Examples of how some cells apply include the following:

- C1 Police vehicle operations
- C4 Local procedures and policies
- C5 Report writing procedures for completing Driving Under the Influence (DUI) forms, statement taking and case preparation
- C10 Legal authority for conducting checkpoints
- C14 Ethics

The PTO and trainee team should apply each Core Competency to the situation they select.

PLEASE NOTE: The trainee must not simply narrate what happened in each cell area, but should analyze and discuss what he or she learned from the experience.

Because police work does not conform to regular patterns, different activities will naturally occur at all phases of training. The PTO program has the advantage of being flexible. If an incident occurs in one phase that relates to another phase—for example, a PTO and trainee respond to a domestic violence situation involving home invasion and assault during the Patrol Activities phase—the PTO may choose to take advantage of the learning opportunity and use the incident for a CTR that week on Criminal Investigation (see *Phased Training* in Chapter 4 for further explanation).

“the PTO program
has the advantage
of being flexible”

Problem-Based Learning Exercise (PBLE)

In addition to learning during daily patrol activities, a second form of training will use the Problem-Based Learning Exercises. Examples of Problem-Based Learning Exercises are available in Chapters 3, 4, 6, and 7. Agencies may choose to supplement the exercises with their own PBLEs based on local community problems.

There are four Problem-Based Learning Exercises provided in this manual. They include one for each phase of the program. For example, in Phase A, the first problem calls for the trainee to work through a wide range of possible outcomes when responding to non-emergencies. The trainee proceeds through the learning process by listing initial ideas, stating known facts, identifying learning issues by asking questions and gathering material, and suggesting two possible action plans.

For example, if the trainer presents a “youth selling drugs in a park” problem to the trainee, the trainee may consider contacting others such as local park authorities, school administrators, drug squad officers, neighbors using the park, and perhaps even the suspects. These individuals become part of the cohort with whom the trainee seeks input and solutions. The PTO encourages the trainee to listen to their concerns, guidance, and expertise. The PTO serves as both mentor and guide to the trainee as he or she moves through this process.



Once presented with the Problem-Based Learning Exercise, the trainee follows these steps:

Ideas—Lists initial ideas for solving the problem (e.g., close the park, arrest the sellers, etc.). The trainee will later revisit these ideas to determine their validity in light of the new information he or she gains during the process.

Facts—Lists all of the known facts (i.e., the sales are not during school hours, the sellers are from out of the area, the buyers are from the area, etc.).

Learning Issues—The trainee asks, “*What do I need to know to solve this problem?*” For example, the questions may include, Who is responsible for the park? What is the municipal ordinance regarding the park? What are the drug laws? What vehicle or walking routes do the dealers take to arrive at the park? Whom should I notify at the school? After consulting the learning cohort in the community and conducting research, the trainee revisits his or her initial ideas to determine which are still applicable.

Action Plans—The trainee develops an action plan based on his or her research (e.g., make arrests, notify the drug squad, speak with park officials to move benches and put in lights, set up a neighborhood watch meeting, etc.).

Evaluation— At the end of each phase, the PTO will assess the trainee’s mastery of the subject material in that phase. The trainee and the trainer evaluate both the product and the process using the forms provided after the PBLEs in Chapters 4, 5, 7, and 8. The trainee presents his or her response to the problem in a number of different ways: verbally, in a written report, or as a formal presentation to the PTO. Part of the evaluation will focus on the trainee’s problem-solving and community-learning process.

Through each stage of the process, the PTO plays the vital role of counselor, facilitator, questioner and resource person.

“the **PTO** plays the vital role of **counselor, facilitator, questioner,** and **resource person**”

HOW DO NEW OFFICERS USE PBL ON THE STREET: AN EXAMPLE OF THE PROCESS

Having recently graduated from the PTO program, a new officer encounters the following problem three days into his first solo shift:

In the last nine months, 16 minor motor vehicle accidents have occurred at the intersection of A&B streets, a largely commercial area. The officer learns that section of the city has no allocated budget for road improvement. Lighting is poor and on overcast days, sightlines across both streets are limited. Students from the nearby high school have been involved as either drivers or passengers in 11 of the 16 accidents.

The following process would occur during the next several weeks:

IDEAS

Following the PBL method, the officer creates a list of ideas for solving this problem that might include the following:

- Apply to the city for better lighting regardless of the city's planning budget
- Create a safety awareness program at the school
- Involve city maintenance in a plan to clear the sightlines
- Involve the local business owners in a driver-awareness program for the benefit of customers and employees
- Close one of the roads



KNOWN FACTS

The officer would then list the known facts, which would include the following:

- Sixteen minor accidents in nine months (no injuries)
- Poor visibility
- Limited sightlines
- Students involved
- Near an industrial/commercial area at intersection A/B

LEARNING ISSUES

The officer considers what he or she needs to know and who comprises an effective cohort group. Some issues to investigate and people to contact may include the following:

- Who or what is usually at fault in the accident? Look for patterns. Source – Traffic Reports
- What time of day? Source – Reports
- Weather conditions? Source – Reports
- Speed at impact? Source – Reports
- Actions of driver? Sources – Local business owners and involved drivers, Reports
- What activities bring the students to the location? Sources – Interviews, Motor Vehicle Reports
- What safety awareness programs are currently in place? Source – School

At this point, after the officer researches the relevant learning issues, he or she considers the original list of ideas and eliminates those that are not appropriate for a resolution or reduction in the number of accidents (e.g., close one road).

ACTION PLAN

The officer may, depending upon what he or she learned, wish to consider the following actions:

- Employ Crime Prevention Through Environmental Design (CPTED) to create open sightlines
- Seek approval for more lighting
- Develop an awareness program at the school
- Increase police patrol in the area

EVALUATION

After an appropriate period of time, the officer evaluates the impact of his or her action plan and assesses the need for further action. The officer also evaluates his or her own learning during this period.

CONCLUSION

The new officer's training during the PTO program would foster this problem-solving approach to dealing with the series of accidents in the area. As the officer gains experience, he or she develops problem-solving skills. The PBL structure is a learning method that encourages and develops the necessary tools for the effective police practitioner.

Mid-Term Evaluation

Prior to the Mid-Term Evaluation, the PTO, the Police Training Evaluator (PTE) and the trainee meet to discuss the evaluation process. Then, as Phases A and B of the learning experience are complete, the trainee transfers to the PTE and participates in the Mid-Term Evaluation. The PTE will use the learning matrix as an evaluation tool to assess the trainee's performance during the course of that week's activities. If the trainee is experiencing difficulties and does not successfully complete the Mid-Term Evaluation, he or she may need to return to Phase B or enter a remedial training period. The BOE or PTO Staff may recommend LAPs, PBLEs, or any other training option to help overcome deficiencies.

Learning Activity Packages (LAPs)

If a PTO recognizes either a deficiency in a trainee's skills or knowledge, or sees an opportunity to enhance learning, the trainer should use a Learning Activity Package. These learning tools will serve as a supplemental resource for PTOs and trainees to support a trainee's progress through the program.

Agencies should identify consistent areas of weakness shown by trainees and new officers and prepare supplementary training material to address the training needs. The material in the LAP may include legal information, videos, training primers, policies, procedures, information from community partners and other materials relevant to the topic.

LEARNING ACTIVITY PACKAGES (LAPS)

During the PTO training sessions, the trainers develop reference packages dealing with a variety of topics. These topics include information on drug investigations, techniques for crime prevention through environmental design, history and structure of the police organization, governmental structure, legal information, etc. The police agency will add information to the LAPs as necessary. This information will provide an additional resource for trainees during the program. All LAPs will include information for searching topics on-line.

“LAPs can be used to enhance learning and remedy deficiencies”

Final Evaluation

Before the final evaluation, the PTO, the PTE and the trainee meet again to discuss the evaluation process. During the Final Evaluation, the trainee transfers to the PTE. The PTE will use the learning matrix as an evaluation tool to assess the trainee's performance during the course of the evaluation period. If the trainee experiences difficulties and does not successfully complete the final evaluation, he or she may return to a remedial training phase. Remedial training may be accomplished through re-entering phase training, or performing LAPs, PBLEs, and any other prescribed training that focuses on the deficiencies.

If a trainee does not respond to training and is recommended for termination, the coordinator should forward all material, including recommendations, to the BOE. The BOE will conduct a review of the trainee's performance before providing a written recommendation to the Program Coordinator.

“trainees **must** actively use the
PBL process in **training**”

trainee's responsibilities

Trainees entering a PTO program are responsible for the following:

- Using the PBL Model—Trainees must actively use the PBL processes in training. These include the PBLEs, the NPE, CTRs, the learning matrix, and any other activities determined by the agency.
- Learning—PTOs can teach and train but they can't make a trainee learn. Trainees must accept responsibility for their own learning as it applies to the job of policing, and take initiative in the learning process.
- Resourcefulness—Police trainees must learn how to use the many resources available to them inside and outside the agency.
- Self-Evaluation and Journal Work—Trainees will participate in self-evaluation and maintain a journal. Honest self-evaluation will assist both the trainee and the PTO during the training process. Self-evaluation will also ensure that learning transfers from theory to practice. This process is vital to trainee development.

phase A

weeks 2-4

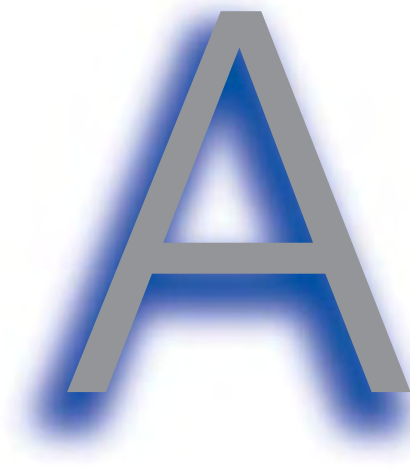
Phased Training

Neighborhood
Portfolio Exercise

Phase A: Non-Emergency
Incident Response

Problem-Based
Learning Exercise #1:
Non-Emergency
Incident Response

Phase A: Weekly Coaching
and Training Reports

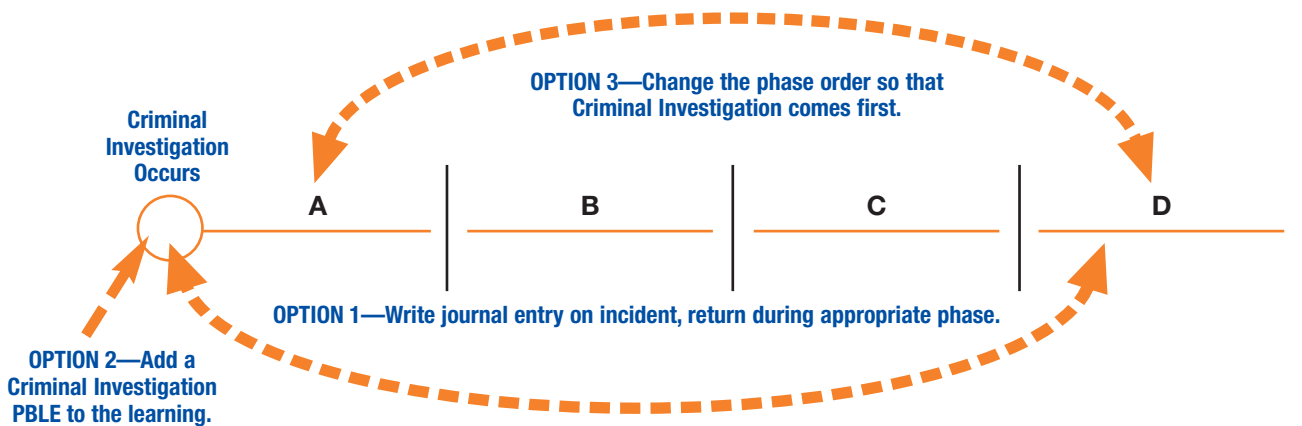


chapter contents

- Phased Training
- Neighborhood Portfolio Exercise
- Phase A: Non-Emergency Incident Response
- Problem-Based Learning Exercise #1: Non-Emergency Incident Response
- Phase A: Weekly Coaching and Training Reports

phased training

The training program includes four phases of instruction. Each phase corresponds to a Substantive Topic area. The phases of training allow both trainee and trainer to spend time working on Core Competencies associated with particular Substantive Topics. The sequence of the phases matters less than the process through which the trainee learns the material. If a topic arises from one phase during the instruction of another—for example, a criminal investigation arises during the Non-Emergency Response phase—the PTO has three options:



- He or she can simply introduce the criminal investigation topic, and have the trainee document the main issues. The trainee can return to review the incident later during the appropriate phase in the training;
- Develop a new PBLE focusing on criminal investigation and follow the problem-based learning process; or,
- Enter the Criminal Investigation phase and move the Non-Emergency Response phase to later in the program. This is an extraordinary measure that should happen *very infrequently* when an unusual case offers a multitude of learning opportunities. The PTO and Program Coordinator should make the decision to switch phases together, and should only consider switching phases if the trainee and PTO are still very early in their current phase.

The sections of the learning matrix corresponding to each phase of training are included below, as well as descriptions of suggested procedures, regulations, skills, and learning outcomes that apply to each cell in the matrix. Both trainers and agencies should incorporate any additional procedures, regulations or skills as needed.

Each phase contains an assigned Problem-Based Learning Exercise. If he or she wishes to do so, the trainer may develop other PBLEs using local circumstances as a secondary assignment in each phase. Immediately following the assigned PBLEs in this manual are evaluation forms for completing and commenting on the Problem-Based Learning Exercises.

neighborhood portfolio exercise

The NPE extends for the entire length of the training period. The trainee receives the NPE at the beginning of the first phase of training and, throughout the training, develops a detailed geographical, social, and cultural sketch of the area he or she polices. The trainee presents the portfolio information in the manner best suited to his or her learning style (e.g., oral report, written report, formal presentation, etc.), at the completion of the training period. The trainee should use journal entries, PBLEs, CTRs, and other activities as support material for the NPE.

Neighborhood Portfolio Exercise Problem Assignment

You are a new officer, recently graduated from the academy and have just completed your training with a Police Training Officer. You have been assigned to a new patrol area. You know almost nothing about the neighborhood, demographics, culture, crime, or the types of disorder that exist in this new patrol area. Your sergeant asks you to complete a comprehensive portfolio, including names and contact information for other officers in your new patrol community.

Assigned NPE Problem

By speaking to members of the community and fellow officers you must generate a list of problems facing the community that are relevant to both the community and the police. Your sergeant has given you 15 weeks to gather the information and present your NPE. Your fellow officers and possibly some members of that community will be present for the briefing. The sergeant and the members of the audience will evaluate the quality, depth, and accuracy of the material you present. You may choose a method of presentation that best suits your abilities.

When completing the NPE Assignment, see the Neighborhood Portfolio Exercise Assignment Form in Appendix A.

phase A: non-emergency incident response

This phase lasts three weeks and deals with incident responses for non-emergencies. An example of the learning matrix content for this phase of policing is listed below. Learning outcomes for this phase are found in Chapter 5.

