

**The Development and Implementation of a
Field Training Guide for the
South Carolina Department of Natural Resources
Law Enforcement Division**



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Law Enforcement Division
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Introduction

The South Carolina Department of Natural Resources (DNR) is a state agency that was formed on July 1, 1994, under the S.C. Restructuring Act and is composed of the former Wildlife and Marine Resources Department, Water Resources Commission (non-regulatory programs), Land Resources Commission (non-regulatory programs), State Geological Survey (State Geologist), and S.C. Migratory Waterfowl Committee. These were combined into the present structure of five divisions: Wildlife and Freshwater Fisheries, Outreach and Support Services, Marine Resources, Law Enforcement, and Land, Water and Conservation. SCDNR's mission is to serve as the principal advocate for and steward of South Carolina's natural resources. The vision of SCDNR for South Carolina is an enhanced quality of life for present and future generations through improved understanding, wise use, and safe enjoyment of healthy, diverse, sustainable and accessible natural resources. The vision DNR also strives to be a trusted and respected leader in natural resources protection and management, by consistently making wise and balanced decisions for the benefit of the state's natural resources and its people.

The Law Enforcement Division of SCDNR ("the Division") commissioned its first officers in 1905. Their role in 1905 was the enforcement of the state's hunting and fishing laws. The duties of today's DNR officer has expanded beyond that of 1905. The officers of today's Law Enforcement Division are responsible for the enforcement of state and federal laws that govern hunting, recreational and commercial fishing, recreational boating, and other natural resources conservation concerns. The Division conducts South Carolina's hunter and boater education

courses, as well as other outreach programs including the Take One Make One and Archery in the Schools programs aimed at introducing youth to the sport of hunting. The Division is responsible for investigating boating and hunting accidents, and DNR officers regularly conduct search and rescue missions in outlying areas and assist other law enforcement agencies in investigations. Some officers are trained in underwater diving that assist in law enforcement requests, search and rescue, and evidence recovery missions. Aircraft is also utilized for law enforcement patrols, search and rescue, and other department missions. The Division and its officers are called upon to provide homeland security related to water borne activities including commercial ship escorts, hydroelectric dam, nuclear facility, and energy plant security.

Performing the above mentioned duties requires a highly trained officer. A DNR officer will attend a 12 week program along with all SC officers at the SC Criminal Justice Academy. After graduating from the SCCJA, DNR officers will then attend an 8 week Wildlife Basic Training course to learn skills specific to the duties of a DNR officer. Training is conducted at various locations around the state. Once the initial 20 weeks of training is complete, the DNR officers are commissioned State Police Officers who have been entrusted to protect South Carolina's natural resources. All DNR officers are also deputized by the US Department of Interior to enforce federal wildlife and fisheries laws.

Problem Statement

SCDNR does not have a reliable evaluation process for new officers. Currently, when an officer reports to his/her unit 1st Sergeant (1st SGT) in his/her assigned county, there is no standard or guide to follow. The 1st SGT normally would assign the new officer to work with a

veteran officer for a set period of time (usually 3-4 months) or work with himself/herself when not handling administrative duties. The new officer is only allowed to write summons tickets in the presence of the veteran officer or 1st SGT for a period of time. After the designated time period elapses, the officer is then allowed to work solo and write summons and warnings at his/her own discretion. There are a couple of problems with the current field training format. First, there does not exist a means to measure and track the officer's performance in actual field work to show he can successfully perform the duties that he was taught while in a structured training environment. By not having the means to evaluate and track the performance of a new officer, we increase the liability of serious mistakes in judgment and public or administrative concerns with an officer's early performance.

Another problem with the current format is the field training time frame (3-4 months). The job duties and environments of a DNR officer changes as the seasons change. Through the course of a calendar year, a DNR officer will work turkey season, spring fishing, recreational boating, deer, dove, and waterfowl seasons. On the coast an officer will also have coastal fishery seasons, and in the mountains, officers will work bear and trout seasons. Each of these species / seasons requires different working methods. By utilizing the current 3-4 month "ride along" program, a new officer does not receive the proper guidance and evaluation that is needed throughout a calendar year.

My goal is to create a Field Training Guide to further produce DNR officers who can perform solo quality work and meet the standards set forth by our policies and directives. This guide will be an extension of the structured academy training and Wildlife Basic and designed

to allow new officers the opportunity to experience real life situations through a calendar year while under the supervision of an experienced officer.

