

## Probationary Sergeant Training Plan



Probationary Sergeants shall attend a 40 hour training block ("Sergeant Academy") at the Academy. Upon completion of the Academy and promotion to the rank of sergeant they will attend a 10 week Field Training Sergeant ("FTS program") program that is broken down in to three large segments:

- Critical Incident Response/Crime Scene Management
- Community Engagement
- Employee Management

Upon successful completion of the FTS program, probationary sergeants shall complete a training course ("Probationary Sergeant Training Plan – June 2018") that will last the remainder of their probationary period. This training course is designed to provide newly promoted sergeants the tools and knowledge to be successful in their new rank.

These training requirements can be tracked and signed off using the "Probationary Sergeant Training Plan 2018 Field 52wk checklist (master)" document.

There is also a spreadsheet that can be used to track their progress: "Probationary Sergeant Training Plan 2018 spreadsheet".

### Calls for Service and Crime Reduction Program

A major component of the new training course will be the completion of six projects aimed at impacting crime and calls for service within their assigned division. Throughout the program additional concepts and tactics will be used to impact these projects. This includes a better understanding of the Tucson Police Department and all of its available resources. In addition members will be creating external contacts in the community that should also be leveraged to assist with the projects.

The Calls for Service (CFS) plans target a specific location where there is a high call load.

Crime Reduction (CR) plans target wider ranging issues that impact a particular division. This may involve graffiti issues within a sector, crime issues along a business corridor/residential neighborhood, or traffic complaints or concerns.

Three calls for service and crime reduction plans shall be completed during the probationary period. They will include the following components:

Plan #1 CFS/CR

- Identification of target location
- Assessment of the location (SARA Model)
- Identification of police resources needed to affect the location
- Coordination with community stake holders
  - Identify what resources they can bring to help resolve the problem
- Create operations plan with involved parties
  - There may be a need to keep certain police tactics confidential
- Provide briefing to the CoC
- Implementation of the operation plan and continued assessment
- After specified time period, review the plan for impact and sustainability
  - Sustainability is successful if police resources can be removed and the problem does not immediately return
- Complete After Action report and submit to the CoC

Plan #2 CFS/CR

- Identification of target location
- Assessment of the location (SARA Model)
- Identification of police resources needed to affect the location
- Coordination with community stake holders
  - Identify what resources they can bring to help resolve the problem
- Create operations plan with involved parties
  - There may be a need to keep certain police tactics confidential
- Provide briefing to the CoC
- Implementation of the operation plan and continued assessment
- After specified time period, review the plan for impact and sustainability
  - Sustainability is successful if police resources can be removed and the problem does not immediately return
- Make adjustments to the plan working toward a sustainable solution (if needed)
  - Ensure community stake holders are involved
- Implementation of the adjustments and continued assessment
- After specified time period, review the plan for impact and sustainability
- Complete After Action report and submit to the CoC

Plan #3 CFS/CR

- Identification of target location
- Assessment of the location (SARA Model)
- Identification of police resources needed to affect the location
- Coordination with community stake holders
  - Identify what resources they can bring to help resolve the problem
- Create operations plan with involved parties
  - There may be a need to keep certain police tactics confidential

- Provide briefing to the CoC
- Complete four week community immersion program
- Reassess operation plan and make any needed adjustments
  - Ensure leveraging any new skills from the immersion program
- Implementation of the operation plan and continued assessment
- After specified time period, review the plan for impact and sustainability
  - Sustainability is successful if police resources can be removed and the problem does not immediately return
- Make adjustments to the plan working toward a sustainable solution (if needed)
  - Ensure community stake holders are involved
- Implementation of the adjustments and continued assessment
- After specified time period, review the plan for impact and sustainability
- Make adjustments a second time working toward a sustainable solution (if needed)
  - Ensure community stake holders are involved
- Implement of any needed adjustments and continued assessment
- After specified time period, review the plan for impact and sustainability
- Complete After Action report and submit to the CoC

## Community Engagement Program

During the course of a probationary sergeants training, they will be required to complete several tasks to ensure they are fully aware of the resources available to them from the Tucson Police Department. However those resources have limits and the key to ensuring successful crime reduction is through partnership with the community.