Core Competency	Non-Emergency Incident Response
Police Vehicle Operations	A1
Conflict Resolution	A2
Use of Force	A3
Local Procedures, Policies, Laws, Organizational Philosophies	A4
Report Writing	A5
Leadership	A6
Problem-Solving Skills	A7
Community-Specific Problems	A8
Cultural Diversity and Special Needs Groups	A9
Legal Authority	A10
Individual Rights	A11
Officer Safety	A12
Communication Skills	A13
Ethics	A14
Lifestyle Stressors/Self-Awareness/Self-Regulation	A15
<p>Learning Activities Daily Journal Entry Using the Learning Matrix Neighborhood Portfolio Exercise</p> <p>Evaluation Activities Problem-Based Learning Exercise Coaching and Training Reports</p>	

CELL A1**Substantive Topic:** Non-Emergency Incident Response**Core Competency:** Police Vehicle Operations

This cell may include the following:

- Defensive driving
- Proper vehicle stops, positioning of vehicles
- Awareness of surroundings and conditions
- Other issues that may apply

CELL A2**Substantive Topic:** Non-Emergency Incident Response**Core Competency:** Conflict Resolution

This cell may include the following:

- Conflict resolution tactics for non-emergency situations, neighbor disputes, local disorder problems
- Verbal judo
- Other issues that may apply

CELL A3**Substantive Topic:** Non-Emergency Incident Response**Core Competency:** Use of Force

This cell may include the following:

- Proxemics (body positioning, blading, environmental)
- Tactical approaches for non-emergency situations
- Other issues that may apply

CELL A4**Substantive Topic:** Non-Emergency Incident Response**Core Competency:** Local Procedures, Policies, Laws, Organizational Philosophies

This cell may include the following:

- Impounding cars, property seizures
- Municipal ordinances
- Responding to alarms
- Motor vehicle accident investigation
- Traffic violations
- Alcohol offenses
- Incidents regarding specific geographical concerns (e.g., urban versus rural policing)
- Procedures for responding to disorderly conduct
- Procedures for responding to alcohol related disorder
- Procedures for responding to trespassing
- Serving court documents
- Guarding prisoners
- Other issues that may apply

CELL A5

Substantive Topic: Non-Emergency Incident Response

Core Competency: Report Writing

This cell may include the following:

- Following departmental reporting procedures
- Noting proper information on reports
- Writing clear, concise, accurate and legible reports
- Objectivity in reports
- Using appropriate language
- Other issues that may apply

CELL A6

Substantive Topic: Non-Emergency Incident Response

Core Competency: Leadership

This cell may include the following:

- Providing leadership through service
- Assisting others in solving problems
- Other issues that may apply

CELL A7

Substantive Topic: Non-Emergency Incident Response

Core Competency: Problem-Solving Skills

This cell may include the following:

- Organizational policy and procedure regarding problem-solving strategies
- Use of the PBLEs and NPE
- Other issues that may apply

CELL A8

Substantive Topic: Non-Emergency Incident Response

Core Competency: Community-Specific Problems

This cell may include the following:

- Using neighborhood advisory boards and committees
- Government services that support quality-of-life issues in the community
- Chaplain or religious services
- Other issues that may apply

CELL A9**Substantive Topic:** Non-Emergency Incident Response**Core Competency:** Cultural Diversity and Special Needs Groups

This cell may include the following:

- Responding appropriately to social, economic, and linguistic differences
- Dealing with people with mental illness
- Other issues that may apply

CELL A10**Substantive Topic:** Non-Emergency Incident Response**Core Competency:** Legal Authority

This cell may include the following:

- Knowledge of non-criminal laws such as municipal ordinances, parking regulations, fire codes, etc.
- Other issues that may apply

CELL A11**Substantive Topic:** Non-Emergency Incident Response**Core Competency:** Individual Rights

This cell may include the following:

- Fair and equitable treatment based on constitutional protections
- Knowledge of individual rights of in-custody persons (e.g., duty of care may exist to provide or summon medical assistance for subjects)
- Other issues that may apply

CELL A12**Substantive Topic:** Non-Emergency Incident Response**Core Competency:** Officer Safety

This cell may include the following:

- Reporting location during traffic stops
- Tactical awareness during routine activities
- Awareness of persons in vicinity, body positions, etc.
- Other issues that may apply

CELL A13**Substantive Topic:** Non-Emergency Incident Response**Core Competency:** Communication Skills

This cell may include the following:

- Professional and appropriate communication with the public and other police personnel
- Procedures for use of police radio and computer
- Other issues that may apply

CELL A14

Substantive Topic: Non-Emergency Incident Response

Core Competency: Ethics

This cell may include the following:

- Responding ethically to bribes, corruption, abuse of power and position
- Privacy concerns with victims
- Other issues that may apply

CELL A15

Substantive Topic: Non-Emergency Incident Response

Core Competency: Lifestyle Stressors/Self-Awareness/Self-Regulation

This cell may include the following:

- Dealing with high workload
- Death notifications
- Discussing stressors with appropriate persons
- Appropriate time management
- Proper selection of conflict resolution tactics
- Use of interpersonal skills
- Other issues that may apply



problem-based learning exercise #1

NON-EMERGENCY INCIDENT RESPONSE

Vehicle Stop

You and your partner stop a car on a busy street with a great deal of pedestrian and vehicular traffic. You have stopped the car for speeding in a school zone. Upon stopping the vehicle you notice the passengers in the rear seats strapping on their seatbelts. As you approach the vehicle, you note the windows are down and you hear agitated voices. All occupants of the vehicle are from the same minority ethnic group. The passenger in the front seat complains loudly to the others about racial profiling. At this point he has not yet seen you. Several passers-by have stopped to watch the event. Upon request, the driver produces identification, but the passengers are argumentative and refuse to identify themselves.

You must present to your Police Training Officer two or more possible outcomes for this Problem-Based Learning Exercise. In each instance you must include the following:

Ideas—Record initial responses to the problem. What are two separate possible ways you can deal with this situation? Explain them to your PTO.

- What are your initial thoughts on solving this problem?
- What are the issues?

Facts—List all of the known facts about the problem. For example, you are in a school zone; the passengers in the vehicle will not provide identification.

- What do you know?

Learning Issues—Identify the relevant content from the learning matrix for each decision. For example, what do you know about racial profiling and what conflict resolution skills are most appropriate in this circumstance?

- What do you need to know to solve this problem?
- Where can you find it?
- Whom should you contact?
- What resources are available to solve this problem?
- What other information do you need?

Action Plans—Create a precise and specific plan for either solving or reducing the problem. Your action plan should arise from what you know about the problem and what your research has taught you. For example, once you speak to a variety of individuals and carry out your research during the “learning issues phase,” what plan can you now develop, using the new information you have, to help you deal effectively with this problem?

- What can you do to solve or reduce this problem?
- Do you make arrests?
- Describe the rationale for each decision.
- Describe the possible consequences of each decision in your action plan.
- Describe how you would behave given each set of circumstances.

Remember, this is an ill-structured problem, and your action plan does not have a simple solution.

You will present your findings to your PTO on _____

The method of presentation will be _____

You will, in consultation with your PTO, determine the best method to present solutions to this problem. These may include a verbal report, a written report, a formal presentation, demonstrations incorporating examples from your patrol work with your PTO, or other methods that best suit your abilities.

Police Training Officer comments:

4. Evaluate your own problem-solving process regarding the listing of known facts, finding answers to questions and devising the action plan. (Did you list all the facts? Did you ask the right questions? What questions would you ask now? Was your action plan realistic and achievable?)

Police Training Officer comments:

phase A: non-emergency incident response

COACHING AND TRAINING REPORT

Selected Incident

(Trainee and PTO select the incident for evaluation)

PTO/PTE: _____
 Trainee: _____
 Date: _____

TRAINEE SELECTED INCIDENT
 PTO/PTE SELECTED INCIDENT

Incident Case Number: _____
 Date of Incident: _____

Non-Emergency Incident Response

Briefly describe the incident chosen for evaluation:

Police Vehicle Operations

A1 – When completing this section of the CTR, the trainee will use specific information and learning outcomes from matrix cell A1.

Trainee's comments: "What did I learn? What do I still need to know?"

Trainer's comments: Evaluate the trainee's performance throughout the week. Note areas needing improvement.

**Conflict
Resolution**

A2 - When completing this section of the CTR, the trainee will use specific information and learning outcomes from matrix cell A2.

Trainee's comments: "What did I learn? What do I still need to know?"

Trainer's comments: Evaluate the trainee's performance throughout the week.
Note areas needing improvement.

Use of Force

A3 - When completing this section of the CTR, the trainee will use specific information and learning outcomes from matrix cell A3.

Trainee's comments: "What did I learn? What do I still need to know?"

Trainer's comments: Evaluate the trainee's performance throughout the week.
Note areas needing improvement.

**Local
Procedures,
Policies, Laws,
Organizational
Philosophies**

A4 - When completing this section of the CTR, the trainee will use specific information and learning outcomes from matrix cell A4.

Trainee's comments: "What did I learn? What do I still need to know?"

Trainer's comments: Evaluate the trainee's performance throughout the week. Note areas needing improvement.

Report Writing

A5 - When completing this section of the CTR, the trainee will use specific information and learning outcomes from matrix cell A5.

Trainee's comments: "What did I learn? What do I still need to know?"

Trainer's comments: Evaluate the trainee's performance throughout the week. Note areas needing improvement.

Leadership **A6** - When completing this section of the CTR, the trainee will use specific information and learning outcomes from matrix cell A6.

Trainee's comments: "What did I learn? What do I still need to know?"

Trainer's comments: Evaluate the trainee's performance throughout the week.
Note areas needing improvement.

Problem-Solving Skills **A7** - When completing this section of the CTR, the trainee will use specific information and learning outcomes from matrix cell A7.

Trainee's comments: "What did I learn? What do I still need to know?"

Trainer's comments: Evaluate the trainee's performance throughout the week.
Note areas needing improvement.

Community-Specific Problems

A8 - When completing this section of the CTR, the trainee will use specific information and learning outcomes from matrix cell A8.

Trainee's comments: "What did I learn? What do I still need to know?"

Trainer's comments: Evaluate the trainee's performance throughout the week. Note areas needing improvement.

Cultural Diversity and Special Needs Groups

A9 - When completing this section of the CTR, the trainee will use specific information and learning outcomes from matrix cell A9.

Trainee's comments: "What did I learn? What do I need to know?"

Trainer's comments: Evaluate the trainee's performance throughout the week. Note areas needing improvement.

Legal Authority **A10** - When completing this section of the CTR, the trainee will use specific information and learning outcomes from matrix cell A10.

Trainee's comments: "What did I learn? What do I still need to know?"

Trainer's comments: Evaluate the trainee's performance throughout the week. Note areas needing improvement.

Individual Rights **A11** - When completing this section of the CTR, the trainee will use specific information and learning outcomes from matrix cell A11.

Trainee's comments: "What did I learn? What do I still need to know?"

Trainer's comments: Evaluate the trainee's performance throughout the week. Note areas needing improvement.

Officer Safety **A12** - When completing this section of the CTR, the trainee will use specific information and learning outcomes from matrix cell A12.

Trainee's comments: "What did I learn? What do I still need to know?"

Trainer's comments: Evaluate the trainee's performance throughout the week. Note areas needing improvement.

Communication Skills **A13** - When completing this section of the CTR, the trainee will use specific information and learning outcomes from matrix cell A13.

Trainee's comments: "What did I learn? What do I still need to know?"

Trainer's comments: Evaluate the trainee's performance throughout the week. Note areas needing improvement.

Ethics **A14** - When completing this section of the CTR, the trainee will use specific information and learning outcomes from matrix cell A14.

Trainee's comments: "What did I learn? What do I still need to know?"

Trainer's comments: Evaluate the trainee's performance throughout the week. Note areas needing improvement.

**Lifestyle
Stressors/
Self-Awareness/
Self-Regulation**

A15 - When completing this section of the CTR, the trainee will use specific information and learning outcomes from matrix cell A15.

Trainee's comments: "What did I learn? What do I still need to know?"

Trainer's comments: Evaluate the trainee's performance throughout the week. Note areas needing improvement.

phase B

weeks 5-7

Phase B: Emergency Response

Problem-Based
Learning Exercise #2:
Emergency Response

Phase B: Weekly Coaching
and Training Report

B

chapter contents

- Phase B: Emergency Response
- Problem-Based Learning Exercise #2: Emergency Response
- Phase B: Weekly Coaching and Training Report

phase B: emergency incident response

This phase lasts three weeks and deals with incident responses for emergencies. An example of the learning matrix content for this phase of policing is listed below. Learning outcomes for this phase are found in Chapter 5.

