

_____STATION SERGEANT'S MENTORING/ORIENTATION PROGRAM FOR FIELD OPERATIONS

New Sergeant:
Mentor Sergeant (Primary):
Mentor Sergeant (Secondary):
Date Assigned:
Date Training Began:
Date Training Completed:
Sergeant has successfully completed the Sergeant's Mentoring/Orientation Program. I have reviewed training materials submitted for this sergeant; his/her minimum standards of performance, his/her assigned task lists; and have consulted with his/her mentoring sergeant. This sergeant has a complete understanding of this position and his/her responsibilities and obligations as outlined in this task folder.
Training Lieutenant:
Unit Commander's Review:

Welcome to ______ Station. For the next month you will be assigned to an experienced mentor sergeant to assist you in making a productive transition to this Field Operations assignment. You are encouraged to make productive use of this time to gain self-confidence, to learn new skills, and to understand our unit's mission, our goals, and our commitments to the communities we serve.

This program is designed to assure that newly assigned sergeants to a Field Operations assignment are given direction and provided with the necessary background to effectively handle their responsibilities. The program is not all-inclusive though it is intended to provide a basis upon which to build and to minimize the need to learn through trial and error. Each newly assigned sergeant may realize and identify some area/s wherein he/she is lacking skills or experience. You are encouraged to seek assistance and direction from your more experienced peers or from whatever source that can answer your questions. It is hoped that this transition and your assignment to ________ Station will be an enjoyable one.

The Program

The Unit Commander and/or the Training Lieutenant will select an experienced mentor sergeant to familiarize you with your new assignment, tasks, and responsibilities. In addition to any other training or orientation provided, the mentor sergeant will have the responsibility to direct and monitor you through the tasks identified in this training folder. Once you have a clear understanding of all items on a particular task list, you and the mentor sergeant will sign and date each task list. Upon completion of your mentoring program, this training folder will be reviewed by the Training Lieutenant, and it will be placed in your training records for a period of two years.

The mentor sergeant will provide the maximum possible support to accomplish the aims of this program. To best achieve certain aspects of the mentoring program, it may be necessary or more appropriate for your mentoring sergeant to assign you to work or meet with other selected station personnel for limited times. This may necessitate that you vary your shifts and/or reporting times for this purpose.

The Training Lieutenant is responsible for monitoring your progress and for final certification of your completion of this program. If you have any questions, please contact the Training Lieutenant or the training staff.

Task List #1 Introduction and Tours

The new sergeant shall be introduced to the Unit Commander. If possible, the new sergeant should schedule a meeting with the Unit Commander to discuss issues and concerns of the station. The sergeant shall be given a comprehensive tour of the station and compound for familiarization with the physical layout and to meet primary operational personnel and units in each area.

During the tour, make introductions to as many people as possible. Key personnel in specialized units should be encouraged to brief the sergeant as to the unit's primary functions and responsibilities. The new sergeant should also be introduced to all Watch Commanders.

The following areas, minimally, will be included in the tour. Other task lists will required specific instruction and familiarization with areas covered on the tour. For purposes of this particular task, a brief overview will be sufficient with more detailed orientation required for the other task lists:

- The Watch Commander's office, including station safe procedures, reference materials available, and the key control cabinet.
- The Watch Sergeant office, including an explanation of 24-hour tape recorder, the Voice Print Software, and their functions.
- The Operation Lieutenant's office and staff, including location and access procedures for personnel files, PPI reports, and reference materials.
- The Detective Lieutenant's office and Detective Bureau, including a briefing with the D.B. Operations and Team Sergeants regarding how cases are assigned and tracked.
- Also included: A visit with O.S.S. and Narcotics Bureau team supervisors assigned to the stations.
- ► The Desk, Watch Deputy, and Dispatcher areas.
- The Secretariat, including a brief explanation of report processing and retrieval procedures; Justice Data Interface Controller (JDIC) messages and crime broadcast approvals.
- Sergeant's office, briefing room, report writing rooms, and interview rooms.
- Armory: Including shotguns, stun guns, tactical equipment and supplies. Also, include familiarization with the station's response platoon responsibilities and response equipment.
- Evidence and narcotic storage areas (inside and outside) and evidence ledgers with an explanation of procedures and special problem areas. Emphasize that the Watch Sergeant shall review and sign all evidence entries.

