

ASSESSING RECRUIT OFFICER’S PROGRESSION AND PERFORMANCE (SOME PRELIMINARY IDEAS)

Listed below are typical performance measures that might be used to assess officers during field training. Normally, officers are assessed on these performance measures repeatedly throughout their 16-20 weeks of field training. In this demonstration, we provide examples of how a performance measure might be adjusted in later portions of field training to reflect a “scaffolding” approach to the field training curriculum *and* to reflect research knowledge about policing. Building skills and making them progressively more complex might enhance the development of an officer's problem-solving, prevention, and crime control skills. This list reflects preliminary ideas and is not all-inclusive. The MDP team welcomes comments.

Performance Measure	Original Description	Adjustments to Performance Measure, After the Initial Competency is Obtained
Motor Vehicle Operation	Evaluate recruit officer's competence to operate police motor vehicle during general and emergency situations.	Evaluate the officer's knowledge on information regarding police pursuits or vehicle accidents – specifically, what research has shown about reducing officer and civilian fatalities. Evaluate the officer's competence on the strategic use of the vehicle for crime prevention (for example, doing prominent surveillance or slow roaming in a hot spot). Evaluate the officer’s competence on knowing how to use a mix of vehicle and foot patrol to enhance citizen interaction (teaching the officer not to overly rely on remaining in the vehicle).
Orientation and Geography	Evaluate recruit officer's competence to expeditiously respond to locations while operating a police motor vehicle during general patrol and emergency situations.	Assess recruits knowledge about where crime tends to concentrate and how to access computerized crime maps from crime analysis or the RMS. Assess recruits on their knowledge of why crime occurs at certain places, including what environmental, physical, and social factors attract crime to those locations?
Written Communication	Evaluate recruit officer's competence to select and utilize appropriate departmental forms and prepare reports that	Officers may be assessed on filling out other types of forms that facilitate proactive approaches to policing. These might be those related to Case of Places (see Chapter 12), crime prevention through environmental design (CPTED) assessments, or problem-solving analyses using the SARA model. Officers could be evaluated on the use of specialized forms related to reducing nuisances or

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	accurately represent the situation in a timely, comprehensive, and logically organized manner.	other problems (e.g., trespass or drunk in public enforcement orders) that further facilitate problem solving, proactive, place-based, or tailored approaches. Agencies might also want to add a performance measure that evaluates an officer's ability to identify and access other sources of written information that might assist them in their duties (for example, crime analysis, crime prevention or research information)..
Field Performance	Evaluate recruit officer's ability to recognize, analyze, and take action upon law enforcement related activities and situations.	Evaluate recruit officer's ability not only to respond to calls for service, but to proactively reduce crime opportunities before they turn into crimes. Officers might be assessed on their ability to: conduct targeted, proactive patrol activities; identify problems and seek innovative and proactive solutions; utilize crime analysis, information technologies, and other resources; and connect separate crime incidents to each other.
Telecommunication skills	Evaluate recruit officer's ability to effectively utilize law enforcement communications equipment (radio, telephone, computer) and follow established protocols.	Evaluate an officer's ability to learn and be comfortable with other forms of technologies – RMS, CAD, crime analysis, LPR, etc., with assessment focusing on how the officer utilizes these sources of information to enhance proactive and reactive operations (for example, using information systems to review prior problems at a location when responding to calls or when conducting proactive activities).
Criminal law and ordinances	Evaluate recruit officer's knowledge of and ability to utilize substantive and procedural criminal law in field situations.	Evaluate recruit officer's knowledge of and ability to utilize knowledge about crime control, prevention, and fair policing that is found in various free resources. This may include information on crime prevention as well as information on topics like officer stress, use of force, officer safety, biased policing, community relations, problem-solving, leadership, etc. Given that the vast majority of an officer's shift is spent in situations for which the law does not provide clear guidance, other information is needed.

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Department policies and procedures	Evaluate recruit officer's ability to demonstrate knowledge of the department's policies, procedures, SOPs and acceptable past practices and apply them.	The department's policies, procedures, SOPS, and acceptable practices can include new information about how police can act to be more fair, legitimate and effective as described above. This is also a good opportunity for the recruit to learn and be assessed on current innovations in the department that may be well known at the managerial level but less well known at the patrol level. This may be a good opportunity for the recruit to understand how patrol operations are viewed at the strategic, command level.
Traffic enforcement	Evaluate recruit officer's ability to perform traffic enforcement and accident investigations.	Recruit officers may be evaluated on how traffic enforcement is used proactively to reduce crime. Officers may also be assessed on their ability to do basic hot spot, traffic, or problem- analyses related to traffic - where are the accidents/speeding/DUIs occurring, and why? This is also a good opportunity to infuse research knowledge about potential disparities in traffic stops, procedural justice, and how to reduce bias in traffic enforcement.
Relationships	Evaluate recruit officer's interaction with individuals in the community and persons within the department.	Officers might be assessed on knowledge about why respectful interactions are essential to police legitimacy and crime control effectiveness. Officers might be required to read further information about issues related to police legitimacy, biased policing, community policing, and perceptions of police by minority communities. Officers might also be assessed on the relationships they establish for proactive and preventive policing approaches (for example, establishing relationships with an apartment or business manager related to problems at a particular location).