Core Competency	Emergency Incident Response
Police Vehicle Operations	B1
Conflict Resolution	B2
Use of Force	B3
Local Procedures, Policies, Laws, Organizational Philosophies	B4
Report Writing	B5
Leadership	B6
Problem-Solving Skills	B7
Community-Specific Problems	B8
Cultural Diversity and Special Needs Groups	B9
Legal Authority	B10
Individual Rights	B11
Officer Safety	B12
Communication Skills	B13
Ethics	B14
Lifestyle Stressors/Self-Awareness/Self-Regulation	B15
<p>Learning Activities Daily Journal Entry Using the Learning Matrix Neighborhood Portfolio Exercise</p> <p>Evaluation Activities Problem-Based Learning Exercise Coaching and Training Reports</p>	

CELL B1**Substantive Topic:** Emergency Incident Response**Core Competency:** Police Vehicle Operations

This cell may include the following:

- High-speed police pursuits
- High-risk vehicle stops and interventions
- Awareness of location and conditions during emergency
- Emergency response such as using emergency lights, sirens, radio equipment, Code 1 responses, Code 1 silent procedures
- Defensive responses during these types of operations
- Other issues that may apply

CELL B2**Substantive Topic:** Emergency Incident Response**Core Competency:** Conflict Resolution

This cell may include the following:

- Responding to and defusing calls involving violence
- Crisis intervention during domestic disputes
- Other issues that may apply

CELL B3**Substantive Topic:** Emergency Incident Response**Core Competency:** Use of Force

This cell may include the following:

- Applying the use-of-force matrix/continuum
- Use of lethal and non-lethal weapons
- Other issues that may apply

CELL B4**Substantive Topic:** Emergency Incident Response**Core Competency:** Local Procedures, Policies, Laws, Organizational Philosophies

This cell may include the following:

- Bomb threats
- Major emergencies and disasters
- Responding to high-risk crimes in progress
- Other issues that may apply

CELL B5

Substantive Topic: Emergency Incident Response

Core Competency: Report Writing

This cell may include the following:

- Report forms for emergency incidents
- Departmental administrative reports for emergency incidents
- Other issues that may apply

CELL B6

Substantive Topic: Emergency Incident Response

Core Competency: Leadership

This cell may include the following:

- Providing leadership through service and values
- Influencing others to solve their own problems
- Other issues that may apply

CELL B7

Substantive Topic: Emergency Incident Response

Core Competency: Problem-Solving Skills

This cell may include the following:

- Awareness of high-risk/low-frequency crimes and community issues that affect area safety and quality of life
- Designing and developing a problem-solving approach to emergency response
- Employing traditional and non-traditional resources to identified problems and developing solutions
- Other issues that may apply

CELL B8

Substantive Topic: Emergency Incident Response

Core Competency: Community-Specific Problems

This cell may include the following:

- Anticipating community-specific problems that may result in threats to community safety or emergency response incidents
- Identifying the interrelationships and influences that community problems and crime may have on neighboring beats or communities
- Other issues that may apply

CELL B9**Substantive Topic:** Emergency Incident Response**Core Competency:** Cultural Diversity and Special Needs Groups

This cell may include the following:

- Awareness of cultural or linguistic barriers during emergency situations
- Dealing with individuals who have a mental illness and are acting violent
- Other issues that may apply

CELL B10**Substantive Topic:** Emergency Incident Response**Core Competency:** Legal Authority

This cell may include the following:

- Knowledge and obligations of arrest authority
- Knowledge of high-liability issues (e.g., fleeing felon case law)
- Knowledge of detention and frisk parameters
- When to pursue, engage roadblocks, pursue across jurisdictions
- Other issues that may apply

CELL B11**Substantive Topic:** Emergency Incident Response**Core Competency:** Individual Rights

This cell may include the following:

- Awareness of constitutional rights during emergencies
- Rules of search and seizure
- Other issues that may apply

CELL B12**Substantive Topic:** Emergency Incident Response**Core Competency:** Officer Safety

This cell may include the following:

- Using equipment including firearms, handcuffs, non-lethal weapons
- Controlling the scene of an emergency
- Employing situational tactics such as tactical retreats
- Taking custody of violent or armed persons
- Cover vs. concealment
- Effective searches of persons and scenes during emergencies
- Positioning a vehicle during emergency situations
- Other issues that may apply

CELL B13

Substantive Topic: Emergency Incident Response

Core Competency: Communication Skills

This cell may include the following:

- Using police radios
- Voice control and command
- Tactical communication
- Other issues that may apply

CELL B14

Substantive Topic: Emergency Incident Response

Core Competency: Ethics

This cell may include the following:

- Identifying inappropriate emergency responses
- Other issues that may apply

CELL B15

Substantive Topic: Emergency Incident Response

Core Competency: Lifestyle Stressors / Self-Awareness / Self-Regulation

This cell may include the following:

- Debriefing personnel effectively
- Ability to identify areas in need of improvement
- Assessing mental alertness and self-confidence
- Awareness of post traumatic stressors
- Remaining calm while under stress
- Other issues that may apply

problem-based learning exercise #2

EMERGENCY INCIDENT RESPONSE

Disorderly at Bar Radio Call

You are on solo patrol at 1:00 A.M. You receive a radio call from a bar owner on the opposite side of your patrol area. He reports that an extremely agitated person has destroyed property in the bar and driven off without paying. The owner believes the driver also struck another vehicle in the parking lot as he sped off. The bar owner reports the driver and one female passenger as occupants of the vehicle. You respond to the call and, while en route to the bar, you observe that the suspect's vehicle has struck another car and is stalled in the middle of the road. Both driver and passenger are still in the vehicle. Back-up officers are en route.

You must present to your PTO two or more possible outcomes for this Problem-Based Learning Exercise. In each instance you must include the following:

Ideas—Record initial responses to the problem. What are two separate possible ways you can deal with this situation? Explain them to your PTO.

- What are your initial thoughts on solving this problem?
- What are the issues?

Facts—List all of the known facts about the problem. For example, there has been at least one motor vehicle accident; there has been a complaint about a bar fight and possible suspects are in the vehicle.

- What do you know?

Learning Issues—Identify the relevant content from the learning matrix for each decision. For example, what laws do you need to know and what are the procedures for vehicle stops and impounding vehicles?

- What do you need to know to solve this problem?
- Where can you find it?
- Whom should you contact?
- What resources are available to solve this problem?
- What other information do you need?

Action Plans—Create a precise and specific plan for either solving or reducing the problem. Your action plan should arise from what you know about the problem and what your research has taught you. For example, once you speak to a variety of individuals and carry out your research during the “learning issues phase,” what plan can you now develop, using the new information you have, to help you deal effectively with this problem?

- What can you do to solve or reduce this problem?
- Do you make arrests?
- Describe the rationale for each decision.
- Describe the possible consequences of each decision in your action plan.
- Describe how you would behave given each set of circumstances.

Remember, this is an ill-structured problem, and your action plan does not have a simple solution.

You will present your findings to your PTO on _____

The method of presentation will be _____

You will, in consultation with your PTO, determine the best method to present solutions to this problem. These may include a verbal report, a written report, a formal presentation, demonstrations incorporating examples from your patrol work with your PTO, or other methods that best suit your abilities.

phase B: emergency incident response

COACHING AND TRAINING REPORT

Selected Incident

(Trainee and PTO select the incident for evaluation)

PTO/PTE: _____
 Trainee: _____
 Date: _____

 TRAINEE SELECTED INCIDENT
 PTO/PTE SELECTED INCIDENT
 Incident Case Number: _____
 Date of Incident: _____

Emergency Incident Response

Briefly describe the incident chosen for evaluation:

Police Vehicle Operations	B1 - When completing this section of the CTR, the trainee will use specific information and learning outcomes from matrix cell B1.
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Trainee's comments: "What did I learn? What do I still need to know?"

Trainer's comments: Evaluate the trainee's performance throughout the week. Note areas needing improvement.

**Conflict
Resolution**

B2 - When completing this section of the CTR, the trainee will use specific information and learning outcomes from matrix cell B2.

Trainee's comments: "What did I learn? What do I still need to know?"

Trainer's comments: Evaluate the trainee's performance throughout the week. Note areas needing improvement.

Use of Force

B3 - When completing this section of the CTR, the trainee will use specific information and learning outcomes from matrix cell B3.

Trainee's comments: "What did I learn? What do I still need to know?"

Trainer's comments: Evaluate the trainee's performance throughout the week. Note areas needing improvement.

**Local
Procedures,
Policies, Laws,
Organizational
Philosophies**

B4 - When completing this section of the CTR, the trainee will use specific information and learning outcomes from matrix cell B4.

Trainee's comments: "What did I learn? What do I still need to know?"

Trainer's comments: Evaluate the trainee's performance throughout the week. Note areas needing improvement.

Report Writing

B5 - When completing this section of the CTR, the trainee will use specific information and learning outcomes from matrix cell B5.

Trainee's comments: "What did I learn? What do I still need to know?"

Trainer's comments: Evaluate the trainee's performance throughout the week. Note areas needing improvement.

Leadership B6 - When completing this section of the CTR, the trainee will use specific information and learning outcomes from matrix cell B6.

Trainee's comments: "What did I learn? What do I still need to know?"

Trainer's comments: Evaluate the trainee's performance throughout the week. Note areas needing improvement.

Problem-Solving Skills B7 - When completing this section of the CTR, the trainee will use specific information and learning outcomes from matrix cell B7.

Trainee's comments: "What did I learn? What do I still need to know?"

Trainer's comments: Evaluate the trainee's performance throughout the week. Note areas needing improvement.

Community-Specific Problems

B8 - When completing this section of the CTR, the trainee will use specific information and learning outcomes from matrix cell B8.

Trainee's comments: "What did I learn? What do I still need to know?"

Trainer's comments: Evaluate the trainee's performance throughout the week. Note areas needing improvement.

Cultural Diversity and Special Needs Groups

B9 - When completing this section of the CTR, the trainee will use specific information and learning outcomes from matrix cell B9.

Trainee's comments: "What did I learn? What do I need to know?"

Trainer's comments: Evaluate the trainee's performance throughout the week. Note areas needing improvement.

Legal Authority **B10** - When completing this section of the CTR, the trainee will use specific information and learning outcomes from matrix cell B10.

Trainee's comments: "What did I learn? What do I still need to know?"

Trainer's comments: Evaluate the trainee's performance throughout the week.
Note areas needing improvement.

Individual Rights **B11** - When completing this section of the CTR, the trainee will use specific information and learning outcomes from matrix cell B11.

Trainee's comments: "What did I learn? What do I still need to know?"

Trainer's comments: Evaluate the trainee's performance throughout the week.
Note areas needing improvement.

Officer Safety **B12** - When completing this section of the CTR, the trainee will use specific information and learning outcomes from matrix cell B12.

Trainee's comments: "What did I learn? What do I still need to know?"

Trainer's comments: Evaluate the trainee's performance throughout the week. Note areas needing improvement.

Communication Skills **B13** - When completing this section of the CTR, the trainee will use specific information and learning outcomes from matrix cell B13.

Trainee's comments: "What did I learn? What do I still need to know?"

Trainer's comments: Evaluate the trainee's performance throughout the week. Note areas needing improvement.

Ethics **B14** - When completing this section of the CTR, the trainee will use specific information and learning outcomes from matrix cell B14.

Trainee's comments: "What did I learn? What do I still need to know?"

Trainer's comments: Evaluate the trainee's performance throughout the week. Note areas needing improvement.

**Lifestyle
Stressors/
Self-Awareness/
Self-Regulation**

B15 - When completing this section of the CTR, the trainee will use specific information and learning outcomes from matrix cell B15.

Trainee's comments: "What did I learn? What do I still need to know?"

Trainer's comments: Evaluate the trainee's performance throughout the week. Note areas needing improvement.

mid-term evaluation

week 8



Mid-Term Evaluation

Phases A and B:
Matrix Learning Outcomes

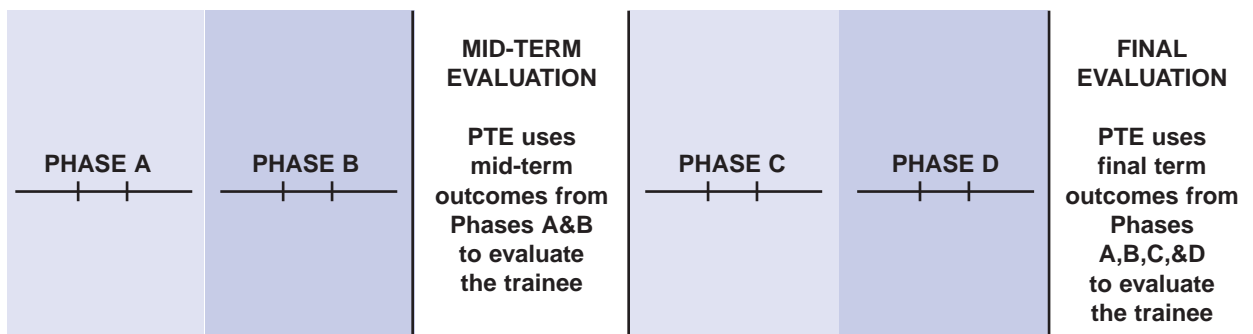
chapter contents

- Mid-Term Evaluation
- Phases A and B: Matrix Learning Outcomes

mid-term evaluation

The Mid-Term Evaluation is the first formal independent evaluation of the trainee. The trainee transfers from his or her PTO to a Police Training Evaluator (PTE) and participates in a Mid-Term Evaluation to determine progress. This evaluation lasts one week.

The PTE will use the *Matrix Learning Outcomes* as a basis for the evaluation period.



Following a successful Mid-Term Evaluation, the trainee moves into Phase C (Patrol Activities) and works with a different PTO than in Phases A and B. At this point, the Program Coordinator will ensure that copies of all reports and evaluations regarding the trainee's progress are available to the designated Phases C and D training officer.

Trainees who do not successfully complete this evaluation phase will return to Phase A or B for remediation as prescribed by the BOE or PTO. The BOE may assign the original training officer or designate another PTO to work with the trainee. The BOE may also take other actions as deemed necessary.

“the **matrix learning outcomes** form the **basis** for the **mid-term evaluation**”

phases A and B: matrix learning outcomes

Police Training Evaluators will use the following performance outcomes during the Mid-Term and Final Evaluations. Note that, while these outcomes record three levels of performance by trainees, they are NOT to be used as a checklist by the evaluator. Instead, in the morning of the first day of evaluation, evaluators should ask trainees to self-assess and write down their own strengths and weaknesses based on the learning matrix Core Competencies. This self-assessment can then be compared with the performance outcomes during the evaluation week.

During the Mid-Term Evaluation, the PTE will use the following learning outcomes:

Police Vehicle Operations

- The trainee is able to **describe** vehicle laws, standard operating procedures (SOPs) and policies and **explain** how they relate to training in Phases A and B.
- The trainee is able to **analyze** and **apply** what vehicle laws, SOPs and regulations relate to a variety of situations.
- The trainee is able to **evaluate** the effectiveness of his or her use of the resources in the cells within this competency.

Conflict Resolution

- The trainee is able to **describe** various conflict resolution strategies, relevant SOPs and policies and **explain** how they relate to training in Phases A and B.
- The trainee is able to **analyze** and **apply** what conflict resolution strategies, SOPs and regulations **apply** in a variety of situations.
- The trainee is able to **evaluate** the effectiveness of his or her use of the conflict resolution resources in the cells within this competency.

Use of Force

- The trainee is able to **describe** laws, SOPs and policies relating to use of force and **explain** how they relate to training in Phases A and B.
- The trainee is able to **analyze** and **apply** what laws, SOPs and regulations relating to use of force pertain to a variety of situations.
- The trainee is able to **evaluate** the effectiveness of his or her use of the resources in the cells within this competency.

Local Procedures, Policies, Laws, Organizational Philosophies

- The trainee is able to **describe** local laws, SOPs, policies and philosophies and **explain** how they relate to training in Phases A and B.
- The trainee is able to **analyze** and **apply** what local laws, SOPs, policies and philosophies relate to a variety of situations.
- The trainee is able to **evaluate** the effectiveness of his or her use of the resources in the cells within this competency.

Report Writing

- The trainee is able to **describe**, **explain**, and identify the appropriate internal and external reports and forms required for recording daily police activities in Phases A and B.
- The trainee is able to **analyze** situations and determine what reporting requirements he or she must meet to fulfill agency, judicial, state and federal reporting mandates.
- The trainee is able to **evaluate** the effectiveness of his or her use of the resources in the cells within this competency.

Leadership

- The trainee is able to **describe** leadership skills, applicable SOPs and policies, and **explain** how they relate to training in Phases A and B.
- The trainee is able to **analyze** and **apply** what leadership skills, SOPs and leadership activities relate to a variety of situations.
- The trainee is able to **evaluate** the effectiveness of his or her use of the resources in the cells within this competency.