Probationary members will have several projects and tasks that require community involvement to complete. However, all of these projects are completed through the lens of a Tucson Police Department member and there are limitations. To ensure a well-rounded supervisor the probationary member in conjunction with their CoC will identify a non-profit/non-governmental organization (NGO) whose mission involves community outreach. The sergeant will complete a TDY (minimum or one week and up to a maximum of one month based upon CoC discretion and approval) with that non-profit. They will work with this group and have a better understanding of the needs some community members have and resources that are available to them. This will allow personnel to see the community outside the lens and scope of a police department member.

The goal is to train and build leaders who have a full view of needs; not only of the Tucson Police Department, but of the community we serve.

The NGO/non-profit will be identified with the assistance of the CoC. It will be a group that will have a direct impact on the work needed to complete the final crime reduction plan. Upon completion of their time with this group, the probationary member will be able to leverage this experience thereby having a greater impact on crime reduction and community engagement within their division. Additional information on this program will be coming in the near future.

## Agency Wide Training

Probationary employees will complete orientations throughout the department during their probationary phase.

- Audit and Best Practices (ABP)-One Day
  - Have an understanding of ABP's role in the following topics:
    - Force Review and Analysis
    - Best practices research
    - Agency Audit's
- Executive Leadership Team (ELT)-Half Day
  - Meet with FSB Chief and discuss expectations
- Mental Health Support Team (MHST)-One Day
  - Review callout criteria and training material associated with MHST
  - Spend a day with the MHST Unit
    - Speak with the supervisor and commander about the mission and resources they offer
    - Spend remainder of the day with MHST team member to learn day to day operations
- Records-Three Hours
  - Understand scope of work
  - Spend time with TWX
  - Spend time with a supervisor
  - Understand UCR classifications
- Legal-Two Hours
  - Understand legal issues impacting TPD and Law Enforcement as a whole
  - Typical mistakes in the field that lead to member and department liability
  - Understand the resource and role the Legal Section plays for members of the department
- ISB-One Week
  - Call out criteria
  - Understand case management
  - Attend issuing with PCAO
  - Review cases with sergeant and assign as needed
  - Speak with ISB command regarding common errors seen in the field
  - Respond to callouts with assigned groups
  - Review two cases files with Sergeant and Detectives
  - Spend one day with each of the following:

- Violent Crimes Section
- Special Victims Section
- Special Investigations Section
- Neighborhood Crimes (assigned division)
  
- Public Information Office (will be completed on the same day as ELT) –Half Day
  - Cover the do's and do not's on dealing with the media
  - What can be released
    - Complete two media briefings for initiatives occurring within your Division
      - Needs to be done within the year
  
- Service Dog Unit (SDU)-One Day
  - Work with a member of SDU
  - Become aware of K9 uses and restrictions
  - Understand case law related to K9 use of force
  - Understand case law related to K9 drug searches
  
- Advanced Officer Training Section-One Day
  - Understand the scope and direction of training
  - Understand AZ POST requirements for continuing and proficiency training
  - Learn resources available to the Department
  
- Specialized Response Division-One Day
  - Get familiarized with all aspects of SRD
  - Understand callout criteria and supervisor role of IC in handling SWAT/Hostage
  
- Behavioral Sciences Unit (BSU)-Two Hours
  - Meet with BSU personnel to understand scope and resources available to personnel
  - Understand when BSU services may be appropriate
  
- Office of Professional Standards (OPS)-Two Days
  - Understand the role OPS plays within the Department
  - Attend Citizens Police Advisory Review Board (CPARB) meeting with OPS
  - Review closed internal case at direction of OPS Commander
  - Understand callout criteria of OPS
  
- TPD Human Resources (Done same day as TPD finance)-Half Day
  - Work with personnel to understand the following processes:
    - FMLA
    - Industrial Injury
    - Recruiting

- TPD Finance (Done same day as TPD HR)-Half Day
  - Cover Pcard usage
  - Purchase requests
  - Budget Cycle
- Counter Narcotics Alliance (CNA)
  - Understand the various units within CNA
  - Understand the resources and personnel available to work specific divisional issues
  - Understand the basics of RICO funding and how it can and is used
- Force Review Board (FRB)
  - Attend a FRB and understand the role it plays in use of force review in the department
- Critical Incident Review Board
  - Attend a pre-board meeting within CIRB.
  - Gain an understanding of the process and discussions that occur within the group
- Evidence/Identification Section
  - Understanding the resources of the Identification Section
  - Understand the role and resources of the Evidence Section.

