



NATIONAL TRANSPORTATION SAFETY BOARD
Investigative Hearing

Washington Metropolitan Area Transit Authority Metrorail train 302 that encountered heavy smoke in the tunnel between the L'Enfant Plaza Station and the Potomac River Bridge on January 12, 2015

GROUP	H
EXHIBIT	
2	

Agency / Organization

Metro Transit Police Department

Title

**WMATA MTPD Field Training and
Evaluation Program - December 8, 2014**

Field Training and Evaluation Program

Metro Transit Police Department

Field Training Manual for Probationary Officers for
Class #106

**Metro Transit Police Department
12/8/2014**



Introduction

You are now entering the second major element of your training as a probationary officer. Having completed basic officer training, you will be assigned to the Field Operations Bureau where you will be provided a minimum of ten weeks of intense field training under the direct supervision of Field Training Officers (FTOs).

The Field Training and Evaluation Program is a nationally accepted training program designed to help new officers make the transition from the classroom environment of the police academy to the application of learned skill in "field" situation. Your Field Training Officer has been chosen for his or her abilities to perform the job in a professional and effective manner as well as for their ability to impart the necessary knowledge to you. FTOs receive specialized training in this area and area monitored by Field Training Supervisors and the Program Coordinator. The training of police officers has undergone a great deal of sophistication in recent years. An example of early training methods might be best described as based on the "sink or swim" theory. Preparation for the job consisted of little more than the issuance of a gun and badge. If the new officer made it past his or her first year it was usually because he or she was able to stay "out of sight" or was very lucky. Often, new officers were assigned to a senior patrol officer and received varying forms of on-the-job training.

To some extent this was an effective manner of teaching a new officer the ropes. The most glaring problem was the "popularity contest" that eventually occurred. If the senior officer liked you, you would probably make it. If not, your future as a police officer was in doubt.

A drastic change in law enforcement training occurred with the introduction of the police academy. This method of training is still with us today but has undergone many changes and improvements. While it is an efficient method of introducing the new officer to police work, it does not totally prepare the new officer for his or her assignment to the street in a solo capacity. Because of this, there developed a need for a training program to help the new officer make the transition from the academy to the field.

This need is satisfied by the Field Training and Evaluation Program. The present program, used by many law enforcement agencies throughout the nation, was originally implemented in the San Jose, California Police Department in 1971 and is known as the San Jose model. This concept, modified to fit particular department need, has proved to be the most successful and accurate predictor of ability in use today.

This time-tested concept will enable you, the probationary officer, to reach an acceptable level of performance in the given time span, **providing you** make an effort matching that of your Field Training Officers.

Field Training Officers will not instruct the recruit officer in subjects that have been taught in basic training, such as laws and procedures, General Orders, or in writing reports, tickets or citations. FTOs will simply guide the recruit officer through each phase of training, taking care to include every item found in the Recruit Officer Training Guide. Recruit officers will always be

encouraged to perform to the best of their abilities and as independently as their skills and aptitude permit, under the constant guidance of a skilled Field Training Officer.

Success depends on attitude and one's willingness to perform the job. The training is time consuming and demanding (for you and for the FTO), but the payoff will be well worth the effort.

STRUCTURE

The Field Training and Evaluation Program is structured so that you will always know who your direct supervisor is and where to turn for help. It also ensures proper monitoring of your training.

FIELD TRAINING PROGRAM

CHAIN OF COMMAND

CHIEF OF POLICE

Ronald Pavlik, Jr.

PROGRAM COORDINATOR

Lieutenant Brad Hanna

FIELD TRAINING SERGEANT

FIELD TRAINING OFFICER

RECRUIT OFFICER

The chain of command is basic to the structure of the program. As in all chains of command, you should not violate the basic tenet of how communication flows between various levels. In the chain of command outlined above, your direct supervisor is the FTO. You should respond directly to him or her and are not to go to another for assistance unless the situation is of an urgent nature and your FTO is not available. While you will occasionally have contact with Field Training Sergeants and the Field Training Coordinator, you are primarily responsible to your FTO. This procedure is necessary to ensure proper training and the absence of conflicting information.