Problem-Solving Skills

- The trainee is able to **describe** problem-solving skills, problem-based learning, and COPPS practices and **explain** how they relate to training in Phases A and B.
- The trainee is able to **analyze** and **apply** problem-solving skills, problem-based learning, and COPPS practices in a variety of situations.
- The trainee is able to **evaluate** the effectiveness of his or her use of the resources in the cells within this competency.

Community-Specific Problems

- The trainee is able to **describe** community-specific problems and **explain** how they relate to training in Phases A and B.
- The trainee is able to **analyze** and **apply** what laws, SOPs and regulations relate to community-specific problems.
- The trainee is able to **evaluate** the effectiveness of his or her use of the resources in the cells within this competency.

Cultural Diversity and Special Needs Groups

- The trainee is able to **describe** relevant laws, SOPs and policies and **explain** how they relate to cultural diversity and special needs groups in the trainee's policing area.
- The trainee is able to **analyze** and **apply** what laws, SOPs and regulations relate to cultural diversity and special needs groups in the trainee's policing area.
- The trainee is able to **evaluate** the effectiveness of his or her use of the resources in the cells within this competency.

Legal Authority

- The trainee is able to **describe** laws, SOPs and policies, and **explain** how they provide legal authority for his or her policing activities in Phases A and B.
- The trainee is able to **analyze** and **apply** what laws, SOPs and regulations relate to a variety of situations.
- The trainee is able to **evaluate** the effectiveness of his or her use of the resources in the cells within this competency.

Individual Rights

- The trainee is able to **describe** relevant laws, SOPs and policies, and **explain** how they relate to individual rights.
- The trainee is able to **analyze** and **apply** what laws, SOPs and regulations relate to individual rights in a variety of situations.
- The trainee is able to **evaluate** the effectiveness of his or her use of the resources in the cells within this competency.

Officer Safety

- The trainee is able to **describe** laws, SOPs and policies on officer safety and **explain** how they relate to training in Phases A and B.
- The trainee is able to **analyze** and **apply** officer safety policies, SOPs and regulations in a variety of situations.
- The trainee is able to **evaluate** the effectiveness of his or her use of the resources in the cells within this competency.

Communication Skills

- The trainee is able to **describe** a variety of communication skills and practices and **explain** how they relate to training in Phases A and B.
- The trainee is able to **demonstrate** comprehension of communication skills and practices in a variety of situations.
- The trainee is able to **evaluate** the effectiveness of his or her use of the resources in the cells within this competency.

Ethics

- The trainee is able to **describe** laws, SOPs and policies relating to ethical policing and **explain** how ethics relates to training in Phases A and B.
- The trainee is able to **analyze** and **apply** ethical practices, relevant SOPs and regulations that govern his or her policing behavior.
- The trainee is able to **evaluate** the effectiveness of his or her use of the resources in the cells in this competency.

Lifestyle Stressors/Self-Awareness/Self-Regulation

- The trainee is able to **describe** strategies to deal with stress, self-awareness, and self-governance.
- The trainee is able to **identify** relevant SOPs and policies that address lifestyle stressors and those that govern self-awareness and self-regulation in his or her policing duties in Phases A and B.
- The trainee is able to **recognize** stressful circumstances and events and **apply** appropriate strategies to deal with them.
- The trainee is able to **identify** personal strengths and weaknesses and **describe** how those strengths and weaknesses affect his or her job performance.
- The trainee is able to **evaluate** the effectiveness of his or her use of the resources in the cells in this competency.

phase C

weeks 9-11

Phase C: Patrol Activities

Problem-Based
Learning Exercise #3:
Patrol Activities

Phase C: Weekly Coaching
and Training Reports



chapter contents

- Phase C: Patrol Activities
- Problem-Based Learning Exercise #3: Patrol Activities
- Phase C: Weekly Coaching and Training Reports

phase C: patrol activities

This phase lasts three weeks and deals with patrol activities. An example of the learning matrix content for this phase of policing is listed below. Learning outcomes for this phase are found in Chapter 8.

Core Competency	Patrol Activities
Police Vehicle Operations	C1
Conflict Resolution	C2
Use of Force	C3
Local Procedures, Policies, Laws, Organizational Philosophies	C4
Report Writing	C5
Leadership	C6
Problem-Solving Skills	C7
Community-Specific Problems	C8
Cultural Diversity and Special Needs Groups	C9
Legal Authority	C10
Individual Rights	C11
Officer Safety	C12
Communication Skills	C13
Ethics	C14
Lifestyle Stressors/Self-Awareness/Self-Regulation	C15
<p>Learning Activities Daily Journal Entry Using the Learning Matrix Neighborhood Portfolio Exercise</p> <p>Evaluation Activities Problem-Based Learning Exercise Coaching and Training Reports</p>	

CELL C1**Substantive Topic:** Patrol Activities**Core Competency:** Police Vehicle Operations

This cell may include the following:

- Inspecting police vehicles
- Understanding one- versus two-officer patrol responsibilities
- Checking properties for security
- Maintaining geographic location awareness
- Patrol visibility (directed patrol)
- Other issues that may apply

CELL C2**Substantive Topic:** Patrol Activities**Core Competency:** Conflict Resolution

This cell may include the following:

- Fostering collaboration among divergent groups
- Community meeting facilitation skills
- Developing interpersonal relationships
- Dealing with diverse conflict styles within the community
- Communicating and exchanging views with dissatisfied citizens
- Other issues that may apply

CELL C3**Substantive Topic:** Patrol Activities**Core Competency:** Use of Force

This cell may include the following:

- Maintaining and securing weapons and emergency equipment
- Communication and dialogue in use-of-force situations
- Other issues that may apply

CELL C4**Substantive Topic:** Patrol Activities**Core Competency:** Local Procedures, Policies, Laws, Organizational Philosophies

This cell may include the following:

- Understanding geographic responsibilities (e.g., area and beat responsibilities)
- Assisting other emergency services (e.g., fire department)
- Strategies and procedures for dealing with community support services (e.g., social services, school district)
- Policies and regulations governing pre-patrol issues, preparing and reporting for duty
- Knowing local non-criminal statutes and regulations for minimizing community safety issues (e.g., fire codes, building codes)
- Other issues that may apply

CELL C5

Substantive Topic: Patrol Activities

Core Competency: Report Writing

This cell may include the following:

- Maintaining accurate and legible journals or notebooks
- Maintaining and understanding criminal information bulletins
- Engaging in legal and related field interviews
- Other issues that may apply

CELL C6

Substantive Topic: Patrol Activities

Core Competency: Leadership

This cell may include the following:

- Providing leadership
- Influencing others to solve their own problems
- Other issues that may apply

CELL C7

Substantive Topic: Patrol Activities

Core Competency: Problem-Solving Skills

This cell may include the following:

- Using strategies to scan and analyze community problems, such as crime mapping, crime analysis, CPTED, the SARA model, school safety audits, community surveys and Internet research
- Incorporating directed patrol and other strategies for responding to other community problems
- Mobilizing other governmental resources, community resources and community partnerships to respond to community problems
- Understanding and implementing problem-oriented policing strategies to identify solutions to community problems
- Other issues that may apply

CELL C8

Substantive Topic: Patrol Activities

Core Competency: Community-Specific Problems

This cell may include the following:

- Urban versus rural area issues
- Special events
- Other issues that may apply

CELL C9**Substantive Topic:** Patrol Activities**Core Competency:** Cultural Diversity and Special Needs Groups

This cell may include the following:

- Awareness of and participation in the local community customs and cultural events
- Responding to special needs populations
- Understanding language barriers and other cultural differences
- Developing contacts with different minority and cultural groups
- Other issues that may apply

CELL C10**Substantive Topic:** Patrol Activities**Core Competency:** Legal Authority

This cell may include the following:

- Legal vehicle stops
- Detaining and arresting individuals
- Landlord/tenant issues
- Vehicle safety inspections
- Legal authority for roadblocks
- Knowing non-criminal laws (e.g., fire codes, building codes, licensing)
- Departmental, state, and local laws regarding police misconduct
- Other issues that may apply

CELL C11**Substantive Topic:** Patrol Activities**Core Competency:** Individual Rights

This cell may include the following:

- Departmental policy and legal issues regarding the use of race and ethnicity to make decisions
- Legal issues related to community notifications of sexual predators and other criminal groups
- Other issues that may apply

CELL C12**Substantive Topic:** Patrol Activities**Core Competency:** Officer Safety

This cell may include the following:

- Using seatbelts
- Using other safety equipment (e.g., flares, traffic vests, etc.)
- Transporting prisoners
- Transporting members of the public
- Developing community partnerships to enhance officer safety
- Other issues that may apply

CELL C13

Substantive Topic: Patrol Activities

Core Competency: Communication Skills

This cell may include the following:

- Radio procedures
- Internal administrative reporting procedures
- Obtaining and sharing information with crime analysts
- Creating communication opportunities for fostering community cooperation, if applicable (e.g., web pages, newsletters for community meetings)
- Other issues that may apply

CELL C14

Substantive Topic: Patrol Activities

Core Competency: Ethics

This cell may include the following:

- Appropriate professional behavior on and off duty
- Substance abuse
- Understanding the balance between individual rights and community and crime control needs
- Conflict of interest issues between law enforcement and the community
- Other issues that may apply

CELL C15

Substantive Topic: Patrol Activities

Core Competency: Lifestyle Stressors/Self-Awareness/Self-Regulation

This cell may include the following:

- Eating habits
- Dealing with shift work and fatigue
- Dealing with partners with different lifestyle habits
- Learning to establish open dialogue and communication
- Local employee assistance programs
- Awareness of public image
- Awareness of personal biases
- Realizing the impact of police actions on the community
- Creating initiatives to enhance community safety
- Other issues that may apply

problem-based learning exercise #3

PATROL ACTIVITIES

Disorderly Youths in Park

You are patrolling in your area and a woman near a park stops you. She reports that in the past several months, she and several other residents have been having trouble with disorderly youths hanging around in the park. The park is surrounded on three sides by local residences with numerous walkway exits to surrounding streets. The local high school is situated directly opposite the park.

A records check indicates that neighbors and school officials have called the police about the youths in the park on numerous occasions. Police reports describing trespassing, burglaries, larceny, drug use and disorderly conduct have been filed over the past six months. These events occurred during both daytime and evening hours. Uniform and plainclothes police have responded in the past with little effect.

Discuss this with your PTO and suggest possible solutions to this problem.

Ideas—Record initial responses to the problem. What are two possible ways that you can deal with this situation? Explain them to your PTO.

- What are your initial thoughts on solving this problem?
- What are the issues?

Facts—List all of the known facts about the problem. For example, previous police efforts have had little consequences. There is a school opposite the park, etc.

- What do you know?

Learning Issues—Identify the relevant content from the learning matrix for each decision. For example, what laws do you need to know and what are the procedures for dealing with local schools?

- What do you need to know to solve this problem?
- Where can you find it?
- Whom should you contact?
- What resources are available to solve this problem?
- What other information do you need?

Action Plans—Create a precise and specific plan for either solving or reducing the problem. Your action plan should arise from what you know about the problem and what your research has taught you. For example, once you speak to a variety of individuals and carry out your research during the “learning issues phase,” what plan can you now develop, using the new information you have, to help you deal effectively with this problem?

- What can you do to solve or reduce this problem?
- Do you make arrests?
- Describe the rationale for each decision.
- Describe the possible consequences of each decision in your action plan.
- Describe how you would behave given each set of circumstances.

Remember, this is an ill-structured problem, and your action plan does not have a simple solution.

You will present your findings to your PTO on _____

The method of presentation will be _____

You will, in consultation with your PTO, determine the best method to present solutions to this problem. These may include a verbal report, a written report, a formal presentation, demonstrations incorporating examples from your patrol work with your PTO, or other methods that best suit your abilities.

phase C: patrol activities

COACHING AND TRAINING REPORT

Selected Incident

(Trainee and PTO select the incident for evaluation)

PTO/PTE: _____
 Trainee: _____
 Date: _____

TRAINEE SELECTED INCIDENT

PTO/PTE SELECTED INCIDENT

Incident Case Number: _____

Date of Incident: _____

Patrol Activities

Briefly describe the incident chosen for evaluation:

Police Vehicle Operations

C1 - When completing this section of the CTR, the trainee will use specific information and learning outcomes from matrix cell C1.

Trainee's comments: "What did I learn? What do I still need to know?"

Trainer's comments: Evaluate the trainee's performance throughout the week. Note areas needing improvement.

**Conflict
Resolution**

C2 - When completing this section of the CTR, the trainee will use specific information and learning outcomes from matrix cell C2.

Trainee's comments: "What did I learn? What do I still need to know?"

Trainer's comments: Evaluate the trainee's performance throughout the week. Note areas needing improvement.

Use of Force

C3 - When completing this section of the CTR, the trainee will use specific information and learning outcomes from matrix cell C3.

Trainee's comments: "What did I learn? What do I still need to know?"

Trainer's comments: Evaluate the trainee's performance throughout the week. Note areas needing improvement.

**Local
Procedures,
Policies, Laws,
Organizational
Philosophies**

C4 - When completing this section of the CTR, the trainee will use specific information and learning outcomes from matrix cell C4.

Trainee's comments: "What did I learn? What do I still need to know?"

Trainer's comments: Evaluate the trainee's performance throughout the week. Note areas needing improvement.

Report Writing

C5 - When completing this section of the CTR, the trainee will use specific information and learning outcomes from matrix cell C5.

Trainee's comments: "What did I learn? What do I still need to know?"

Trainer's comments: Evaluate the trainee's performance throughout the week. Note areas needing improvement.

Leadership C6 - When completing this section of the CTR, the trainee will use specific information and learning outcomes from matrix cell C6.

Trainee's comments: "What did I learn? What do I still need to know?"

Trainer's comments: Evaluate the trainee's performance throughout the week. Note areas needing improvement.

Problem-Solving Skills C7 - When completing this section of the CTR, the trainee will use specific information and learning outcomes from matrix cell C7.

Trainee's comments: "What did I learn? What do I still need to know?"

Trainer's comments: Evaluate the trainee's performance throughout the week. Note areas needing improvement.

**Community-
Specific
Problems**

C8 - When completing this section of the CTR, the trainee will use specific information and learning outcomes from matrix cell C8.

Trainee's comments: "What did I learn? What do I still need to know?"

Trainer's comments: Evaluate the trainee's performance throughout the week. Note areas needing improvement.

**Cultural Diversity
and Special
Needs Groups**

C9 - When completing this section of the CTR, the trainee will use specific information and learning outcomes from matrix cell C9.

Trainee's comments: "What did I learn? What do I need to know?"

Trainer's comments: Evaluate the trainee's performance throughout the week. Note areas needing improvement.

Legal Authority C10 - When completing this section of the CTR, the trainee will use specific information and learning outcomes from matrix cell C10.

Trainee's comments: "What did I learn? What do I still need to know?"

Trainer's comments: Evaluate the trainee's performance throughout the week. Note areas needing improvement.

Individual Rights C11 - When completing this section of the CTR, the trainee will use specific information and learning outcomes from matrix cell C11.