Data Collection

The goal of my data collection was to obtain similar plans from other DNR state agencies from across the southeast U.S., receive input from the SCDNR Senior Staff as well as from the SCDNR Training Division, and input from the current SCDNR supervisors about the plan and what they envision. I successfully reached out to Arkansas Game and Fish Commission Enforcement Division, Florida Fish and Wildlife Conservation Commission, Georgia Department of Natural Resources, Idaho Department of Fish and Game, Ohio Department of Natural Resources, Tennessee Wildlife Resources Agency Boating and Law Enforcement Division, and Texas Parks and Wildlife Law Enforcement Division and I was able to obtain copies of the training guides that they currently use.

Next, I sat with the LT Russell Monet and SGT Jeremy Cooper, who are over the training section for the SCDNR Law Enforcement Division to get their vision of a training program for SCDNR. I also met with Senior Staff COL Chisolm Frampton, MAJ Jamie Landrum, and CPT Lee Ellis for their input and ideas they had for a training guide.

Finally, I did a quick survey of the current supervisors in DNR law enforcement by utilizing the website Survey Monkey. I sent a 5 question survey asking the following questions:

1. How long have you been a supervisor with SCDNR?

2. Do you believe the law enforcement division needs a field training guide for new recruits?
3. Would you prefer a field training guide to run for a set number of continuous weeks or be broken into phases throughout the year to correspond with different seasons?
4. How many weeks of field training do you think is needed for a new recruit to begin working?
5. If a guide with phases was implemented, how many phases do you think would be appropriate?

Data Analysis

Before any plan or guide could begin to take shape, I wanted to get the opinions and vision of the training section as well as the Senior Staff. I first met with LT Russell Monet and SGT Jeremy Cooper. They are the officers that are over the training section for SCDNR. They currently develop our reoccurring in-service training as well as handle the Wildlife Basic course for the new recruits upon graduation from the S.C. Criminal Justice Academy. Both agreed that we need some form of continuing training guideline once an officer enters the field. They also suggested that a plan use phases to correspond with our changing seasons. It was also suggested that the plan have a set criteria that an officer is evaluated on that is the same during each phase (to show improvement if needed).

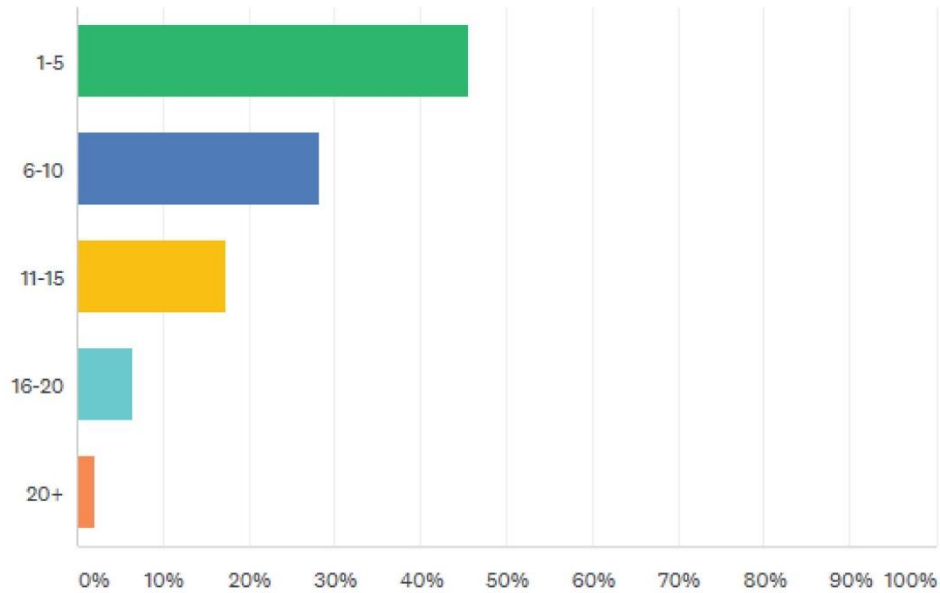
I then set up a meeting with COL Chisolm Frampton and MAJ Jamie Landrum. In this meeting I learned that they both agreed with LT Monet and SGT Cooper, but also wanted an

additional form to track a new recruit that is given the opportunity to locate certain facilities and landmarks through his assigned work area. This could be done in a solo setting but the recruit would have to verify that he located his assignment before his assigned Veteran Officer (FTO) can sign off that he completed the task. Verification can be up to the FTO.