- Station layout, including an explanation of the station's ventilation systems shut-off, Outside: main water shut off, main natural gas shut off, and the Disaster Communications equipment room and function.
- Booking and jail cells, including location and use of "emergency buttons" and an explanation of jail emergency evacuation procedures and guidelines governing use of the "sobering cell." Also to include inmate workers' sleeping and inside working quarters, duties/restriction.
- ► Station keys
- Roof access
- Reserve Coordinator and Community Involvement Office and Court Deputy.
- ► Station Parking lots, with an explanation of designated parking areas and restrictions.
- Station Garage area, with an explanation of vehicle maintenance policies, Vehicle Inspections slips, and procedures for tracking vehicle assignments and reporting vehicle/equipment problems.
- ► Emergency gasoline pump shut-offs.
- Emergency Power generator: Location and operation.
- Utility office and supply room, with an explanation of procedures for signing out materials.

I understand my responsibilities as outlined in this task	list.
Sergeant	Date
All assignments and tasks identified in this task list hav He/She has demonstrated complete understanding.	e been discussed with this Sergeant.
Mentor Sergeant	

Task List #2 **More Tour Orientation** The new sergeant will be made familiar with Station's operational boundaries and responsibilities, with emphasis upon: Incorporated areas of _____ and designated unincorporated areas of the County. Locations and jurisdictions of contract hospitals, local courts, Fire Stations, adjacent Police Departments, and tow companies. Locations of City Hall, including any Board of Supervisor's Field Offices, and City Public Safety Offices. Homes and businesses of City Council members, including the need to report any contact with an elected official or significant government official to the Watch Commander and/or Captain. Policies governing Mutual Aid and this Department's response to other police agencies and their obligation to us. Policy governing the presence of a Field Supervisor whenever one of our contact cities requests and is provided with the services of the Special Enforcement Bureau for a tactical operation. Policies and procedures for requesting/utilizing the Special Enforcement Bureau (SEB) (Special Weapons Team, Emergency Services Detail, Canine Services Detail, etc.) Policies and procedures for requesting/utilizing an Aero Unit and the cost of air support to our contract cities. Policies and procedures for requesting specialized LASD Detective units (e.g., Arson/Explosives, Narcotics, OSS/GET, Crime Lab, Property, etc.) (FOD 02-01) I understand my responsibilities as outlined in this task list. Sergeant Date

All assignments and tasks identified in this task list have been discussed with this Sergeant.

Mentor Sergeant _____ Date ____

He/She has demonstrated complete understanding.

Task List #3 Watch Sergeant Responsibilities

Through a process of explanation, demonstration, reference materials, and on-the-job training, the new sergeant will be familiarized with Watch Sergeant responsibilities. Minimally included within this task will be the following:

- Supervision of the station's patrol operations and personnel; including monitoring radio traffic and periodic monitoring of desk telephone calls.
- ► Keeping the Watch Commander informed of significant or unusual activities and/or problem areas, including commendable or censurable employee performance.
- Arrest and booking approvals: (Probable Cause Declarations, booking slips, juvenile detention forms, etc.)
- Review and approving reports. (Refer Case Assignment Reporting Manual and appropriate reference materials.)
- Citizen Complaints (mostly taken by the Watch Commander): Explain current Department procedures for receiving and documenting complaints.
- Fiscal Management [Overtime]: Discuss existing station policies for approving end of shift overtime, sign-up and drafting procedures, and explanation of scheduling rosters maintained in Watch Sergeant's desk.
- ► Equipment Assignment: Vehicles, radios, batteries, weapons, etc. Control and accounting procedures.
- Report and daily log approval and processing responsibilities.
- In-service log preparation, including explanation of station minimum deployment criteria.
- Conducting periodic security checks of station compound and/or jail.
- Explanation of any further collateral duty assignments and responsibilities.
- ► Monitor the front counter and audit desk phone calls per FOD 04-03.