### **Community Meetings**

Probationary personnel will begin attending neighborhood association meetings or events during FTS. This will include presenting information on current crime trends within the division and efforts being done to combat these issues. Personnel should begin on working toward community collaboration to fight crime, as this will progress in complexity throughout the probationary period and beyond.

Following FTS, probationary personnel will be required to attend at least one neighborhood association meeting a month. They are encouraged to bring officers with them to help with any presentations and answer questions

### **Daily Tasks**

Once personnel have completed FTS, they will be tasked with management of the field and subordinates. Sergeants are required to monitor and interact with personnel who report to them. During the probationary period, sergeants shall complete the following tasks daily:

- Meet with an officer or CSO daily to discuss:
  - Just getting to know your personnel on a personal level

- Professional interests and goals (short and long term)
  - Begin to develop career guidance for them
- Current concerns related to the job
- Ideas for improving the department
- Challenges they face
- Professional strength or weaknesses
- Or monitor employee investigation/interactions on calls during a day.

### **Weekly Tasks**

At least twice per week (following FTS) probationary personnel will make two community contacts. They may include but are not limited to:

- Schools
- Business
- Faith-based
- NGO
  - Personnel should consider taking sector officers with them.
  - Introduction of yourself
  - Offer services
  - Look to engage in partnership to resolve problems and fight crime

These contacts should be used to help complete the assigned projects. Documentation of the contacts will be done in the journals at a minimum.

### **PPR**

**Probationary Sergeants** will complete at least one PPR a week.

### **Journaling**

Journaling shall become a part of all probationary employees' weekly routine. The goal is to have members participate in ongoing self-evaluation throughout the probationary period. This will help not only the probationary member succeed, but also provide the members CoC with guidance to help overcome weakness or areas of concern.

Weekly journaling topics should include (but not limited to):

- Reflecting on the challenges of the job/training
- Learning progress
- Area's identified for self-improvement

- New resources used
- Contacts made
- Department/personnel issues
- Impressions/feedback related to the facilitated discussions on reading materials, other leadership programs
- Other

Journals will be reviewed with the member's assigned captain bi-weekly. It may be shared with others if the member so chooses.

### **Monthly Tasks**

A critical component of a supervisor within TPD is that of a trainer and a mentor. Probationary personnel will develop training for their squads that can be shared throughout the division and the department. These trainings need to only be 15-20 minute blocks of instruction. The probationary member will work with the AOT unit to create lesson plans if needed. The AOT unit can also ensure material is loaded into PowerDMS for tracking purposes. The final training block will be a 15-30 minute training block for the division. This training block shall include an AZ POST lesson plan that is submitted to the AOT Section prior to the training.

### **Evaluations**

Monthly evaluations shall be completed on the probationary member looking at the following core competencies:

1. Communication and Responsiveness
2. Community Engagement
3. Crime Reduction/Mitigation/Traffic Safety
4. Incident Command
5. Job Knowledge
6. Leadership
7. Management/Direction
8. Organizational Commitment
9. Problem Solving/Decision Making/Initiative
10. Self –Assessment/Self Awareness
11. Supervision/Planning/Administration
12. Transition (officer/detective to supervisor)

Every three months a 360 evaluation will be completed on the probationary employee. This will include the following:

S://Training Division/New Training Division/Post Basic/Field Training/Sergeant/New FTS



1. Evaluation by direct reports
2. Evaluation by overlapping personnel
3. Evaluation by peers
4. Evaluation by Lieutenants
5. Captains will review this material and provide probationary employee the 360 review

### **Reading**

Probationary employees will complete 2 reading assignments in the first year. For each book, 6 months will be allotted to complete the reading followed up with a group discussion.

Discussion will be facilitated on rotation by each of the FSB Lieutenants and the final discussion will be completed with the Captain. The reading material will be assigned and provided to the sergeants by the Training Division.