Trainee's comments: "What did I learn? What do I still need to know?"

Trainer's comments: Evaluate the trainee's performance throughout the week. Note areas needing improvement.

Officer Safety **C12** - When completing this section of the CTR, the trainee will use specific information and learning outcomes from matrix cell C12.

Trainee's comments: "What did I learn? What do I still need to know?"

Trainer's comments: Evaluate the trainee's performance throughout the week. Note areas needing improvement.

Communication Skills **C13** - When completing this section of the CTR, the trainee will use specific information and learning outcomes from matrix cell C13.

Trainee's comments: "What did I learn? What do I still need to know?"

Trainer's comments: Evaluate the trainee's performance throughout the week. Note areas needing improvement.

Ethics **C14** - When completing this section of the CTR, the trainee will use specific information and learning outcomes from matrix cell C14.

Trainee's comments: "What did I learn? What do I still need to know?"

Trainer's comments: Evaluate the trainee's performance throughout the week. Note areas needing improvement.

**Lifestyle
Stressors/
Self-Awareness/
Self-Regulation**

C15 - When completing this section of the CTR, the trainee will use specific information and learning outcomes from matrix cell C15.

Trainee's comments: "What did I learn? What do I still need to know?"

Trainer's comments: Evaluate the trainee's performance throughout the week. Note areas needing improvement.

phase D

weeks 12-14

Phase D: Criminal Investigation

Problem-Based
Learning Exercise #4:
Criminal Investigation

Phase D: Weekly Coaching
and Training Reports



chapter contents

- Phase D: Criminal Investigation
- Problem-Based Learning Exercise #4: Criminal Investigation
- Phase D: Weekly Coaching and Training Reports

phase D: criminal investigation

This phase lasts three weeks and deals with criminal investigation. An example of the learning matrix content for this phase of policing is listed below. Learning outcomes for this phase are found in Chapter 8.

Core Competency	Criminal Investigation
Police Vehicle Operations	D1
Conflict Resolution	D2
Use of Force	D3
Local Procedures, Policies, Laws, Organizational Philosophies	D4
Report Writing	D5
Leadership	D6
Problem-Solving Skills	D7
Community-Specific Problems	D8
Cultural Diversity and Special Needs Groups	D9
Legal Authority	D10
Individual Rights	D11
Officer Safety	D12
Communication Skills	D13
Ethics	D14
Lifestyle Stressors/Self-Awareness/Self-Regulation	D15
<p>Learning Activities Daily Journal Entry Using the Learning Matrix Neighborhood Portfolio Exercise</p> <p>Evaluation Activities Problem-Based Learning Exercise Coaching and Training Reports</p>	

CELL D1**Substantive Topic:** Criminal Investigation**Core Competency:** Police Vehicle Operations

This cell may include the following:

- Criminal investigation involving police vehicles
- Other issues that may apply

CELL D2**Substantive Topic:** Criminal Investigation**Core Competency:** Conflict Resolution

This cell may include the following:

- Dealing with hostile witnesses and citizens
- Handling interagency and intra-agency conflicts
- Other issues that may apply

CELL D3**Substantive Topic:** Criminal Investigation**Core Competency:** Use of Force

This cell may include the following:

- Inducements to statements
- Use-of-force continuum and policy
- Use-of-force reporting procedures
- Other issues that may apply

CELL D4**Substantive Topic:** Criminal Investigation**Core Competency:** Local Procedures, Policies, Laws, Organizational Philosophies

This cell may include the following:

- Regulations regarding enforcing and investigating legal codes such as drug offenses, criminal offenses, crimes against person and property
- Using forensic and other investigative strategies effectively
- Other issues that may apply

CELL D5**Substantive Topic:** Criminal Investigation**Core Competency:** Report Writing

This cell may include the following:

- Departmental regulations regarding writing reports on criminal and court-related investigation
- Taking statements
- Preparing cases
- Other issues that may apply

CELL D6

Substantive Topic: Criminal Investigation

Core Competency: Leadership

This cell may include the following:

- Providing leadership
- Influencing others to solve their own problems
- Other issues that may apply

CELL D7

Substantive Topic: Criminal Investigation

Core Competency: Problem-Solving Skills

This cell may include the following:

- Understanding the importance of providing thorough and competent initial investigative information to investigators
- Employing traditional and non-traditional resources to identified problems and developing solutions
- Other issues that may apply

CELL D8

Substantive Topic: Criminal Investigation

Core Competency: Community-Specific Problems

This cell may include the following:

- Understanding the reality of community perceptions and influences on community crime and quality-of-life issues
- Using community members as a resource to build an effective collaboration when dealing with issues
- Other issues that may apply

CELL D9

Substantive Topic: Criminal Investigation

Core Competency: Cultural Diversity and Special Needs Groups

This cell may include the following:

- Knowledge of cultural differences relevant to investigations (e.g., poor perceptions of police by some groups from other countries)
- Knowledge of social diversity issues related to investigations (e.g., dealing with people with mental illnesses)
- Other issues that may apply

CELL D10**Substantive Topic:** Criminal Investigation**Core Competency:** Legal Authority

This cell may include the following:

- Understanding legal powers for criminal investigation
- Understanding court procedures and evidentiary rules
- Issues related to warrant, warrantless and improper searches
- Knowledge of high-liability issues and case law
- Procedures for handling property and evidence
- Procedures for securing scenes for court presentations
- Procedures for taking witness, victim, and accused-persons statements
- Other issues that may apply

CELL D11**Substantive Topic:** Criminal Investigation**Core Competency:** Individual Rights

This cell may include the following:

- Knowledge of constitutional individual rights in investigation
- Other issues that may apply

CELL D12**Substantive Topic:** Criminal Investigation**Core Competency:** Officer Safety

This cell may include the following:

- Safe handling of evidence such as weapons, body fluids, etc.
- Other issues that may apply

CELL D13**Substantive Topic:** Criminal Investigation**Core Competency:** Communication Skills

This cell may include the following:

- Effective writing and note taking
- Active listening
- Maintaining a professional demeanor in court
- Maintaining a professional demeanor when dealing with the public during an investigation
- Communicating with the media
- Procedures for taking witness, victim, and accused-persons statements
- Knowledge of high-liability issues and case law
- Other issues that may apply

CELL D14

Substantive Topic: Criminal Investigation

Core Competency: Ethics

This cell may include the following:

- Reporting internal corruption, abuse of power, or excessive use of force (IAD process)
- Applying discretion in investigation in an equitable manner
- Other issues that may apply

CELL D15

Substantive Topic: Criminal Investigation

Core Competency: Lifestyle Stressors/Self-Awareness/Self-Regulation

This cell may include the following:

- Ability to self-assess professionalism, competency, and fairness during investigation
- Awareness of post-traumatic stress syndrome
- Effectively managing case load and calls-for-service
- Other issues that apply

problem-based learning exercise #4

CRIMINAL INVESTIGATION

Domestic Dispute

You are working with your partner on the afternoon shift when you receive a call regarding noise from a loud argument and crying children coming from an apartment in your patrol area. The neighbor who called in the complaint lives above the apartment where the disturbance is occurring. The dispatcher tells you that this is the fourth call of a similar nature in the past six weeks. No arrests were made at those calls, but the husband and the wife have both been cautioned regarding the consequences of domestic assault.

Upon arrival at the scene, you hear a child screaming inside and the sound of a struggle in progress. The husband answers the door and you see that both he and his wife have facial cuts. He moves into the kitchen and begins to yell at his wife. Each accuses the other of assault. Two children, ages five and three, are in the living room and both are crying. The apartment is dirty and there is garbage strewn throughout the apartment. As you are speaking to the wife, she advises you that she wants her husband arrested for assault. She also informs you that she would like him arrested for the marijuana he has in his drawer in the bedroom. The husband denies he has any drugs in the house.

Discuss this with your PTO and suggest possible solutions to this problem.

Ideas—Record initial responses to the problem. What are two possible ways that you can deal with this situation? Explain them to your PTO.

- What are your initial thoughts on solving this problem?
- What are the issues?

Facts—List all of the known facts about the problem. For example, there has been an assault; children are on the scene; you have a report of drugs in the home.

- What do you know?

Learning Issues—Identify the relevant content from the learning matrix for each decision. For example, what laws do you need to know and what are the procedures for seizing drugs? What do you do with the children if both parents are arrested?

- What do you need to know to solve this problem?
- Where can you find it?
- Whom should you contact?
- What resources are available to solve this problem?
- What other information do you need?

Action Plans—Create a precise and specific plan for either solving or reducing the problem. Your action plan should arise from what you know about the problem and what your research has taught you. For example, once you speak to a variety of individuals and carry out your research during the “learning issues phase,” what plan can you now develop, using the new information you have, to help you deal effectively with this problem?

- What can you do to solve or reduce this problem?
- Do you make arrests?
- Describe the rationale for each decision.
- Describe the possible consequences of each decision in your action plan.
- Describe how you would behave given each set of circumstances.

Remember, this is an ill-structured problem, and your action plan does not have a simple solution.

You will present your findings to your PTO on _____

The method of presentation will be _____

You will, in consultation with your PTO, determine the best method to present solutions to this problem. These may include a verbal report, a written report, a formal presentation, demonstrations incorporating examples from your patrol work with your PTO, or other methods that best suit your abilities.

phase D: criminal investigation

COACHING AND TRAINING REPORT

Selected Activity

(Trainee and PTO select the incident for evaluation)

PTO/PTE: _____
Trainee: _____
Date: _____
___ TRAINEE SELECTED INCIDENT
___ PTO/PTE SELECTED INCIDENT
Incident Case Number: _____
Date of Incident: _____

Criminal Investigation

Briefly describe the activity chosen for evaluation:

Police Vehicle Operations

D1 - When completing this section of the CTR, the trainee will use specific information and learning outcomes from matrix cell D1.

Trainee's comments: "What did I learn? What do I still need to know?"

Trainer's comments: Evaluate the trainee's performance throughout the week. Note areas needing improvement.

**Conflict
Resolution**

D2 - When completing this section of the CTR, the trainee will use specific information and learning outcomes from matrix cell D2.

Trainee's comments: "What did I learn? What do I still need to know?"

Trainer's comments: Evaluate the trainee's performance throughout the week. Note areas needing improvement.

Use of Force

D3 - When completing this section of the CTR, the trainee will use specific information and learning outcomes from matrix cell D3.

Trainee's comments: "What did I learn? What do I still need to know?"

Trainer's comments: Evaluate the trainee's performance throughout the week. Note areas needing improvement.

**Local
Procedures,
Policies, Laws,
Organizational
Philosophies**

D4 - When completing this section of the CTR, the trainee will use specific information and learning outcomes from matrix cell D4.

Trainee's comments: "What did I learn? What do I still need to know?"

Trainer's comments: Evaluate the trainee's performance throughout the week. Note areas needing improvement.

Report Writing

D5 - When completing this section of the CTR, the trainee will use specific information and learning outcomes from matrix cell D5.

Trainee's comments: "What did I learn? What do I still need to know?"

Trainer's comments: Evaluate the trainee's performance throughout the week. Note areas needing improvement.

Leadership D6 - When completing this section of the CTR, the trainee will use specific information and learning outcomes from matrix cell D6.

Trainee's comments: "What did I learn? What do I still need to know?"

Trainer's comments: Evaluate the trainee's performance throughout the week. Note areas needing improvement.

Problem-Solving Skills D7 - When completing this section of the CTR, the trainee will use specific information and learning outcomes from matrix cell D7.

Trainee's comments: "What did I learn? What do I still need to know?"

Trainer's comments: Evaluate the trainee's performance throughout the week. Note areas needing improvement.

Community-Specific Problems

D8 - When completing this section of the CTR, the trainee will use specific information and learning outcomes from matrix cell D8.

Trainee's comments: "What did I learn? What do I still need to know?"

Trainer's comments: Evaluate the trainee's performance throughout the week. Note areas needing improvement.

Cultural Diversity and Special Needs Groups

D9 - When completing this section of the CTR, the trainee will use specific information and learning outcomes from matrix cell D9.

Trainee's comments: "What did I learn? What do I need to know?"

Trainer's comments: Evaluate the trainee's performance throughout the week. Note areas needing improvement.

Legal Authority **D10** - When completing this section of the CTR, the trainee will use specific information and learning outcomes from matrix cell D10.

Trainee's comments: "What did I learn? What do I still need to know?"

Trainer's comments: Evaluate the trainee's performance throughout the week.
Note areas needing improvement.

Individual Rights **D11** - When completing this section of the CTR, the trainee will use specific information and learning outcomes from matrix cell D11.

Trainee's comments: "What did I learn? What do I still need to know?"

Trainer's comments: Evaluate the trainee's performance throughout the week.
Note areas needing improvement.

Officer Safety **D12** - When completing this section of the CTR, the trainee will use specific information and learning outcomes from matrix cell D12.

Trainee's comments: "What did I learn? What do I still need to know?"

Trainer's comments: Evaluate the trainee's performance throughout the week. Note areas needing improvement.

Communication Skills **D13** - When completing this section of the CTR, the trainee will use specific information and learning outcomes from matrix cell D13.

Trainee's comments: "What did I learn? What do I still need to know?"

Trainer's comments: Evaluate the trainee's performance throughout the week. Note areas needing improvement.

Ethics **D14** - When completing this section of the CTR, the trainee will use specific information and learning outcomes from matrix cell D14.

Trainee's comments: "What did I learn? What do I still need to know?"

Trainer's comments: Evaluate the trainee's performance throughout the week. Note areas needing improvement.

**Lifestyle
Stressors/
Self-Awareness/
Self-Regulation**

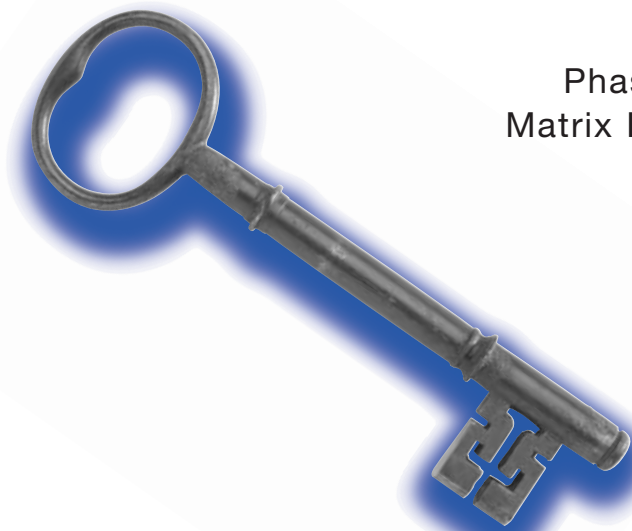
D15 - When completing this section of the CTR, the trainee will use specific information and learning outcomes from matrix cell D15.

Trainee's comments: "What did I learn? What do I still need to know?"