Based on the information I received from the above mentioned meetings, I also set up a survey through the website Survey Monkey. A quick, 5 question survey was created and sent to the 56 supervisors in the SCDNR Law Enforcement Division. 46 supervisors responded to the survey giving me an 82% participation rate.

Q1 and GRAPH

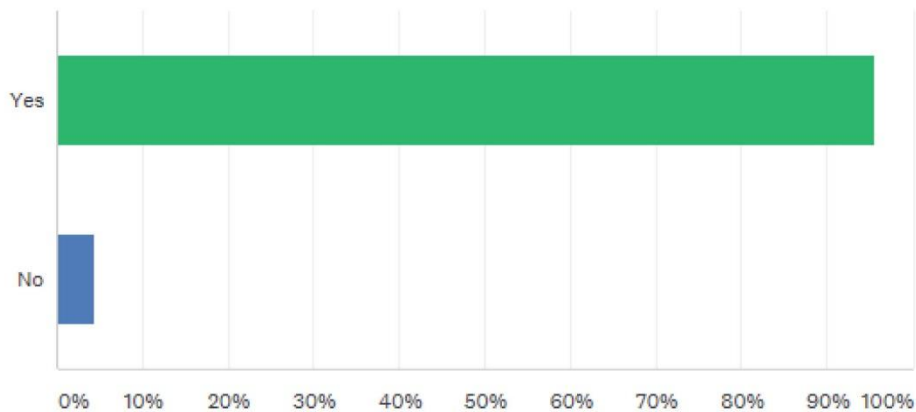
How long have you been a supervisor with SCDNR?



With this question, I learned that nearly half of the supervisors in DNR (46%) have only 1-5 years experience as a manager, and 28% have from 6-10 years supervising. This information tells me that the majority (3/4) of leaders in the law enforcement division are still fairly early in their careers.

Q2 and GRAPH

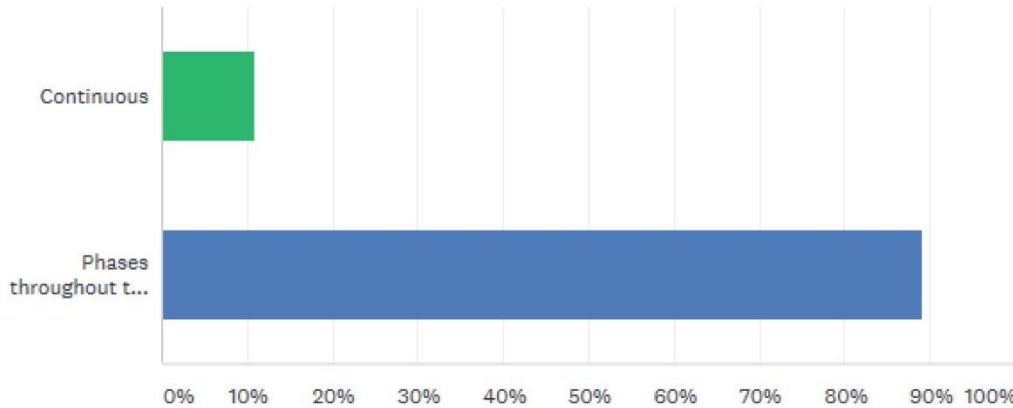
Do you believe the Law Enforcement Division needs a Field Training Guide for new recruits?



Nearly all of the participating supervisors (96%) agreed that the Law Enforcement Division needs some form of a Field Training Guide for new recruits upon completion of the SCCJA and the DNR Wildlife Basic Course.