PHASE TRAINING

Your training will proceed in “phases”. The Field Training and Evaluation Program is divided into several phases covering a period of ten weeks. Each phase is designed to provide the following:

1. A systematic approach to field training.
2. Consistent and standardized training.
3. The means of developing your ability to perform the tasks necessary for competent operation as a solo officer.
4. An introduction to all areas of transit policing as well as an opportunity to work various patrol shifts.
5. The opportunity to train with various FTOs, thereby learning diverse techniques while operating within standardized guidelines.

TEN-WEEK FIELD TRAINING AND EVALUATION PROGRAM

TRAINING		
WEEK 1	WEEKS 2-9	WEEK 10
TRANSITION	DISTRICT I DISTRICT II	EVALUATION
WEEK	- PHASE I - PHASE I - PHASE II - PHASE II	WEEK
Each Phase Lasts Two Weeks		
Transition Day- First Day of Each Phase		
EVALUATION		

The Transition phase, your first week in the field training program, lasts one week. Your next eight weeks of training are divided into two-week blocks called “phases”. Recruit officers spend time at both Districts, working various shifts. The final phase lasts one week. Each particular phase is divided into tasks. These tasks have been identified as the basic skills and tasks necessary for a competent Transit Police Officer. These tasks are outlined in the Recruit Officer Training Guide.

During the Transition Week, you will spend a week learning the basics of the job as well as skills that are considered necessary because of the potential for danger and/or liability. You will be assigned to a primary FTO and will remain with the FTO during the entire week. You will not receive daily evaluations during this time. You will be expected to observe what your FTO does and to ask questions that come to mind as you adjust to your new assignment. Even though your FTO will do most of the work, you are expected to be more than a casual observer. Although you are not being evaluated, we expect you to learn and participate as requested by your FTO. There will be a transition day on the first day of each additional training phase as well. This is done so that you may become acquainted with your new FTO and familiar with his or her style. There is no transition during Evaluation Week.

At the end of your first week, you will be rotated to a different phase assignment and to another FTO. You will remain with this FTO during the entire phase. This is true for the remaining phase as well. Phase training at Districts I & II each last for two weeks. Tasks that are progressively more difficult and advanced will be taught. You will also have ample opportunity to polish the skills learned in the previous weeks and continue your formal training, introducing you to additional legal and procedural responsibilities required of Transit Police Officers.

During Evaluation Week, you will be performing all police tasks as a solo officer. Your FTO will be one with whom you have previously worked. Your FTO will not be expected to train during this period, although feedback will be given. He or she will not take any action except in instances where his or her "stepping in" is necessary to avoid liability or prevent a dangerous situation from occurring. Evaluation lasts one week. You will then be assigned to the Patrol Division as a solo officer provided that you have satisfactorily completed the task list and receive a favorable recommendation from the Field Training Coordinator.

There is an extension policy in effect that you should know about. The Field Training Coordinator has the authority to extend your training beyond the normal time limits. This extension is applied when problems are identified that would hinder your performance or if you are behind schedule to a point that you would not be able to "catch up" under normal conditions. The extension allows us to work with you on specific problems and avoid the pressure of the ten week time limit. You should consider an extension, if it occurs, as having been placed in a "holding pattern" for a short time. No stigma is attached to an officer who receives an extension. It should be viewed as a positive decision, remedial in intent and meant to get you back on track.

No officer will be moved through the program at an accelerated rate. All will spend a minimum of ten weeks and be given every opportunity to learn the job thoroughly.

PHASE ROTATION

Throughout the program, each recruit officer will be rotated to various patrol shifts. This is done because the recruit officer will most likely be assigned to the Field Operation Bureau and to give him or her exposure to various shifts and the respective working conditions thereon.