Trainer's comments: Evaluate the trainee's performance throughout the week. Note areas needing improvement.

final evaluation

week 15



Final Evaluation

Phases A, B, C, and D:
Matrix Learning Outcomes

chapter contents

- Final Evaluation
- Phases A, B, C, and D: Matrix Learning Outcomes

final evaluation

The trainee transfers from his or her PTO to a PTE and participates in the Final Evaluation to determine his or her progress before assuming a police assignment. The learning matrix will guide the evaluation process. The PTE will use the Matrix Learning Outcomes as a basis for the evaluation. The duration of the Final Evaluation is one to two weeks, depending on the agency.

If the trainee does not successfully complete the final evaluation, he or she can be returned to a PTO for remedial training as prescribed by the BOE or PTO staff. The BOE may also choose other remedies or actions as it sees fit.

If the trainee successfully completes the Final Evaluation, he or she will be required to participate in a program exit interview with the Board of Evaluators. While not an evaluation component, this interview allows for a review of trainee progress, PTO performance, and program effectiveness. The trainee presents the NPE before graduating.

“the learning matrix
guides the evaluation
process”

phases A, B, C and D: matrix learning outcomes

The following performance outcomes are for use by police training evaluators during the Final Evaluation. Note that, while these outcomes record three levels of performance by trainees, they are NOT to be used as a checklist by the evaluator. Instead, in the morning of the first day of evaluation, evaluators should ask trainees to self-assess and write down their own strengths and weaknesses based on the learning matrix Core Competencies. This self-assessment can then be compared with the performance outcomes during the evaluation week.

During the Final Evaluation, the PTE will use the following learning outcomes:

Police Vehicle Operations

- The trainee is able to **describe** vehicle laws, standard operating procedures (SOPs) and policies and **explain** how they relate to training in Phases A, B, C, and D.
- The trainee is able to **analyze** and **apply** what vehicle laws, SOPs and regulations relate to a variety of situations.
- The trainee is able to **evaluate** the effectiveness of his or her use of the resources in the cells within this competency.

Conflict Resolution

- The trainee is able to **describe** various conflict resolution strategies, relevant SOPs and policies and **explain** how they relate to training in Phases A, B, C, and D.
- The trainee is able to **analyze** and **apply** what conflict resolution strategies, SOPs and regulations **relate** to a variety of situations.
- The trainee is able to **evaluate** the effectiveness of his or her use of the conflict resolution resources in the cells within this competency.

Use of Force

- The trainee is able to **describe** laws, SOPs and policies relating to use of force and **explain** how they relate to training in Phases A, B, C, and D.
- The trainee is able to **analyze** and **apply** what laws, SOPs and regulations relating to use of force relate to a variety of situations.
- The trainee is able to **evaluate** the effectiveness of his or her use of the resources in the cells within this competency.

Local Procedures, Policies, Laws, Organizational Philosophies

- The trainee is able to **describe** local laws, SOPs, policies and philosophies and **explain** how they relate to training in Phases A, B, C, and D.
- The trainee is able to **analyze** and **apply** what local laws, SOPs, policies and philosophies relate to a variety of situations.
- The trainee is able to **evaluate** the effectiveness of his or her use of the resources in the cells within this competency.

Report Writing

- The trainee is able to **describe**, **explain**, and identify the appropriate internal and external reports and forms required for recording daily police activities in Phases A, B, C, and D.
- The trainee is able to **analyze** situations and determine what reporting requirements he or she must meet to fulfill agency, judicial, state and federal reporting mandates.
- The trainee is able to **evaluate** the effectiveness of his or her use of the resources in the cells within this competency.

Leadership

- The trainee is able to **describe** leadership skills, applicable SOPs and policies, and **explain** how they relate to training in Phases A, B, C, and D.
- The trainee is able to **analyze** and **apply** what leadership skills, SOPs and leadership activities relate to a variety of situations.
- The trainee is able to **evaluate** the effectiveness of his or her use of the resources in the cells within this competency.

Problem-Solving Skills

- The trainee is able to **describe** problem-solving skills, problem-based learning, and COPPS practices and **explain** how they relate to training in Phases A, B, C, and D.
- The trainee is able to **analyze** and **apply** problem-solving skills, problem-based learning, and COPPS practices in a variety of situations.
- The trainee is able to **evaluate** the effectiveness of his or her use of the resources in the cells within this competency.

Community-Specific Problems

- The trainee is able to **describe** community-specific problems and **explain** how they relate to training in Phases A, B, C, and D.
- The trainee is able to **analyze** and **apply** what laws, SOPs and regulations relate to community-specific problems.
- The trainee is able to **evaluate** the effectiveness of his or her use of the resources in the cells within this competency.

Cultural Diversity and Special Needs Groups

- The trainee is able to **describe** relevant laws, SOPs and policies and **explain** how they relate to cultural diversity and special needs groups in the trainee's policing area.
- The trainee is able to **analyze** and **apply** what laws, SOPs and regulations relate to cultural diversity and special needs groups in the trainee's policing area.
- The trainee is able to **evaluate** the effectiveness of his or her use of the resources in the cells within this competency.

Legal Authority

- The trainee is able to **describe** laws, SOPs and policies, and **explain** how they provide legal authority for his or her policing activities in Phases A, B, C, and D.
- The trainee is able to **analyze** and **apply** what laws, SOPs and regulations relate to a variety of situations.
- The trainee is able to **evaluate** the effectiveness of his or her use of the resources in the cells within this competency.

Individual Rights

- The trainee is able to **describe** relevant laws, SOPs and policies, and **explain** how they relate to individual rights.
- The trainee is able to **analyze** and **apply** what laws, SOPs and regulations relate to individual rights in a variety of situations.
- The trainee is able to **evaluate** the effectiveness of his or her use of the resources in the cells within this competency.

Officer Safety

- The trainee is able to **describe** laws, SOPs and policies on officer safety and **explain** how they relate to training in Phases A, B, C, and D.
- The trainee is able to **analyze** and **apply** officer safety policies, SOPs and regulations in a variety of situations.
- The trainee is able to **evaluate** the effectiveness of his or her use of the resources in the cells within this competency.

Communication Skills

- The trainee is able to **describe** a variety of communication skills and practices and **explain** how they relate to training in Phases A, B, C, and D.
- The trainee is able to **demonstrate** comprehension of communication skills and practices in a variety of situations.
- The trainee is able to **evaluate** the effectiveness of his or her use of the resources in the cells within this competency.

Ethics

- The trainee is able to **describe** laws, SOPs and policies relating to ethical policing and **explain** how ethics relates to training in Phases A, B, C, and D.
- The trainee is able to **analyze** and **apply** ethical practices, relevant SOPs and regulations that govern his or her policing behavior.
- The trainee is able to **evaluate** the effectiveness of his or her use of the resources in the cells in this competency.

Lifestyle Stressors/Self-Awareness/Self-Regulation

- The trainee is able to **describe** strategies to deal with stress, self-awareness, and self-governance.
- The trainee is able to **identify** relevant SOPs and policies that address lifestyle stressors and those that govern self-awareness and self-regulation in his or her policing duties in Phases A, B, C, and D.
- The trainee is able to **recognize** stressful circumstances and events and apply appropriate strategies to deal with them.
- The trainee is able to **identify** personal strengths and weaknesses and **describe** how those strengths and weaknesses affect his or her job performance.
- The trainee is able to **evaluate** the effectiveness of his or her use of the resources in the cells in this competency.

appendices



neighborhood portfolio exercise form

This form is completed by the trainee and the PTO after the final presentation in week _____.

Trainee Name:

Date:

1. What did you learn from this Neighborhood Portfolio? By using specific examples from your research and referring to the cells in the matrix, describe the Core Competencies that you developed during this exercise.

Police Training Officer comments:

2. Did you initially formulate assumptions that you later realized would not work? Explain. Could these assumptions be transferred to another problem? Where?

learning activity packages (LAPs)

- Problem-Based Learning
- Problem-Oriented Policing
- Field Interrogations
- Custodial Interrogations
- Community Policing

problem-based learning

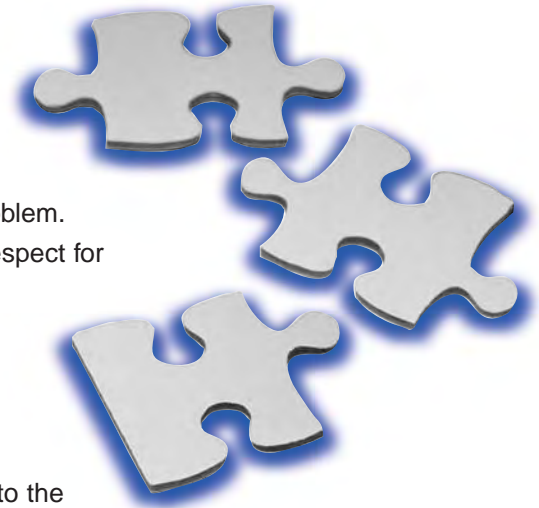
Introduction

Educators often describe problem-based learning (PBL) as a method of teaching and learning that focuses on solving a problem. The foundations of police problem-based learning include a respect for adult learning styles, the need for relevance in what police officers are learning, and the achievement of outcomes from that learning that deal directly with significant issues in the police officer's life.

The PBL Method: Instructors begin by presenting a problem to the learner/trainee that has real-life significance. "Real life" means that the problem is one that the trainee would normally encounter during the course of his or her duties. These problems may vary from serious community disorders to an ongoing series of minor disturbances in a parking lot. The problems are "ill-structured," which means that they are not easily solved and they have a number of inherent issues that the learner must address to either solve or lessen the severity of the problem.

Once the trainee has spent some time looking over the problem, he or she presents a number of ideas about possible solutions. These ideas, right or wrong, become an important part of the learning process, so trainers and trainees should record them.

After speculating on possible solutions, the trainee then looks at the problem and considers all the known facts of that problem. This becomes a valuable problem-solving skill for the trainee as he or she learns to think critically and record all of the issues and facts before leaping to any conclusions.



“instructors present a problem the trainee would normally encounter while on duty”

Gathering Information: After listing what he or she knows, the trainee then considers what learning issues he or she must research. The trainer should help during this part of the learning wherever possible, but not by giving answers. Remember, they don't know what they don't know! For example, if a trainee is working on a drug problem in a park, he or she may not have any knowl-

edge regarding the use of local ordinances governing park closing times or prohibited behaviors. Rather than giving them answers, the trainer simply indicates that this is an area of the law that the trainee may need to consider as part of the problem-solving strategy.

Problem Solving: After the trainee lists what he or she doesn't know and then goes about learning that information, both the trainer and the trainee should look at the trainee's original thoughts on how to solve the problems. Often, they discover that their first impulse or first conclusion was inadequate, insufficient or incorrect.

At this point, armed with new knowledge, the trainee sets out an action plan to solve or lessen the severity of the problem. Following the plan's implementation and after a suitable time, both the trainee and the trainer evaluate the effectiveness of the plan.

Outcomes

This Learning Activity Package discusses how police trainers and trainees use the PBL method during training. After completing this LAP, the patrol officer will be able to perform the following:

- Explain the benefits of problem-based learning
- Describe the purpose of learning cohorts
- Analyze ill-structured problems to determine if they are suitable for problem solving
- Evaluate the need for *Emotional Intelligence* in working with learning cohorts and other members of the community

Comprehensive Questions

- How can police trainers and trainees use PBL to work on small, medium or large community projects?
- What problem-solving skills are essential elements of the PBL process?
- To what extent does the *real life* problem involve the "community"?
- What makes an ill-structured problem? Are the problems given to the trainees during training easy to solve or do they require higher order thinking for resolution?
- How does problem-based learning accommodate a variety of learning styles and problem-solving abilities?
- During the "community learning process," what *Emotional Intelligence* skills will a trainee require for successful team behavior?

Application

Pick a chronic community problem and apply the PBL process to help solve that problem. The stages of recording the *ideas, known facts, learning issues, action plan and evaluation* should follow sequentially. Discuss with your trainer how much time you estimate you need to complete each phase of the process and discuss your performance during each phase of the problem solving. Reflect on whether your time estimates were accurate at the end of the PBL process.

Resources and Additional Reading

University of Delaware Problem-Based Learning home page [Online] Available: www.udel.edu/pbl

Southern Illinois University School of Medicine/Department of Medical Education—Problem-Based Learning Initiative page [Online] Available: www.pbli.org/pbl/pbl.htm

Problem Based Learning Faculty Institute. University of California, Irvine. “What is Problem-Based Learning?” [Online] Available: www.pbl.uci.edu/whatispbl.html

Samford University Center for Problem-Based Learning home page [Online] Available: www.samford.edu/pbl

Classroom of the Future Teacher Pages on Problem-Based Learning [Online] Available: www.cotf.edu/ete/teacher/teacherout.html

National Teaching and Learning Forum home page [Online] Available: www.ntlf.com

Crux Consulting home page [Online] Available: www.cruxconsulting.org

Schools of California Online Resources for Education (SCORE) Internet Classroom—Problem-Based Learning [Online] Available: score.rims.k12.ca.us/problearn.html

Illinois Mathematics and Science Academy Center for Problem-Based Learning home page [Online] Available: www.imsa.edu/team/cpbl/cpbl.html

problem-oriented policing

Introduction

Problem-oriented policing (POP), developed by Herman Goldstein (1979), is a comprehensive framework for improving law enforcement's capacity to perform job functions. POP seeks to shift from a reactive, incident-oriented stance to one that actively addresses problems that continually drain police resources. This framework encourages police to think differently about their purpose, promoting problem resolution as the true work of police. Its premise is that police should actively identify and address the root causes of community problems that lead to repeat calls for service.

A core concept of POP is comprehensive problem analysis. POP looks for the deepest underlying conditions of a problem and targets those conditions that are amenable to intervention. Problem analysis can include fully describing the problem, describing multiple and conflicting interests, describing the nature and costs of harm resulting from the problem, and taking inventory and critiquing current responses. Thorough problem analysis enables police to begin the problem-solving process by determining the level of police responsibility for addressing the problem, identifying and developing problem-solving strategies, and evaluating their solution's effectiveness.



“a core concept of POP is problem analysis”

While there are many measures of problem-solving success, the general objective of POP is to decrease the harm caused by patterns of chronic offensive behavior and to increase the range and effectiveness of police responses to crime and disorder. Comprehensive evaluations of problem-solving solutions are necessary to determine the value of the police response.

Outcomes

This Learning Activity Package discusses the concept of POP and the role of law enforcement in problem-solving in the community. After completing this LAP, the officer will be able to perform the following:

- Discuss key concepts of POP
- Discuss the problem analysis and problem-solving processes
- Identify and thoroughly analyze a problem in the community, and develop a problem-oriented policing strategy to address root causes of the problem
- Develop a plan to measure the success of the strategy
- Determine who should be involved in the problem-solving process

Comprehensive Questions

- What is POP? What are the goals of this policing concept?
- What is the SARA model?
- What are the goals of each of the problem-solving steps?