Q3 and GRAPH

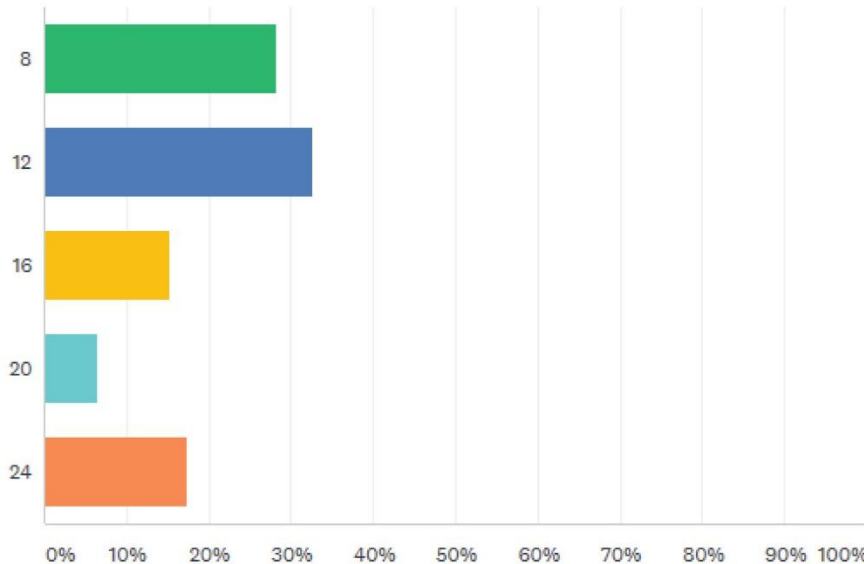
Would you prefer a Field Training Guide to run for a set number of continuous weeks or broken into phases throughout the year to correspond with different seasons?



41 out of 56 supervisors (89%) said that they would prefer a field training guide to broken into phases throughout a calendar year that would correspond with the different seasons (hunting species, fishing, boating, etc) rather than run for a set number of consecutive weeks. This conclusion also fell in line with the vision of the training staff as well as the LE Division Senior Staff.

Q4 and GRAPH

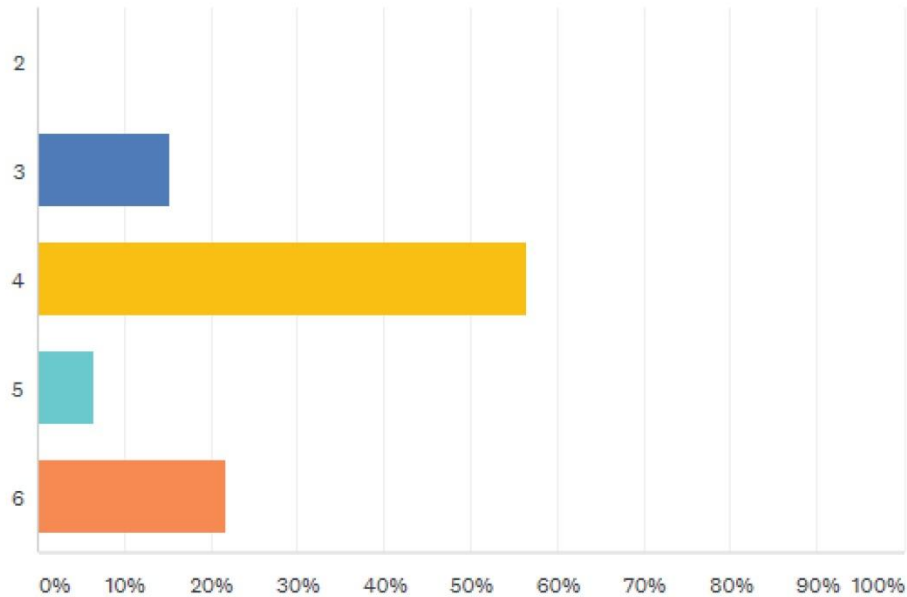
How many weeks of field training do you think is needed for a new recruit to begin working solo?



The majority of surveyed supervisors (61%) agree that either 8 (28%) or 12 (33%) total weeks to be the preferred number of weeks of guided training a new recruit should have to go through before entering into the field on solo patrols.

Q5 and GRAPH

If a guide with phases was implemented, how many phases do you think would be appropriate?

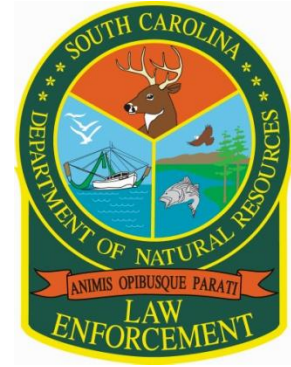


The majority of the 46 supervisors who participated in the survey agree on a training guide consisting of 4 phases to correspond with the different seasons an officer experience in a calendar year. The next closest number was 6 phases which was chosen by 22%, or 10 DNR supervisors.