Each recruit officer will begin training in Transition Week, but thereafter may be assigned to any phase at either District, depending upon the staffing needs of the Field Training Sergeants. Only after the successful completion of all training, can a recruit officer begin the Evaluation Week. Phases training at District I and District II may be completed in any order.

STANDARDIZED EVALUATION GUIDELINES

You have been given a set of Standardized Evaluation Guidelines as a part of this manual. These guidelines are very important as they are the standards by which you will be evaluated. You will not be compared to your peers. These guidelines have been developed to ensure that FTOs use the same standards when evaluating all recruit officers. The guidelines conform to the Daily Observation Report, which is a form that will be used to record your performance daily. The Daily Observation Report (DOR) has 23 categories listed on it under the general areas of APPEARANCE, ATTITUDE, KNOWLEDGE, PERFORMANCE, and RELATIONSHIPS. Each of the 23 categories contains three evaluation standards which are explained in behavioral or performance terms:

The first description is that of unsatisfactory performance in each category.

The second description is that of satisfactory performance in that same category.

The third description is that of marginal examples of performance.

Evaluation by these standards ensures fair and equal evaluations of your performance by the various FTOs. You should become familiar with the standardized guidelines so that you know what is expected of you during your training period.

RECRUIT OFFICER TRAINING GUIDE

As previously mentioned, there are numerous identifiable tasks that you must be able to accomplish in order to perform competently as a police officer. It is the FTO's job to help you develop the skill to master these tasks. To assist the FTO in fulfilling this responsibility, a Recruit Officer Training Guide has been developed and is included in a following section of this manual.

The Recruit Officer Training Guide will be kept in your possession during your training period. It will serve as the FTO's guide to what will be taught and will serve you as a reference to those tasks that must be learned. The framework is developed so that easier and more common tasks are covered in the beginning weeks. These are followed by increasingly more difficult tasks which are based on the foundation of learning from previous weeks. Out of necessity, some of the skills necessary to officer safety are also included early in your training. The responsibility for signing off each of these tasks is that of your FTO. As you accomplish each task, he or she will initial your checklist, thereby indicating your competency in that task. Successful completion of the Field Training Program will not be acknowledged until each of

these tasks is signed off. You are responsible for returning the completed Training Guide, through your FTO, to the Field Training Coordinator prior to the beginning of Evaluation Week.

Each page of the Training Guide has an initial block within which are sections labeled TASK REVIEWED and TASK CORRECTLY PERFORMED OR KNOWLEDGE OF TASK VERBALLY DEMONSTRATED. Their use and the definition of each of these terms is as follows:

1. **Task Reviewed:** Refers to the FTO actually showing the recruit officer the desired method to accomplish the task. The recruit officer and the FTO will practice and/or simulate the task and repeat it until the recruit officer and the FTO feel comfortable with the skill level shown. There are, however, instances when actual task accomplishment cannot be achieved due to lack of opportunity. An example might be a rape investigation. It is unlikely that, during the ten week program, the recruit officer will have the opportunity to investigate a rape case. When the FTO is unable to expose the trainee to a rape investigation, then he or she might decide to discuss the laws, procedures and techniques of the investigation or use props to maximize learning under these conditions. While the recruit officer, in this instance, will not have had the opportunity to accomplish the investigative task at hand, a complete discussion of the task will be held. When the FTO is satisfied that the recruit officer understands the material at hand, he/she will place his/her initials in the TASK REVIEWED section.

2. **Task Correctly Performed or Knowledge of Task Verbally Demonstrated:** Means the recruit officer was able to complete the task, or correctly articulate how a particular task should be performed, without assistance from the Field Training Officer at a satisfactory level of competency.

DUTIES OF PROGRAM PERSONNEL

The various duties and responsibilities of Field training and Evaluation Program personnel are briefly outlined below. These in no way reflect the total responsibilities required of each level.