Application

Identify and analyze a chronic crime problem in your community, carefully addressing each element in the analysis phase. Work through the problem-solving process and develop a strategy for addressing the problem. How would you implement this strategy and measure its effectiveness? Who should you involve in this process?

“what is the **SARA** model?”

Online Resources and Additional Reading

Scott, M. S. (October 2000). *Problem-Oriented Policing: Reflections on the First 20 Years*. Washington, DC: Office of Community-Oriented Policing Services. [Online] Available: www.cops.usdoj.gov/default.asp?Item=311

Police Executive Research Forum. (2002). *Excellence in Problem-Oriented Policing: The 2002 Herman Goldstein Award Winners*. [Online] Available: www.policeforum.org, see Document file “POP and COP”

Office of Community-Oriented Policing Services. (April 1998). Problem-solving tips: A guide to reducing crime and disorder through problem-solving partnerships. COPS Tips. [Online] Available: www.ncjrs.org

Office of Community-Oriented Policing Services. (2002). Problem-Oriented Guides for Police Series (Guides No. 1-19). [Online] Available: www.cops.usdoj.gov/Default.asp?Item=248

Reading resources in these LAPs provide practical information and context, and can be easily accessed on-line with no cost. Additional valuable texts on these LAP subjects are available at www.ncjrs.org and www.policeforum.org

field interrogations: stop and frisk

Introduction

Field interrogations are an important responsibility of the patrol officer, especially in high-crime areas. These procedures (often referred to as “stop and frisk” or “Terry stops”) are one tool for evaluating suspicious circumstances or investigating situations where crime may be imminent. While stop and frisk is an important policing tool, the use of these procedures must be balanced with citizens’ rights as afforded by the Fourth Amendment. The Fourth Amendment states that individuals have the right to be protected against unreasonable seizure (stop) and search (frisk).

In *Terry v. Ohio* (1968) the U.S. Supreme Court affirmed that patrol officers have a “*duty to investigate observed suspicious activity*”¹ and an “*absolute right to protect themselves*” by frisking for weapons. The Supreme Court upheld the constitutionality of stop and frisk under specific guidelines. In general, these guidelines require two levels of suspicion for the officer: 1) to make a stop, and 2) to frisk the suspect.

For a Stop: An officer may stop someone on the street when there is *reasonable suspicion* to believe that the individual may be engaged in criminal activity. A stop requires the officer to 1) identify himself or herself as a police officer, and 2) make a reasonable inquiry as to the person’s identity. **A stop does not automatically justify a frisk.**

For a Frisk: If after stopping the suspect, 1) nothing in the initial stages of the encounter dispels the officer’s reasonable fear for his or her own or others’ safety, and 2) the officer has reasonable suspicion to believe the person is armed and presently dangerous, then the officer may conduct a search (frisk) for weapons only over the outer clothing of the suspect. The officer can seize any weapons that are detected.

Plain Feel Doctrine: In 1993, the U.S. Supreme Court expanded stop and frisk procedures to include the “plain feel” doctrine, meaning police officers can seize items detected during a frisk for weapons, as long as “plain feel” makes it “immediately apparent” that the item is contraband. Otherwise, objects other than weapons may not be removed from a suspect’s clothing during a frisk.

“the officer can seize any weapons that are detected”

Outcomes

This Learning Activity Package will enable the officer to identify circumstances in which field interrogations or “stop and frisks” are appropriate and constitutionally permissible. After completing this LAP, the officer will be able to perform the following:

- Discuss the balance between the Fourth Amendment’s protection against unreasonable search and seizure and an officer’s duty to ensure the safety of himself and others

¹ *Terry v. Ohio*, 392, U.S. 1 (1968)

■ appendix B

- Cite the requirements for stop and frisk as outlined in *Terry v. Ohio* (1968) and provide examples of circumstances that do and do not meet the requirements for a stop and frisk
- Explain the “plain feel” doctrine and guidelines for seizing contraband during a frisk, and provide examples of situations in which items may or may not be seized from a suspect during a frisk
- Determine when a frisk becomes a search incident to arrest

Comprehensive Questions

- What level of suspicion is necessary for a field interrogation or stop? When should a stop be concluded?
- What level of suspicion is necessary for a frisk? How would you test the circumstances to ensure the situation meets the correct level of suspicion?
- What did the U.S. Supreme Court determine permissible under the “plain feel” doctrine?
- When does a frisk become a search incident to arrest?
- Why is “stop and frisk” important to a police officer’s responsibility to ensure public safety?
- What rights does the Fourth Amendment guarantee and why is it important to ensure these rights?
- How does “stop and frisk” impact police–citizen relations?

Application

Create a scenario in which you would stop and frisk a suspect. Articulate the reasons for your stop, what you would do during the stop, and what circumstances would require you to end the stop, and frisk the suspect. According to the plain feel doctrine, what items may and may not be removed from the suspect’s clothing during the frisk?

Resources and Additional Reading

FindLaw: U.S. Constitution: Fourth Amendment. [Online] Available: caselaw.lp.findlaw.com/data/constitution/amendment04/index.html

FindLaw: Cases and Codes: *Terry v. Ohio*. [Online] Available: caselaw.lp.findlaw.com/cgi-bin/getcase.pl?navby=case&court=us&vol=392&invol=1

Stop and Frisk. [Online] Available: members.tripod.com/~Methos_5000/stopfrisk.html

custodial interrogations: miranda warnings

Introduction

Custodial interrogations refer to the “questioning initiated by law enforcement officers after a person has been taken into custody.” Due to the “inherently coercive environment”² of these interrogations, the U.S. legal system has continually promoted protections to minimize coerced confessions. To preserve the integrity of the justice system, citizens must be advised of their rights as guaranteed by the Fourth, Fifth, Sixth and Fourteenth Amendments.



In *Miranda v. Arizona* (1966), the U.S. Supreme Court set standards for ensuring suspects are aware of these rights and that the rights are not violated during interrogation. The holding in *Miranda v. Arizona* requires “prior to interrogation, the person must be warned that he has a right to remain silent, that any statement he does make may be used as evidence against him, and that he has the right to an attorney, either retained or appointed”.³

For a suspect’s confession to be admissible in court, the confession must be made knowingly, voluntarily and intelligently. Initially, a suspect may waive these rights, but can choose to invoke them at any time during interrogation to stop the questioning. Requiring police officers to read rights or “Miranda warnings” provides a procedural safeguard that tries to ensure that suspects are afforded every right guaranteed to them as citizens, and that the integrity of a confession made in a custodial interrogation can be maintained during court proceedings.

Individual state or department policies may guide when and how Miranda warnings are issued. Most often, Miranda warnings are issued after taking a suspect into custody and before formal questioning. Signed waivers may be required once a suspect has chosen to relinquish these rights. As a general rule, when questioning a suspect in custody about an incident that may result in inculpatory statements, the police officer should inform the suspect of his or her rights.

“individual **state** or **department** policies may **guide** when and how **Miranda** warnings are **issued**”

Outcomes

This Learning Activity Package reviews the history of *Miranda v. Arizona* and subsequent U.S. Supreme Court case decisions relevant to custodial interrogations and confessions. After completing this LAP, officers will be able to perform the following:

² *Miranda v. Arizona*, 384 U.S. 436 (1966)

³ *Ibid.*

■ appendix B

- Describe the importance of Miranda warnings in maintaining the integrity of a suspect's confession and ensuring a suspect's rights are not violated
- Properly read Miranda warnings to a suspect
- Identify how and when Miranda warnings should be issued, as outlined by the U.S. Supreme Court in *Miranda v. Arizona* and according to state statutes and/or department policy
- Know what to do if a suspect invokes his or her rights
- Be able to determine when statements should be obtained in writing and when a signed waiver of rights should be obtained

Comprehensive Questions

- What was the U.S. Supreme Court's decision in *Miranda v. Arizona*?
- What is the importance of reading a suspect his or her rights?
- Why is the Miranda decision important to you as a law enforcement officer? How does this affect your carrying out your job responsibilities?
- What are your state/department guidelines regarding when Miranda warnings should be read?
- What should you do when a suspect invokes his or her rights? Waives his or her rights?
- When should you obtain a signed waiver of rights? Written statements or confessions?

Application

Obtain a copy of your state/department's guidelines for when and how a suspect should be read their rights and commit this to memory. Practice reading the Miranda warnings. Create a scenario in which the suspect waives his or her rights. What should you do? Create a scenario in which the suspect invokes his or her rights. What should you do?

Resources and Additional Reading

FindLaw: Cases and Codes: *Miranda v. Arizona* [Online] Available: caselaw.lp.findlaw.com/cgi-bin/getcase.pl?court=us&vol=384&invol=436

FindLaw: U.S. Constitution: Fifth Amendment: Annotations. [Online] Available: supreme.lp.findlaw.com/constitution/amendment05/#annotations

community policing

Introduction

Community-oriented policing is a policing philosophy based on collaborative partnerships between police and the community. While community-oriented policing strategies vary according to the needs and responses of the community involved, there are certain basic principles common to all community policing efforts. These basic principles include both community partnerships and problem solving.

Community Partnerships: To develop the collaborative relationships necessary for community policing, police must establish and maintain mutual trust with the community. The idea behind this principle is that trust is built by increasing the positive daily interactions with community members. As patrol officers provide the majority of service needs for their community and become familiar with the daily workings of the community and its members, trusting relationships will develop and enable collaborative problem-solving efforts to more effectively address crime and disorder.

“community policing includes community partnerships and problem solving”

Problem Solving: Problem solving is a valid and important policing function in the community. As police become familiar with community members, concerns, crime problems and available resources, they will be more capable of identifying the root causes of community problems and applying effective solutions. As trusting relationships are developed, the community will want to take an active role in helping the police identify the causes of crime problems, prioritize their concerns, and help develop solutions. Community trust will also facilitate cooperation among community members to provide information necessary for crime solving in the area.



In general, community policing requires the active participation of all facets of the community and seeks to involve the community in sharing the responsibility for preventing crime with the police. Using problem-solving techniques, this approach facilitates a process for identifying community concerns and developing potential solutions to improve police effectiveness and community relationships. Central to this philosophy is working with the community to identify and address their crime and disorder priorities, rather than the priorities of the department or jurisdiction at-large.

Outcomes

This Learning Activity Package discusses the community-oriented policing approach and how this approach improves community relationships and police crime-solving ability. After completing this LAP, the officer will be able to perform the following:

- Explain the philosophy of community-oriented policing and describe the core elements of this approach
- Discuss the benefits of community policing and cite successful applications of the community policing approach
- Discuss how community-oriented policing activities build the relationships necessary to facilitate effective problem solving
- Identify community crime and disorder issues in his or her community that may be reduced by increasing community-policing activities
- Develop a plan to incorporate community-oriented policing activities into daily policing and patrol routines

Comprehensive Questions

- Discuss the trends toward community policing over the past decade. Why was this approach necessary and why has this approach helped to reduce street crime?
- Discuss the philosophy of community-oriented policing. Specifically, why are community partnerships beneficial? What are the law enforcement benefits of participating in community-oriented policing activities and developing these partnerships? What are the community's benefits?
- How does community-oriented policing impact police crime solving and crime prevention efforts in the community?

Application

Identify and list opportunities for community-oriented policing activities in your community. Include both opportunities for relationship building and problem-solving activities. Develop a plan to use the opportunities to incorporate community-oriented policing activities in your daily policing/patrol activities. Describe how you would identify key community concerns and initiate a problem-solving effort with your community members during these activities and interactions.

Resources and Additional Reading

Bureau of Justice Assistance (BJA) (1994). *Understanding Community Policing: A Framework for Action*. (NCJ No. 148457). [Online] Available: www.communitypolicing.org/chap1fw.html

Community Policing Consortium (CPC) (2001). *About Community Policing* [Online] Available: www.communitypolicing.org/about2.html

National Institute of Justice (NIJ) (July 1996). Law enforcement in a time of community policing NIJ Research in Brief. [Online] Available: www.ojp.usdoj.gov/nij/pubs-sum/184389.htm

U.S. Department of Justice, Office of Community Oriented Policing Services (COPS). [Online] Available: www.cops.usdoj.gov

examples of matrix cells by core competency

Cells contain samples only. Cell contents will vary by agency.

CELL A1

Substantive Topic: Non-Emergency Incident Response

Core Competency: Police Vehicle Operations

This cell may include the following:

- Defensive driving
- Proper vehicle stops, positioning of vehicles
- Awareness of surroundings and conditions
- Other issues that may apply

CELL B1

Substantive Topic: Emergency Incident Response

Core Competency: Police Vehicle Operations

This cell may include the following:

- High-speed police pursuits
- High-risk vehicle stops and interventions
- Awareness of location and conditions during emergency
- Emergency response such as using emergency lights, sirens, radio equipment, Code 1 responses, Code 1 silent procedures
- Defensive responses during these types of operations
- Other issues that may apply

CELL C1

Substantive Topic: Patrol Activities

Core Competency: Police Vehicle Operations

This cell may include the following:

- Inspecting police vehicles
- Understanding one- versus two-officer patrol responsibilities
- Checking properties for security
- Maintaining geographic location awareness
- Patrol visibility (directed patrol)
- Other issues that may apply

CELL D1

Substantive Topic: Criminal Investigation

Core Competency: Police Vehicle Operations

This cell may include the following:

- Criminal investigation involving police vehicles
- Other issues that may apply

CELL A2

Substantive Topic: Non-Emergency Incident Response

Core Competency: Conflict Resolution

This cell may include the following:

- Conflict resolution tactics for non-emergency situations, neighbor disputes, local disorder problems
- Verbal judo
- Other issues that may apply

CELL B2

Substantive Topic: Emergency Incident Response

Core Competency: Conflict Resolution

This cell may include the following:

- Responding to and defusing calls involving violence
- Crisis intervention during domestic disputes
- Other issues that may apply

CELL C2

Substantive Topic: Patrol Activities

Core Competency: Conflict Resolution

This cell may include the following:

- Fostering collaboration among divergent groups
- Community meeting facilitation skills
- Developing interpersonal relationships
- Dealing with diverse conflict styles within the community
- Communicating and exchanging views with dissatisfied citizens
- Other issues that may apply

CELL D2

Substantive Topic: Criminal Investigation

Core Competency: Conflict Resolution

This cell may include the following:

- Dealing with hostile witnesses and citizens
- Handling interagency and intra-agency conflicts
- Other issues that may apply

CELL A3

Substantive Topic: Non-Emergency Incident Response

Core Competency: Use of Force

This cell may include the following:

- Proxemics (body positioning, blading, environmental)
- Tactical approaches for non-emergency situations
- Other issues that may apply

CELL B3

Substantive Topic: Emergency Incident Response

Core Competency: Use of Force

This cell may include the following:

- Applying the use-of-force matrix/continuum
- Use of lethal and non-lethal weapons
- Other issues that may apply

CELL C3

Substantive Topic: Patrol Activities

Core Competency: Use of Force

This cell may include the following:

- Maintaining and securing weapons and emergency equipment
- Communication and dialogue in use-of-force situations
- Other issues that may apply