If implemented, this 4 phase guide would follow Arkansas Game and Fish Commission who also uses a 4 phase system. By comparison, Ohio DNR and Florida Fish and Wildlife use 2 phases, Texas Parks and Wildlife uses 3 phases, Tennessee Wildlife Resource Agency uses an 8 phase system, and Georgia DNR implements a 12 phase system into their Field Training Guides.

Implementation Plan

SCDNR Field Training Guide



The South Carolina Department of Natural Resources Law Enforcement Division's Field Training Guide will use experienced, veteran officers who will act as Field Training Officers to provide equal and standardized training that will help the Wildlife Officer in Training develop in a consistent, thorough, and fair manner. The documentation required will establish an evaluation system which is valid and job-related, utilizing a standardized approach to the documented measurements of the new Wildlife Officer's performance. The goal of this program is to further produce highly trained and positively motivated officers capable of meeting or exceeding standards of performance required by the South Carolina Department of Natural Resources Law Enforcement Division.

Action Steps - The lieutenants of each region will act as the Field Training Coordinator in their respective counties of the region. They will work in coordination with the unit sergeant when a new recruit is assigned to a unit upon completion of Wildlife Basic. Their responsibilities will be:

- Monitoring the progress of Field Officer in Training
- Assigning the veteran field officer, or Field Training Officer, to recruit for each phase upon recommendation from the unit 1st sergeant
- Reviewing each End of Phase Report with recommendations if needed

The Field Training Officer will be a veteran officer of the law enforcement division in his assigned unit. His duties and requirements are as follows:

- A minimum of 3 years experience as a law enforcement officer.
- No disciplinary action within the past year.
- Must receive a minimum *Successful* level of performance on his EPMS.
- Approved by Region Lieutenant and Captain.
- Must assist and guide the Wildlife Officer in Training through his assigned phase of the Field Training Guide.
- Maintain communication with the Field Training Coordinators to insure the program goals and objectives are met.
- Make recommendations to the Field Training Coordinator on specific training needed to insure program success.
- Complete assigned tasks and evaluations in accordance with the Field Training Guide End of Phase Report.

Timeframes and Costs - A new recruit will be on a probationary term for the first year of his employment. During this first year (after completion of the SC Criminal Justice Academy and DNR Wildlife Basic) he will work in his assigned unit and will be evaluated using the Field Training Guide. This timeframe usually begins around the first of July upon each hiring process. The Field Training Guide will be broken into 4 phases: Phase 1- July, August, September; Phase 2 – October, November, December; Phase 3 - January, February, March; Phase 4 – April, May, June. Each Phase will evaluate an officer in General Categories (which will be the same during each phase), Seasonal Categories (which will change during each phase), and Region / Unit

Specific Categories (which will be controlled by the region / unit supervisor). The officer in training will be graded by a SATISFACTORY, UN-SATISFACTORY, or NOT OBSERVED grading scale for each phase. At the end of the final phase, the Field Training Coordinator, District Captain, and Training Administrator will sign off a Final Review and Recommendation form for the Officer in Training. This form will release the officer from the training guide and enter into a normal supervised work schedule within his unit, extend the training program to address certain deficiencies, or recommend termination. Extension or termination will be accompanied by a narrative for further explanation.

The unit 1st sergeant will schedule the Wildlife Officer in Training to work the same monthly schedule as his designated Field Training Officer. They will also have the same On Call Days. This “mirrored” schedule will occur during the first month of each phase. The following two months in each phase, the Wildlife Officer in Training can have different off days if needed than his Field Training Officer, but he must maintain contact with his FTO or 1st sergeant for guidance in any issues or circumstances that he may come upon that he is unsure about.

There is no cost to implement this plan into action. No additional resources would be needed. The forms and guidelines would be available to the officers on the DNR Intranet. If implemented with success, the Division may look into a monetary incentive for those officers assigned as FTOs’.

Potential Obstacles and Methods to Overcome – None observed at this point.

Potential Resources – None needed

Communication with key stakeholders – Meetings were arranged with key officers from the training section of DNR as well as the Senior Staff, including Major Jamie Landrum and Colonel Chisolm Frampton. Their ideas and vision were noted and implemented into this plan.

Integration into Standard Operating Procedure – This plan, if approved, would be ready to be implemented with the next class of SCDNR Officers to be hired.