1. **Program Coordinator:** The Program Coordinator is a Lieutenant assigned to the Field Operations Bureau. His or her function is to coordinate the training, oversee all program personnel, maintain files, and act as a liaison between the program and the administration of the Department.

2. **Field Training Sergeant:** One Field Training Sergeant is assigned to each patrol section. His or her function is to review the DOR, observe the recruit in training, and fill out a supervisor's report at the completion of each phase of training. He or she is also responsible for the identification of training needs and direct supervision of the trainee and his or her FTO.

3. **Field Training Officer:** The FTO is primarily responsible for the proper training and supervision of the probationary officer.

In addition to those duties, the Coordinator, Field Training Sergeants, and Field Training Officers participate in periodic evaluations and training sessions.

EVALUATION SESSIONS

These meetings, held at the end of every phase, are a time when your FTO meets with other program members to discuss a variety of Field Training and Evaluation Program issues. In addition to serving as frequent staff meetings, your progress to date, your performance strengths and weaknesses and any remedial strategies used or intended are reviewed.

The objectivity of an FTO's ratings are reviewed with an eye toward maintaining standardization. Each trainee's task list is reviewed to ensure that training is up to date. All in all, the meetings are designed to help us help you satisfactorily complete the program.

FORMS

There are two evaluation forms used to monitor your progress through the Field Training program. A brief description of each and its purpose are outlined below:

1. Daily Observation Report: This form will be completed at the end of each day. It is an evaluation of your performance for that day. You will be rated as satisfactory, unsatisfactory or marginal in numerical degrees for each of the 23 categories. Some categories may not be observed and will be so noted by checking the Not Observed (N.O.) box adjacent to those categories. Remedial training time is recorded by category and in terms of total time for the day. A narrative is completed on the reverse side discussing your performance. At the completion of each day, the FTO will discuss the evaluation with you. Evaluations are signed by you and your FTO and kept in your Field Training and Evaluation Program personnel file. You are not permitted to make copies of a DOR.

2. Supervisor's Report: This is similar to the DOR, except that it is completed at the end of each phase by your Field Training Sergeant.

SUMMARY

The most important thing for you to keep in mind is that you must give us a chance to train you. If you resist, or if you take lightly what you are doing, you may not successfully complete the program.

It is our desire to help you become a fully competent police officer. The obstacles to success that we most often see in recruit officers are complacency or reluctance to learn or do the job. The best advice we can give you is to be assertive. When you are in the field, give your FTO something to evaluate.

Don't be afraid of making mistakes. You learn from your mistakes (we expect that you will make many of them) and from them we discover what we need to do to aid your learning. This is what the program is all about.

While you may find that this program is stressful, you may also find that it is the most enjoyable part of your training. We are enthusiastic about the Field Training and Evaluation Program and hope that you view it as it is intended to be viewed, the path to your success.

Firearms – G.O. 131	10.39			
When lethal force may be used				
Communicable Disease Prevention – G.O. 265				
Fitness – G.O. 264				
Body Armor – G.O. 226				
Casual Clothes Assignments – G.O. 317	10.40			
Contacts, Stops and Frisks – G.O. 325				
Issue/Simulate Contact Card				
Identify and explain the proper format for entering information on a contact card and the importance of its accuracy. (Example: Attention JTTF).	10.63			
Communications – G.O. 405				
Duties and Responsibilities – G.O. 215	10.38			
Ethical Standards of Conduct – G.O. 217				
Tardiness – G.O. 230				
Investigation of Employee Misconduct – G.O. 231	10.16, 10.17			
Metro Emergencies	10.37,10.84	Task Reviewed	Task Performed or Verbally Demonstrated	Date Complete
Review Emergency Removal of Third Rail Power – SOP 2				
Review Passenger Evacuation from Trains – SOP 3&4				
Right of Way is LAST RESORT				
Review Fire or Smoke on the Right of Way – SOP 36				
Review Locations of Emergency Equipment:				
Fire Extinguishers Bus, Rail Cars and Stations				
Emergency Exits				
ETS Boxes				
ROW Intrusion System				
Medical Evacuation Carts				
Patrol Procedures		Task Reviewed	Task Performed or Verbally Demonstrated	Date Complete
Beats, Jurisdictional Boundaries, and Points of Interest. (Example: FRHE Station Rotunda Visit)				
Trouble Spots				
Patrol Tactics				