I understand my responsibilities as outlined in this task	list.
Sergeant	_ Date
All assignments and tasks identified in this task list have He/She has demonstrated complete understanding.	e been discussed with this Sergeant.
Mentor Sergeant	

Task List #4 Field Supervisor Responsibilities

- Conduct shift briefings and any recurrent briefings for your shift, including continuous monitoring/inspection of Department uniform equipment or grooming standards. Ensure field units and deputies are properly equipped to perform their duties (e.g., ballistic vests, stun guns, etc.)
- General and continuous supervision of field units and equipment, including keeping the Watch Commander informed of incidents occurring in the field.
- Ensuring or assuming responsibility for tactical command and control during emergent or tactical situations requiring coordination. When appropriate, conduct debriefings on scene.
- Monitor patrol units, their status, their response times, and incident status to ensure units are promptly responding to calls for service, or, if necessary, cause the desk to reassign calls to other available units.
- Critical Facilities Checklist: Know what field units responsibilities are following a major or significant earthquake or other potentially hazardous situation.
- Video camera, digital damera, arwen, taser, AR-15, stunbag, shotgun, ballistic shield, ballistic blanket, yellow crime tape, tactical board, and other special equipment maintained/carried by the Field Supervisor. (Note: Requirements for special equipment may differ between the Regional and local stations.)
- Investigation of deputy-involved collisions or injuries, including the completion of necessary reports, forms, and memos.
- Investigation of Use of Force incidents, including requirements for documentation, interviews of witnesses and deputies, and the prompt reporting of this information to the Watch Commander.
- Ensuring the timely completion and processing of reports, including in-the-field approval whenever possible.

I understand my responsibilities as out	ilined in this task list.
Sergeant	Date
All assignments and tasks identified in He/She has demonstrated complete un	n this task list have been discussed with this Sergeant. derstanding.
Mentor Sergeant	Date

Task List #5 Employee Evaluation

The new sergeant must be acquainted with appropriate documents and forms that facilitate the accurate and objective evaluation of subordinate personnel.

- Watch Commander Service Comment Reports (WCSCR): Though initially processed or reviewed by a Watch Commander, WCSCRs may be distributed to a Sergeant for an inquiry or investigation requiring documentation. The new sergeant should discuss his/her role with the shift Watch Commander for a clear understanding of expectations and procedures.
- Employee Performance Book: Though not maintained as a disciplinary tool, this book permits supervisors to document counseling sessions with their subordinates and to document possible commendable or censurable performance. Discuss with the Watch Commander.
- Annual Performance Evaluations and procedures, including their importance to an employee's morale and performance and as a supervisory and management tool. Emphasis on the importance and fairness to objectively evaluate a subordinate and appropriate documentation when necessary.
- Preparing, performing, and reporting of Field Performance Audits.
- ► Absence call-in tracking.
- Location of personnel files and computerized Management Information System.
- Personnel Performance Index (PPI) reports. Discuss these reports with your Watch Commander.

I understand my responsibilities as outline	ed in this task list.
Sergeant	Date
All assignments and tasks identified in the He/She has demonstrated complete under	is task list have been discussed with this Sergeant. standing.
Mentor Sergeant	Date

Task List #6 Reference and Resource Materials

The new sergeant will be made familiar with the location and general content of station reference and resource materials, including:

- Policy and Procedures Manual (Printed and Computerized), with particular attention paid to Chapter Four, Case Assignment and Reporting Manual.
- Field Operations Directives
- Station Directives
- ► Emergency Operations Procedures (E.O.P.) Manual
- Legal Sourcebook and appropriate California code books (Penal, Health & Safety, Welfare & Institutions, etc.)
- Watch Briefings
- Search and Seizure Manual Ramey Procedures Departmental teletypes
- Access to the LASD Intranet and JDIC Computer allowing access to Field Ops Directives, Departmental Training Bulletins, and Newsletters
- Subpoena tracking, acceptance, and control procedures

I understand my responsibilities as outlined in this task	list.
Sergeant	Date
All assignments and tasks identified in this task list have He/She has demonstrated complete understanding.	e been discussed with this Sergeant.
Mentor Sergeant	