Recruit Must Physically Go To These Places:

Date Performed

Approved Initials

- | | | |
|----------------------------|-------|-------|
| • _____ Hospital | _____ | _____ |
| • _____ County ME Office | _____ | _____ |
| • _____ Coroner's Facility | _____ | _____ |
| • *Boat Landing _____ | _____ | _____ |
| • *Boat Landing _____ | _____ | _____ |
| • *Boat Landing _____ | _____ | _____ |
| • *Boat Landing _____ | _____ | _____ |
| • *Boat Landing _____ | _____ | _____ |
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| • *Boat Landing _____ | _____ | _____ |
| • *Boat Landing _____ | _____ | _____ |
| • WMA Properties _____ | _____ | _____ |
| • WMA Properties _____ | _____ | _____ |
| • WMA Properties _____ | _____ | _____ |
| • WMA Properties _____ | _____ | _____ |
| • WMA Properties _____ | _____ | _____ |
| • _____ County Airport | _____ | _____ |
| • _____ County Airport | _____ | _____ |
| • _____ Private Property | _____ | _____ |
| • _____ Private Property | _____ | _____ |
| • _____ Private Property | _____ | _____ |
| • _____ Private Property | _____ | _____ |

*Must locate by land and water, daytime and night.

COMMENTS – STRENGTHS AND WEAKNESSES _____

Successful Completion _____ Extend Training _____

SCDNR Officer in Training Signature _____ Date _____

Field Training Officer Signature _____ Date _____

1st Sergeant Signature _____ Date _____



**SCDNR Law Enforcement
Field Training Guide
End of Phase 1 Report – July, August, September**



SCDNR Officer in Training	Field Training Officer		
CATEGORY	Satisfactory	Un-Satisfactory	Not Observed
GENERAL EVALUATION CATAGORIES			
GENERAL APPEARANCE			
1. Personal Grooming	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Uniform & Duty Belt	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ATTITUDE			
3. Commitment to SCDNR	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Commitment to Law Enforcement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Commitment to learning Task / Training	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
INTERPERSONAL SKILLS			
6. With Non-Violating Contact / Public	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. With Violating Contact / Suspect	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. With Field Training Officer	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. With Other SCDNR Personnel	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. With Personnel from Other LE Agencies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
WORK HABIT & WORK ETHIC			
11. Self-Initiated Field Activity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. Uses Time Effectively	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. Well Organized	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. Problem Solving / Decision Making Skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. Accepts Responsibility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. Care & Maintenance of Assigned Equipment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
KNOWLEDGE			
17. SCDNR Policies and Directives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18. SCNDR Rules and Regulations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19. WMA Rules and Regulations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20. S.C. Code of Laws Title 50	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21. Arrest, Search & Seizure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22. Assigned Unit / County	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23. Outdoors (Hunting, Fishing, Boating)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
24. Game and Fish ID	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LAW ENFORCEMENT SKILLS			
25. Officer Safety and Tactical Approach	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
26. Conflict Control: Voice Commands	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
27. Conflict Control: Physical Control	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
28. Vehicle Operation: Normal Conditions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

CATEGORY	Satisfactory	Un-Satisfactory	Not Observed
29. Vehicle Operations: Stressful Conditions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
30. Boat Operation/Handling: Normal Conditions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
31. Boat Operation/Handling: Stressful Conditions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
32. Radio Communications	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
33. Investigations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
34. Orientation to Environment: Sense of Direction, Maps, Charts, GPS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

PAPERWORK/ADMINISTRATIVE DUTIES

35. Administrative Forms	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
36. Law Enforcement Reports	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
37. Time Sheet / SCEIS entries	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
38. Courtroom Procedures (Magistrate / General Sessions)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

SEASONAL EVALUATION CATAGORIES

1. BUI Enforcement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Recreational Boating Enforcement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Recreational / Commercial Fishing Enforcement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Dove Bait Documentation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Night Deer Hunting Patrols	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Renegade / Road Hunting Enforcement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Alligator Hunting Patrols	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Litter Patrols	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