### **Training Failures**

In the event a member is making mistakes (outside of FTS); the assigned Division will attempt to correct the issues. However if the problem continues the Division, the Advanced Officer Training Section and the probationary employee shall develop a remedial training plan. Each plan will be individually crafted and ensure the probationary member has input. This remedial training will be monitored by the AOT Section, which will follow up on the success or failure of the remedial efforts to the assigned Division.

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### **Supervisory Development Plan:**

#### **Tucson Police Department Sergeant Training/Evaluation Program**

The role of the first-line supervisor (sergeant) is one of the most important in the police department. In this rank, you will have the opportunity to have a powerful influence on the success, safety, and job satisfaction of the police officers you work with. Your role in providing oversight, direction, and guidance associated with critical incidents, major calls for service, and crime fighting efforts cannot be overstated.

As a sergeant, you'll set the tone for the team that works for you. You'll be a trainer, a teacher, and an evaluator. Be ready to be the "go to" problem-solver for issues that are big and small. A

big part of your job will be to hold people to standards, expectations, and policy. You'll need to facilitate communication both up and down within the chain of command.

You are also key when it comes to building strong relationships with members of the community in a wide range of settings and situations. You'll have to deal with complaints from the public that sometimes involve your officers or circumstances where the department has not met the public's expectations. It will be necessary to be a strong communicator, which includes being a good speaker, writer, and facilitator.

Throughout your one-year probationary period, you will receive ongoing instruction, guidance, and training. You will also be intensively evaluated related to your progress in taking on the roles and responsibilities of a supervisor. You will receive a written monthly performance evaluation that will be shared with your command team as well as with the Training Division and with the department's Administration.

We want you to be successful! In addition to being a challenging job, many people will tell you that they enjoyed the rank of sergeant more than any other rank they held during their police careers. You are taking on a tremendous, but exciting and rewarding, responsibility. We look forward to working with you!

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**Evaluation areas:**

- Proficiency in all required skills
- Appropriate job knowledge for the rank
- Commitment to departmental goals and expectations
- Enthusiasm and willingness to learn; inquisitiveness
- Ability to transition from having a line-level to supervisory perspective/approach in interactions with others
- Communication (written and verbal) skills
- Leadership (including initiative), problem-solving, and command presence
- Timely assignment completion
- Journaling completeness/timeliness

## Supervisory development plan

- Readings and participation in facilitated discussions
  - *Good to Great: Why Some Companies Make the Leap...And Others Don't*, Collins, Jim (2001)
  - *The Tipping Point: How Little Things Can Make a Big Difference*, Gladwell, Malcolm (2002-01-07)
  - Other readings to be assigned
  
- Journaling

Probationary sergeants will participate in ongoing self-evaluation and journaling. Honest self-evaluation will assist both the new sergeant and his/her training team during the training process. Self-evaluation and reflection will also ensure that learning transfers from theory to practice. This process is vital to the development of new supervisors.

Weekly journaling topics include (but are not limited to):

- Reflecting on the challenges of the job/training
- Learning progress
- Areas identified for self-improvement
- New resources utilized
- Contacts made
- Department/personnel issues dealt with
- Impressions/feedback related to the facilitated discussions on reading materials, other leadership programs
- Other

## Skill/Knowledge-building areas:

- Assess the top three return calls for service/greatest utilization of police services locations in your sector (*to be done quarterly—4x*)
  - Utilize the SARA model
  - Develop a plan to address these calls
  - Implement the plan (including communication across shifts and between bureaus)

- Assess your team's progress (every 2 weeks)
- Journal
  
- Crime reduction plan (*to be done quarterly—4x*)
  - Identify a problem within your sector (data, analysis, etc.)
  - Develop a plan to address the problem
  - Identify your partners/resources
  - Implement the plan (including communication across shifts and between bureaus)
  - Assess your team's progress (every 2 weeks)
  - Journal
  
- Relationship building (*two per week*)
  - May include, but not limited to:
    - School contact
    - Business contact
    - Faith-based contact
    - NGO contact
  - Consider taking a sector officer with you to the meeting/contact
  - Introduce yourself
  - Offer services/engagement/opportunities for partnership
  - Journal
  