Task List #7 Tactical Considerations

- Station-under-attack procedures.
- Station emergency evacuation procedures.
- Barricaded suspect and hostage situation procedures.
- Pursuit and code-3 driving policies and responsibilities.
- Bomb threats and procedures for handling suspected explosive/incendiary, nuclear, chemical, and biological devices.
- Procedures for clandestine laboratories.
- Procedures for large neighborhood parties or unlawful assemblies.
- ▶ Booking procedures for combative and/or uncooperative prisoners.
- Critical missing procedures, including an understanding of all phases and notifications.
- Control, configuration, and use of special platoon equipment, including the use of indexed flex cuffs for non-emergency response situations.
- ▶ Media relations, including station code-20 policies, restrictions on confidential reports.
- ► Diplomatic and consular immunities and restrictions.
- Directed patrol missions and Community Oriented Policing Services (COPS) programs.
- Maximum time limits and housing of juveniles arrested and detained at station.
- Subpoena issuance and control procedures.
- Vehicle fleet servicing and maintenance procedures, including deputy responsibilities and procedures for reporting damage to county vehicles.
- ► Inmate worker count procedures.
- Explorer program; functions and restrictions.
- ► Ride-a-long programs; guidelines and restrictions.

I understand my responsibilities as outlined	n this task list.	
Sergeant	Date	
All assignments and tasks identified in this t He/She has demonstrated complete understa	ask list have been discussed with this Sergeant nding.	t.
Mentor Sergeant	Date	

Task List #8 Station's Training Programs

The new sergeant will be familiarized with the objectives and policies regarding training. This will include a synopsis of the Deputy Orientation Program, Recurrent Training, In-Service Training, Unit Level Training, and requests for outside vendor training. Training is a vital component of being a sergeant, no matter what assignment. This orientation may best be served by permitting the new sergeant to consult with the station's training sergeant and/or lieutenant.

- Discuss the responsibility of all supervisors to identify training needs, deficiencies, and opportunities, and to suggest or design training that can be administered during a shift without expending overtime.
- Discuss the need for supervisor involvement with newly assigned patrol deputies, recurrent training, and other in-service training programs.
- Discuss the importance of becoming familiar with the procedures for evaluating trainees and training officers and the requirements for documentation.
- Discuss the importance of the new sergeant utilizing his/her acquired skills and abilities to provide continuous guidance or training to subordinates and to document appropriate training as necessary.
- Discuss Department training requirements for new sergeants, i.e., Field Operations School.

I understand my responsibilities as outlined in this task	list.
Sergeant	_ Date
All assignments and tasks identified in this task list have He/She has demonstrated complete understanding.	e been discussed with this Sergeant.
Mentor Sergeant	Date

Task List #9 Desk and Prisoner Booking Operations

The new sergeant will become familiar with the following interior positions through hands-on operation and by reviewing applicable desk manuals. Many newly assigned sergeants may be qualified to operate desk equipment and Computer Aided Dispatch (CAD) terminals. If not, the new sergeant should become acquainted with the equipment to be able to perform desk duties under exigent circumstances.

- Review and be familiar with the contents of the Desk Operations Manual.
- Review and become familiar with the Station's Unit Directive regarding the current practice of Probable Cause Declarations (P.C.D.) and telephonic notifications.
- ► Booking procedures.
- Discuss and review station's self-dispatching capabilities and procedures to follow when SCC dispatching capabilities are disrupted.
- Discuss and review station's procedures for switching 9-1-1 lines to a sister station when necessary.
- Discuss, review, and become familiar with procedures for establishing an exterior command post for dispatching and controlling field units if the station is evacuated.

I understand my responsibilities as outlined in this task	list.
Sergeant	_ Date
All assignments and tasks identified in this task list have He/She has demonstrated complete understanding.	e been discussed with this Sergeant.
Mentor Sergeant	Date

Task List #10 Detective Bureau - Secretariat - Report Assignments and Processing

To properly provide the new sergeant with orientation for this task list, he/she shall be assigned to the station's Detective Bureau for three days, if possible. During this period, he/she will be mentored by a Detective Sergeant. Specific needs, procedures, and problem areas endemic to the Detective Bureau and to the station's secretariat will be discussed and reviewed.