CELL D3

Substantive Topic: Criminal Investigation

Core Competency: Use of Force

This cell may include the following:

- Inducements to statements
- Use-of-force continuum and policy
- Use-of-force reporting procedures
- Other issues that may apply

CELL A4

Substantive Topic: Non-Emergency Incident Response

Core Competency: Local Procedures, Policies, Laws, Organizational Philosophies

This cell may include the following:

- Impounding cars, property seizures
- Municipal ordinances
- Responding to alarms
- Motor vehicle accident investigation
- Traffic violations
- Alcohol offenses
- Incidents regarding specific geographical concerns (e.g., urban versus rural policing)
- Procedures for responding to disorderly conduct
- Procedures for responding to alcohol related disorder
- Procedures for responding to trespassing
- Serving court documents
- Guarding prisoners
- Other issues that may apply

CELL B4

Substantive Topic: Emergency Incident Response

Core Competency: Local Procedures, Policies, Laws, Organizational Philosophies

This cell may include the following:

- Bomb threats
- Major emergencies and disasters
- Responding to high-risk crimes in progress
- Other issues that may apply

CELL C4

Substantive Topic: Patrol Activities

Core Competency: Local Procedures, Policies, Laws, Organizational Philosophies

This cell may include the following:

- Understanding geographic responsibilities (e.g., area and beat responsibilities)
- Assisting other emergency services (e.g., fire department)
- Strategies and procedures for dealing with community support services (e.g., social services, school district)
- Policies and regulations governing pre-patrol issues, preparing and reporting for duty
- Knowing local non-criminal statutes and regulations for minimizing community safety issues (e.g., fire codes, building codes)
- Other issues that may apply

CELL D4

Substantive Topic: Criminal Investigation

Core Competency: Local Procedures, Policies, Laws, Organizational Philosophies

This cell may include the following:

- Regulations regarding enforcing and investigating legal codes such as drug offenses, criminal offenses, crimes against person and property
- Using forensic and other investigative strategies effectively
- Other issues that may apply

CELL A5

Substantive Topic: Non-Emergency Incident Response

Core Competency: Report Writing

This cell may include the following:

- Following departmental reporting procedures
- Noting proper information on reports
- Writing clear, concise, accurate and legible reports
- Objectivity in reports
- Using appropriate language
- Other issues that may apply

CELL B5

Substantive Topic: Emergency Incident Response

Core Competency: Report Writing

This cell may include the following:

- Report forms for emergency incidents
- Departmental administrative reports for emergency incidents
- Other issues that may apply

CELL C5

Substantive Topic: Patrol Activities

Core Competency: Report Writing

This cell may include the following:

- Maintaining accurate and legible journals or notebooks
- Maintaining and understanding criminal information bulletins
- Engaging in legal and related field interviews
- Other issues that may apply

CELL D5

Substantive Topic: Criminal Investigation

Core Competency: Report Writing

This cell may include the following:

- Departmental regulations regarding writing reports on criminal and court-related investigation
- Taking statements
- Preparing cases
- Other issues that may apply

CELL A6

Substantive Topic: Non-Emergency Incident Response

Core Competency: Leadership

This cell may include the following:

- Providing leadership through service
- Assisting others in solving problems
- Other issues that may apply

CELL B6

Substantive Topic: Emergency Incident Response

Core Competency: Leadership

This cell may include the following:

- Providing leadership through service and values
- Influencing others to solve their own problems
- Other issues that may apply

CELL C6

Substantive Topic: Patrol Activities

Core Competency: Leadership

This cell may include the following:

- Providing leadership
- Influencing others to solve their own problems
- Other issues that may apply

CELL D6

Substantive Topic: Criminal Investigation

Core Competency: Leadership

This cell may include the following:

- Providing leadership
- Influencing others to solve their own problems
- Other issues that may apply

CELL A7

Substantive Topic: Non-Emergency Incident Response

Core Competency: Problem-Solving Skills

This cell may include the following:

- Organizational policy and procedure regarding problem-solving strategies
- Use of the PBLEs and NPE
- Other issues that may apply

CELL B7

Substantive Topic: Emergency Incident Response

Core Competency: Problem-Solving Skills

This cell may include the following:

- Awareness of high-risk/low-frequency crimes and community issues that affect area safety and quality of life
- Designing and developing a problem-solving approach to emergency response
- Employing traditional and non-traditional resources to identified problems and developing solutions
- Other issues that may apply

CELL C7

Substantive Topic: Patrol Activities

Core Competency: Problem-Solving Skills

This cell may include the following:

- Using strategies to scan and analyze community problems, such as crime mapping, crime analysis, CPTED, the SARA model, school safety audits, community surveys and Internet research
- Incorporating directed patrol and other strategies for responding to other community problems
- Mobilizing other governmental resources, community resources and community partnerships to respond to community problems
- Understanding and implementing problem-oriented policing strategies to identify solutions to community problems
- Other issues that may apply

CELL D7

Substantive Topic: Criminal Investigations

Core Competency: Problem-Solving Skills

This cell may include the following:

- Understanding the importance of providing thorough and competent initial investigative information to investigators
- Employing traditional and non-traditional resources to identified problems and developing solutions
- Other issues that may apply

CELL A8

Substantive Topic: Non-Emergency Incident Response

Core Competency: Community-Specific Problems

This cell may include the following:

- Using neighborhood advisory boards and committees
- Government services that support quality-of-life issues in the community
- Chaplain or religious services
- Other issues that may apply

CELL B8

Substantive Topic: Emergency Incident Response

Core Competency: Community-Specific Problems

This cell may include the following:

- Anticipating community-specific problems that may result in threats to community safety or emergency response incidents
- Identifying the interrelationships and influences that community problems and crime may have on neighboring beats or communities
- Other issues that may apply

CELL C8

Substantive Topic: Patrol Activities

Core Competency: Community-Specific Problems

This cell may include the following:

- Urban versus rural area issues
- Special events
- Other issues that may apply

CELL D8

Substantive Topic: Criminal Investigation

Core Competency: Community-Specific Problems

This cell may include the following:

- Understanding the reality of community perceptions and influences on community crime and quality-of-life issues
- Using community members as a resource to build an effective collaboration when dealing with issues
- Other issues that may apply

CELL A9

Substantive Topic: Non-Emergency Incident Response

Core Competency: Cultural Diversity and Special Needs Groups

This cell may include the following:

- Responding appropriately to social, economic, and linguistic differences
- Dealing with people with mental illness
- Other issues that may apply

CELL B9

Substantive Topic: Emergency Incident Response

Core Competency: Cultural Diversity and Special Needs Groups

This cell may include the following:

- Awareness of cultural or linguistic barriers during emergency situations
- Dealing with individuals who have a mental illness and are acting violent
- Other issues that may apply

CELL C9

Substantive Topic: Patrol Activities

Core Competency: Cultural Diversity and Special Needs Groups

This cell may include the following:

- Awareness of and participation in the local community customs and cultural events
- Responding to special needs populations
- Understanding language barriers and other cultural differences
- Developing contacts with different minority and cultural groups
- Other issues that may apply

CELL D9

Substantive Topic: Criminal Investigation

Core Competency: Cultural Diversity and Special Needs Groups

This cell may include the following:

- Knowledge of cultural differences relevant to investigations (e.g., poor perceptions of police by some groups from other countries)
- Knowledge of social diversity issues related to investigations (e.g., dealing with people with mental illnesses)
- Other issues that may apply

CELL A10

Substantive Topic: Non-Emergency Incident Response

Core Competency: Legal Authority

This cell may include the following:

- Knowledge of non-criminal laws such as municipal ordinances, parking regulations, fire codes, etc.
- Other issues that may apply

CELL B10

Substantive Topic: Emergency Incident Response

Core Competency: Legal Authority

This cell may include the following:

- Knowledge and obligations of arrest authority
- Knowledge of high-liability issues (e.g., fleeing felon case law)
- Knowledge of detention and frisk parameters
- When to pursue, engage roadblocks, pursue across jurisdictions
- Other issues that may apply

CELL C10

Substantive Topic: Patrol Activities

Core Competency: Legal Authority

This cell may include the following:

- Legal vehicle stops
- Detaining and arresting individuals
- Landlord/tenant issues
- Vehicle safety inspections
- Legal authority for roadblocks
- Knowing non-criminal laws (e.g., fire codes, building codes, licensing)
- Departmental, state, and local laws regarding police misconduct
- Other issues that may apply

CELL D10

Substantive Topic: Criminal Investigation

Core Competency: Legal Authority

This cell may include the following:

- Understanding legal powers for criminal investigation
- Understanding court procedures and evidentiary rules
- Issues related to warrant, warrantless and improper searches
- Knowledge of high-liability issues and case law
- Procedures for handling property and evidence
- Procedures for securing scenes for court presentations
- Procedures for taking witness, victim, and accused-persons statements
- Other issues that may apply

CELL A11

Substantive Topic: Non-Emergency Incident Response

Core Competency: Individual Rights

This cell may include the following:

- Fair and equitable treatment based on constitutional protections
- Knowledge of individual rights of in-custody persons (e.g., duty of care may exist to provide or summon medical assistance for subjects)
- Other issues that may apply

CELL B11

Substantive Topic: Emergency Incident Response

Core Competency: Individual Rights

This cell may include the following:

- Awareness of constitutional rights during emergencies
- Rules of search and seizure
- Other issues that may apply

CELL C11

Substantive Topic: Patrol Activities

Core Competency: Individual Rights

This cell may include the following:

- Departmental policy and legal issues regarding the use of race and ethnicity to make decisions
- Legal issues related to community notifications of sexual predators and other criminal groups
- Other issues that may apply

CELL D11

Substantive Topic: Criminal Investigation

Core Competency: Individual Rights

This cell may include the following:

- Knowledge of constitutional individual rights in investigation
- Other issues that may apply

CELL A12

Substantive Topic: Non-Emergency Incident Response

Core Competency: Officer Safety

This cell may include the following:

- Reporting location during traffic stops
- Tactical awareness during routine activities
- Awareness of persons in vicinity, body positions, etc.
- Other issues that may apply

CELL B12

Substantive Topic: Emergency Incident Response

Core Competency: Officer Safety

This cell may include the following:

- Using equipment including firearms, handcuffs, non-lethal weapons
- Controlling the scene of an emergency
- Employing situational tactics such as tactical retreats
- Taking custody of violent or armed persons
- Cover vs. concealment
- Effective searches of persons and scenes during emergencies
- Positioning a vehicle during emergency situations
- Other issues that may apply

CELL C12

Substantive Topic: Patrol Activities

Core Competency: Officer Safety

This cell may include the following:

- Using seatbelts
- Using other safety equipment (e.g., flares, traffic vests, etc.)
- Transporting prisoners
- Transporting members of the public
- Developing community partnerships to enhance officer safety
- Other issues that may apply

CELL D12

Substantive Topic: Criminal Investigation

Core Competency: Officer Safety

This cell may include the following:

- Safe handling of evidence such as weapons, body fluids, etc.
- Other issues that may apply

CELL A13

Substantive Topic: Non-Emergency Incident Response

Core Competency: Communication Skills

This cell may include the following:

- Professional and appropriate communication with the public and other police personnel
- Procedures for use of police radio and computer
- Other issues that may apply

CELL B13

Substantive Topic: Emergency Incident Response

Core Competency: Communication Skills

This cell may include the following:

- Using police radios
- Voice control and command
- Tactical communication
- Other issues that may apply

CELL C13

Substantive Topic: Patrol Activities

Core Competency: Communication Skills

This cell may include the following:

- Radio procedures
- Internal administrative reporting procedures
- Obtaining and sharing information with crime analysts
- Creating communication opportunities for fostering community cooperation, if applicable (e.g., web pages, newsletters for community meetings)
- Other issues that may apply

CELL D13

Substantive Topic: Criminal Investigation

Core Competency: Communication Skills

This cell may include the following:

- Effective writing and note taking
- Active listening
- Maintaining a professional demeanor in court
- Maintaining a professional demeanor when dealing with the public during an investigation
- Communicating with the media
- Procedures for taking witness, victim, and accused-persons statements
- Knowledge of high-liability issues and case law
- Other issues that may apply

CELL A14

Substantive Topic: Non-Emergency Incident Response

Core Competency: Ethics

This cell may include the following:

- Responding ethically to bribes, corruption, abuse of power and position
- Privacy concerns with victims
- Other issues that may apply

CELL B14

Substantive Topic: Emergency Incident Response

Core Competency: Ethics

This cell may include the following:

- Identifying inappropriate emergency responses
- Other issues that may apply

CELL C14

Substantive Topic: Patrol Activities

Core Competency: Ethics

This cell may include the following:

- Appropriate professional behavior on and off duty
- Substance abuse
- Understanding the balance between individual rights and community and crime control needs
- Conflict of interest issues between law enforcement and the community
- Other issues that may apply

CELL D14

Substantive Topic: Criminal Investigation

Core Competency: Ethics

This cell may include the following:

- Reporting internal corruption, abuse of power, or excessive use of force (IAD process)
- Applying discretion in investigation in an equitable manner
- Other issues that may apply

CELL A15

Substantive Topic: Non-Emergency Incident Response

Core Competency: Lifestyle Stressors/Self-Awareness/Self-Regulation

This cell may include the following:

- Dealing with high workload
- Death notifications
- Discussing stressors with appropriate persons
- Appropriate time management
- Proper selection of conflict resolution tactics
- Use of interpersonal skills
- Other issues that may apply

CELL B15

Substantive Topic: Emergency Incident Response

Core Competency: Lifestyle Stressors/Self-Awareness/Self-Regulation

This cell may include the following:

- Debriefing personnel effectively
- Ability to identify areas in need of improvement
- Assessing mental alertness and self-confidence
- Awareness of post traumatic stressors
- Remaining calm while under stress
- Other issues that may apply

CELL C15

Substantive Topic: Patrol Activities

Core Competency: Lifestyle Stressors/Self-Awareness/Self-Regulation

This cell may include the following:

- Eating habits
- Dealing with shift work and fatigue
- Dealing with partners with different lifestyle habits
- Learning to establish open dialogue and communication
- Local employee assistance programs
- Awareness of public image
- Awareness of personal biases
- Realizing the impact of police actions on the community
- Creating initiatives to enhance community safety
- Other issues that may apply

CELL D15

Substantive Topic: Criminal Investigation

Core Competency: Lifestyle Stressors/Self-Awareness/Self-Regulation

This cell may include the following:

- Ability to self-assess professionalism, competency, and fairness during investigation
- Awareness of post-traumatic stress syndrome
- Effectively managing case load and calls-for-service
- Other issues that apply

Endnotes

Geller, William A. and Guy Swanger. 1995. *Managing Innovation in Policing: The Untapped Potential of the Middle Manager*. Washington, D.C.: Police Executive Research Forum.

Goldstein, Herman. 1979. Improving Policing: A Problem-Oriented Approach. *Crime and Delinquency* (April): 234-58.