- Personnel development (*daily*)
  - Meet with at least one officer who works for you each shift one-on-one (15 minutes or so, at a location of your choice in the field or at the station)
  - Potential issues for discussion:
    - Getting to know them at a personal level (family, background, work history, etc.)
    - Professional interests (what are their short and longer term career interests?)
    - Current concerns, suggestions, ideas related to improving the police department
    - Job challenges/areas in which they'd like to improve
    - Professional strengths
  - Journal
  
- Performance Improvement Plans (PIP) (*at least once*)
  - Within first 3 months, develop, write, and present a PIP to an officer who reports to you (as deemed necessary), OR
  - Create a "practice PIP" based on scenario information provided

- Evaluations (*bi-yearly*)
  - Within first 3 months, develop, write, and present a performance evaluation to at least one officer who reports to you
  - Complete at least one evaluation every 6 months throughout your probationary period
  
- Major Incident/Calls for Service management (*as necessary*)
  - Meet with your command to discuss protocols and expectations for incident command and expectations associated with calls for service
  - Journal
  
- Presentations (*monthly*)
  - Attend a neighborhood or other community meeting once a month and provide a presentation to the group that includes:
    - Introduction of yourself (background, work history, personal details, etc.)
    - Discussion of relevant issue (crime trend, neighborhood concern, etc.) that includes relevant data, what the police are doing to address the issue, how residents can help, how progress will be measured, plans for follow-up, etc.)
    - Involvement of at least one of your sector officers in some way (introducing self, explaining their role, etc.)
  - Journal (include details about the group involved, where and when the gathering was held, what you presented (issue, plans, etc.), who went with you, and plans for follow-up)
  
- Media (*at least once*)
  - Spend a day with the Public Information Officers (PIOs) to learn about their job, the “do’s and don’ts” when it comes to interactions/dealings with the media, public records, etc.
  - Conduct a briefing/interview with a local media outlet on a topic to be determined in collaboration with your command (2 times over the year)
  - Journal
  
- BSU (*at least once*)
  - Spend a day with a member of the BSU team (within your first 3 months) to learn about their jobs, the services and resources they provide, how to effectively work with them (including making referrals)
  - Journal
  
- Teach/Train (*monthly*)

- Prepare a presentation on an issue of your choosing (in consultation with your command) to present to your shift (legal, policy, community resource, crime-fighting strategy, current issue in policing, etc.) for training purposes
  - Develop an outline for your presentation (to be submitted to your command)
  - Consider utilizing handout(s) (articles, policies to be discussed, other)
  - Involve the group in discussion/Q&A
  - Approximate time: 15-20 minutes (or longer depending on time available)
  - Consider available resources in developing your presentation (Training Division, IACP, PERF, COPS Office, BJA, Police Foundation, etc.)
- Use evaluation tool provided to receive feedback from the members of your shift
- Journal
  
- Use of Force (*at least once*)
  - Spend a day (during first month) with the Audit Unit to become familiar with the *Use of Force G.O.*, use of force review process, role of supervisors, analysis/evaluation process, documentation issues, IA-Pro/Blue Team, protocols for dealing with problematic force, recognizing and highlighting good work, etc.
  - Practice preparing a supervisor's use of force report
  - Journal
  
- Administration (*at least once*)
  - Spend a day (during first or second month) with the department's Administration that includes attending at ELT or Command meeting, shadowing a member of the ELT, and other activities as assigned
  - Journal
  
- Office of Professional Standards (OPS) (*at least once*)
  - Spend a day (during first or second month) with OPS that includes building familiarity with receiving/documenting complaints, complaint classification/handling, investigating complaints, use of the disciplinary guidelines, preparing reports, confidentiality, mediation, and other issues)
  - Practice writing up/documenting a complaint based on a scenario and submit to OPS lieutenant for review/discussion (this is to be done at least twice over the year for practice purposes)
  - Journal
  
- Investigations (*one week*)
  - Spend one week with supervisors from the Investigative Services Bureau to build familiarity and understanding of basic investigative protocols, case management,

and ways FSB personnel can work together more effectively with detectives and ISB supervisors.

- Assist with case investigation/management as directed
- Journal