- Procedures for processing reports by the secretariat and detectives.
- Proper procedures for Juvenile Traffic Court citations; proper completion of CHP-180s, and proper case assignment of 148.9 PC supplemental reports.
- Notification to detectives of in-custody bodies.
- ▶ Proper statistical codes, assignments, addresses, etc. on reports.
- Case screening of first and supplemental reports, including a brief explanation of case assignment to investigators.
- ► Headquarter Detective unit notifications.
- Discuss completion of follow-up investigations by patrol units and appropriate documentation.
- Discuss relevant issues with the secretariat supervisor.

I understand my responsibilities as out	lined in this task list.
Sergeant	Date
All assignments and tasks identified in He/She has demonstrated complete unc	this task list have been discussed with this Sergeant. derstanding.
Mentor Sergeant	Date

Task List #11 Watch Commander Responsibilities

The new sergeant should become familiarized with the duties and responsibilities of the Watch Commander position. The mentor sergeant is encouraged to arrange for the participation of the shift lieutenant when discussing the following areas:

- Responsibility for command, management, and supervision of patrol operations at the station.
- Special Command responsibilities:
- Pursuit Management Review and discuss policies and procedures.
- Deputy-Involved Shootings Review role and responsibilities.
- Force Incidents Review and discuss policies and procedures.
- Barricade/Hostage Situations Review and discuss policies and procedures.
- Notifications: Departmental, station, contract cities, log entries, SHB Ops Log entries, Chief's memos, media liaison, and code-20s.
- Evidence and money handling procedures, including safe combination and ledger, and procedures for accepting cash bails.
- ► Key control, special supplies/equipment controls.
- Criteria for placing holds on inmates or transferring inmates to other facilities.
- ► Miscellaneous issues which may be pertinent to a specific shift.
- Watch Commander Service Comment Reports (commendations and complaints).

I understand my responsibilities as outli	ned in this task list.
Sergeant	Date
All assignments and tasks identified in the He/She has demonstrated complete under	this task list have been discussed with this Sergeant. erstanding.
Mentor Sergeant	_ Date

Task List #12 Issues Relating to the Seizure of Property and Persons

As a sergeant, you must be vigilant in your supervision of subordinates to ensure that their actions and reports documenting their activities are in conformance with applicable laws and regulations. Occasionally, incidents involving our employees arise which cause us to question tactics, motives, intent, and ethics. The following Training Bulletin was prepared to heighten awareness and to provide examples of conduct which is not acceptable to the organization. The new sergeant shall review this document and shall be held responsible for continually monitoring subordinates to ensure acts of misconduct or improper procedures are addressed.

What are your responsibilities as a peace officer when confronting, detaining, searching, and

seizing evidence or found property? It is imperative that you understand current laws, court decisions, and this Department's Manual of Policy and Procedure to avoid possible criminal prosecution or significant discipline for violating policy. Each of you are provided with, or have access to, the Policy and Ethics chapter of the manual and to considerable research material pertaining to recent case and statutory laws.

What are your limitations for contacting, detaining, and for establishing reasonable suspicion to detain or arrest someone?

Your actions, committed or omitted in violation of applicable laws or policy, may subject you to discipline (including discharge) if an investigation finds allegations to be true. Examples of inappropriate actions or misconduct relating to property are:

- 1. **Seizing Property**: Did you have legal standing to frisk, conduct a search, or to detain a person? If you seized property, or took possession of possible contraband, was it properly processed and documented?
- 2. **Found Property**: Did you properly take possession and document receipt of the property? If you found property or mistakenly took possession of a person's driver license, car keys, pocket knife, etc., did you personally return it to its rightful owner? If you did not, did you document the found property in a report and enter the property into evidence so a detective could contact the owner and return the property? Are you certain the found property was not discarded into a lobby drawer, your locker, or the trunk of a radio car?