REGION / UNIT SPECIFIC EVALUATION CATAGORIES

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____

COMMENTS – STRENGTHS AND WEAKNESSES

Successful Completion _____ Extend Training _____

SCDNR Officer in Training Signature _____ Date _____

Field Training Officer Signature _____ Date _____

1st Sergeant Signature _____ Date _____



**SCDNR Law Enforcement
Field Training Guide
End of Phase 2 Report – October, November, December**



SCDNR Officer in Training	Field Training Officer		
CATEGORY	Satisfactory	Un-Satisfactory	Not Observed
GENERAL EVALUATION CATAGORIES			
GENERAL APPEARANCE			
1. Personal Grooming	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Uniform & Duty Belt	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ATTITUDE			
3. Commitment to SCDNR	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Commitment to Law Enforcement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Commitment to learning Task / Training	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
INTERPERSONAL SKILLS			
6. With Non-Violating Contact / Public	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. With Violating Contact / Suspect	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. With Field Training Officer	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. With Other SCDNR Personnel	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. With Personnel from Other LE Agencies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
WORK HABIT & WORK ETHIC			
11. Self-Initiated Field Activity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. Uses Time Effectively	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. Well Organized	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. Problem Solving / Decision Making Skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. Accepts Responsibility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. Care & Maintenance of Assigned Equipment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
KNOWLEDGE			
17. SCDNR Policies and Directives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18. SCNDR Rules and Regulations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19. WMA Rules and Regulations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20. S.C. Code of Laws Title 50	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21. Arrest, Search & Seizure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22. Assigned Unit / County	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23. Outdoors (Hunting, Fishing, Boating)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
24. Game and Fish ID	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LAW ENFORCEMENT SKILLS			
25. Officer Safety and Tactical Approach	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
26. Conflict Control: Voice Commands	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
27. Conflict Control: Physical Control	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
28. Vehicle Operation: Normal Conditions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

CATEGORY	Satisfactory	Un-Satisfactory	Not Observed
29. Vehicle Operations: Stressful Conditions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
30. Boat Operation/Handling: Normal Conditions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
31. Boat Operation/Handling: Stressful Conditions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
32. Radio Communications	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
33. Investigations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
34. Orientation to Environment: Sense of Direction, Maps, Charts, GPS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
PAPERWORK/ADMINISTRATIVE DUTIES			
35. Administrative Forms	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
36. Law Enforcement Reports	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
37. Time Sheet / SCEIS entries	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
38. Courtroom Procedures (Magistrate / General Sessions)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
SEASONAL EVALUATION CATAGORIES			
1. Deer Hunting Patrols / Night Patrols	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Dove Hunting Patrols / Bait Search	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Waterfowl Bait Documentation / Patrols	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Bear Hunting Patrols	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Alligator Hunting Patrols	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

REGION / UNIT SPECIFIC EVALUATION CATAGORIES

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____

COMMENTS – STRENGTHS AND WEAKNESSES

Successful Completion _____ Extend Training _____

SCDNR Officer in Training Signature _____ Date _____

Field Training Officer Signature _____ Date _____

1st Sergeant Signature _____ Date _____



**SCDNR Law Enforcement
Field Training Guide
End of Phase 3 Report – January, February, March**



SCDNR Officer in Training	Field Training Officer		
CATEGORY	Satisfactory	Un-Satisfactory	Not Observed
GENERAL EVALUATION CATAGORIES			
GENERAL APPEARANCE			
1. Personal Grooming	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Uniform & Duty Belt	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ATTITUDE			
3. Commitment to SCDNR	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Commitment to Law Enforcement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Commitment to learning Task / Training	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
INTERPERSONAL SKILLS			
6. With Non-Violating Contact / Public	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. With Violating Contact / Suspect	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. With Field Training Officer	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. With Other SCDNR Personnel	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. With Personnel from Other LE Agencies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
WORK HABIT & WORK ETHIC			
11. Self-Initiated Field Activity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. Uses Time Effectively	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. Well Organized	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. Problem Solving / Decision Making Skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. Accepts Responsibility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. Care & Maintenance of Assigned Equipment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
KNOWLEDGE			
17. SCDNR Policies and Directives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18. SCNDR Rules and Regulations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19. WMA Rules and Regulations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20. S.C. Code of Laws Title 50	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21. Arrest, Search & Seizure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22. Assigned Unit / County	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23. Outdoors (Hunting, Fishing, Boating)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
24. Game and Fish ID	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LAW ENFORCEMENT SKILLS			
25. Officer Safety and Tactical Approach	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
26. Conflict Control: Voice Commands	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
27. Conflict Control: Physical Control	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
28. Vehicle Operation: Normal Conditions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