Issue/Simulate Parking Violation Notice			
General Orders	Task Reviewed	Task Performed or Verbally Demonstrated	Date Complete
Leave – G.O. 255			
Performance Evaluation – G.O. 240			
Decentralization – G.O. 305			
Review Arrest Policy – G.O. 601	10.19, 10.21, 10.22		
Assess Prisoner Need for Medical Attention	10.80		
Review Sensitive Security Information – G. O. 110	10.23		
Limited Duty and Injuries/Illness – G.O. 257			
Review Diplomatic and Consular Personnel and Foreign Nat. G.O. 361			
Review Bias-Based Profiling – G. O. 324			
Metro Emergencies	Task Reviewed	Task Performed or Verbally Demonstrated	Date Complete
Review Flammable Vapor Alarms – SOP 27			
Review Train Derailment – SOP 9			
Review Floods – SOP 10			
Review Bomb Incidents – G.O. 375 and SOP 14			
Review Train Collision – Main Line – SOP 11			
Patrol Procedures	Task Reviewed	Task Performed or Verbally Demonstrated	Date Complete
Beats, Jurisdictional Boundaries, Points of Interest			
Court, Local PD, Commissioner/Magistrate Visits			
Trouble Spots			
Patrol Tactics			
K-9 Orientation	Task Reviewed	Date Completed	
Review Canine Program – G.O. 319	10.42		
Printed Name of Trainer:			
CSS Familiarization			
Explain the use of a Department Camera to Document a Scene	10.93		
Printed Name of Trainer:			

Review Notice of Parking Violation – Proc. Man. pg 281-281			
Review Parking Violation Code – Proc. Man. 283-284			
Issue/Simulate Criminal VUS	10.47, 10.51		
Issue/Simulate Traffic VUS			
Issue/Simulate Parking Violation	10.86		
Review Street Geography and Beat Structure	10.82		
General Orders	10.45	Task Reviewed	Task Performed or Verbally Demonstrated Date Complete
Review Appearance, Uniforms and Equipment – G.O. 225	10.14		
Review Telephone Reporting Unit – G.O. 122	10.15		
Review Property and Evidence Control – G.O. 410	10.31,10.32		
Evidence Marking, Labeling and Chain of Custody	10.64		
Disposition of Property and Evidence	10.65		
Review Patrol Observer Program – G.O. 418	10.41		
Review Courts – G.O. 701	10.53		
Explain Court Procedures to Suspects, Witnesses and Victims	10.54		
Prohibition on advising arrestees on Bail – G.O. 601	10.55		
Contact Information for Prosecuting Attorneys – Proc. Man.	10.56		
Metro Emergencies		Task Reviewed	Task Performed or Verbally Demonstrated Date Complete
Review Fire or Smoke in a Station – SOP 8			
Review Incident Command System – G.O. 364			
Review Major Incident Scenes and – G.O. 365	10.36		
Hostage/Barricade Procedures	10.34,10.35		
Review Threat Levels – G.O. 366			
Review Person on Track – SOP 25			
Department Procedures		Task Reviewed	Task Performed or Verbally Demonstrated Date Complete
Review Media Policy – Proc. Man. pg 19			
Review Free Speech Procedures – Proc. Man. pg 21			
Review Search and Seizure – Proc. Man. pg 53	10.24		
Review Narcotic Related Seizures – Proc. Man. pg 69-70	10.62		