An example of inappropriate actions or misconduct relating to "stop and detain" are:

1. Cursory (pat-down) Searches: Do you have legal standing to stop a person, with or without consent, and to conduct a cursory search or reach into a person's pocket to remove an object? Is it appropriate and/or legal for you to conduct a cursory or frisk search and arbitrarily discard property removed or taken from the detainee? It is imperative that you guard yourself against any possible perception of impropriety or misconduct and that you protect yourself and the Department against any possible civil litigation. The following excerpts from the Manual of Policy and Procedures and the California Peace Officers Legal Sourcebook are offered for your review. It is the intention of this Training Bulletin to cause you to reflect on your actions and the actions of your peers and to hopefully avoid any suspicion of misconduct or inappropriate actions that may result in discipline or the

inability to criminally prosecute an offender.

Manual of Policy and Procedure (LASD)

3-01/050.10 - Performance to Standards: Members shall maintain sufficient competency to properly perform their duties and assume the responsibilities of their position. Failure to do so may result in your being rated as **Incompetent**.

3-01/030.10 (a) - Obedience to Laws, Regulations, and Orders: Members shall not willfully violate any federal statute, State law, or local ordinance.

3-01/040.30 - Property Damage: Members shall promptly submit a written report of any damage to real or personal property resulting from the execution of their official duties or responsibilities.

3-01/040.35 - Money and Property of Others: A member shall deliver to the proper custodian any monies or other property not his own which comes into his possession.

3-01/040.40 - Misappropriation of Property: Members shall not appropriate for their own use any County property, evidence, or found or recovered property.

3-01/040.45 - Safeguarding Money, Property, and Evidence: All employees shall be responsible for safekeeping public or County money, prisoners' money and property, and property and evidence while it is in their possession.

3-01/040.65 - Tampering with Evidence: Members shall not fabricate, withhold, or destroy evidence of any kind.

California Peace Officers Legal Sourcebook

I understand my responsibilities as outlined in this task list.

"The right of the people to be secure in their persons, houses, papers, and effects, against unreasonable searches and seizures, shall not be violated, and no warrants shall issue, but upon probable cause, supported by oath or affirmation, and particularly describing the place to be searched, and the persons or things to be seized." (Fourth Amendment, U.S. Constitution) When you deal with a member of the public, the law will classify it as either a "consensual encounter", a "detention", or an "arrest" - [Brueckner (1990)]. The key element to a "consensual encounter" is that the person remains totally free to leave or not to cooperate with you. You must not restrain the person or exert any authority over him. [Rodriguez (1993)]. If you are dealing with a possible suspect, it is often more difficult to convince the court that there was only a consensual encounter (i.e., that the person was truly free to leave.) [Mendenhall (1980)] A "detention" or an "arrest" is legally construed as a seizure and requires "reasonable suspicion" to be valid. The validity of "reasonable suspicion" is based upon: (1) criminal activity may be afoot; and (2) the person you are about to detain is connected with that possible criminal activity. [Sololow (1989), Ross (1990), Johnson (1991), Limon (1993)] Your reports must clearly explain your "reasonable suspicion" to detain. To preserve the consensual aspect of the "encounter", it is better to ask for the person's cooperation, rather than to **demand** it. It may be a good idea to actually **tell** the person that you are not detaining him/her and he/she is free to leave or to not cooperate. [Profit (1986); Avarza (1989)].

Sergeant	Date
All assignments and tasks identif He/She has demonstrated comple	ied in this task list have been discussed with this Sergeant. te understanding.
Mentor Sergeant	Date

Task List #13 Minimum Standards

Upon completion of the mentoring program, all Task Lists must be signed off and returned to the Training Office for review, approval, and filing.

A copy of Minimum Standards of Performance for Sergeants, prepared by Field Operations Support Services, was attached to the Task Lists. This copy is yours to keep, and it is not necessary to return it to the Training Office.

However, you are responsible for having an understanding of its contents.

I understand my responsibilities as outlined in this task list.	
Sergeant	Date
All assignments and tasks identified in this task list have been discussed with this Sergeant. He/She has demonstrated complete understanding.	
Mentor Sergeant	Date