CATEGORY	Satisfactory	Un-Satisfactory	Not Observed
29. Vehicle Operations: Stressful Conditions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
30. Boat Operation/Handling: Normal Conditions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
31. Boat Operation/Handling: Stressful Conditions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
32. Radio Communications	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
33. Investigations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
34. Orientation to Environment: Sense of Direction, Maps, Charts, GPS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
PAPERWORK/ADMINISTRATIVE DUTIES			
35. Administrative Forms	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
36. Law Enforcement Reports	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
37. Time Sheet / SCEIS entries	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
38. Courtroom Procedures (Magistrate / General Sessions)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
SEASONAL EVALUATION CATAGORIES			
1. Waterfowl Hunting Patrols / Bait	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Dove Hunting Patrols / Bait	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Turkey Hunting Patrols / Bait	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Trapping Patrols	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

REGION / UNIT SPECIFIC EVALUATION CATAGORIES

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____

COMMENTS – STRENGTHS AND WEAKNESSES

Successful Completion _____ Extend Training _____

SCDNR Officer in Training Signature _____ Date _____

Field Training Officer Signature _____ Date _____

1st Sergeant Signature _____ Date _____



**SCDNR Law Enforcement
Field Training Guide
End of Phase 4 Report – April, May, June**



SCDNR Officer in Training	Field Training Officer		
CATEGORY	Satisfactory	Un-Satisfactory	Not Observed
GENERAL EVALUATION CATAGORIES			
GENERAL APPEARANCE			
1. Personal Grooming	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Uniform & Duty Belt	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ATTITUDE			
3. Commitment to SCDNR	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Commitment to Law Enforcement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Commitment to learning Task / Training	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
INTERPERSONAL SKILLS			
6. With Non-Violating Contact / Public	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. With Violating Contact / Suspect	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. With Field Training Officer	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. With Other SCDNR Personnel	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. With Personnel from Other LE Agencies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
WORK HABIT & WORK ETHIC			
11. Self-Initiated Field Activity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. Uses Time Effectively	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. Well Organized	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. Problem Solving / Decision Making Skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. Accepts Responsibility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. Care & Maintenance of Assigned Equipment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
KNOWLEDGE			
17. SCDNR Policies and Directives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18. SCNDR Rules and Regulations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19. WMA Rules and Regulations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20. S.C. Code of Laws Title 50	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21. Arrest, Search & Seizure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22. Assigned Unit / County	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23. Outdoors (Hunting, Fishing, Boating)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
24. Game and Fish ID	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
LAW ENFORCEMENT SKILLS			
25. Officer Safety and Tactical Approach	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
26. Conflict Control: Voice Commands	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
27. Conflict Control: Physical Control	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
28. Vehicle Operation: Normal Conditions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

CATEGORY	Satisfactory	Un-Satisfactory	Not Observed
29. Vehicle Operations: Stressful Conditions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
30. Boat Operation/Handling: Normal Conditions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
31. Boat Operation/Handling: Stressful Conditions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
32. Radio Communications	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
33. Investigations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
34. Orientation to Environment: Sense of Direction, Maps, Charts, GPS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
PAPERWORK/ADMINISTRATIVE DUTIES			
35. Administrative Forms	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
36. Law Enforcement Reports	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
37. Time Sheet / SCEIS entries	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
38. Courtroom Procedures (Magistrate / General Sessions)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
SEASONAL EVALUATION CATAGORIES			
1. Turkey Hunting Patrols / Bait	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Recreational / Commercial Fishing Patrols	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Recreational Boating Patrols	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. BUI Enforcement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Litter Patrols	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

REGION / UNIT SPECIFIC EVALUATION CATAGORIES

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____

COMMENTS – STRENGTHS AND WEAKNESSES

Successful Completion _____ Extend Training _____

SCDNR Officer in Training Signature _____ Date _____

Field Training Officer Signature _____ Date _____

1st Sergeant Signature _____ Date _____



**SCDNR Law Enforcement
Field Training Guide
FINAL REVIEW AND RECOMMENDATION**



The Field Training Coordinator is responsible for ensuring proper completion of the SCDNR Officer in Training's file. It is the responsibility of the Field Training Coordinator and Region Captain to Recommend Retention, Extension, or Termination of the SCDNR Officer in Training. In the event of Termination or Extension, please include narrative with further explanation. Upon completion of the Field Training Guide and all subsequent documentation, Final Review and Recommendation will be made and submitted to the Training Administrator for review.

NAME OF SCDNR OFFICER IN TRAINING _____

- _____ End of Phase Reports completed
- _____ Facilities and Important Location Report completed
- _____ All forms properly signed and dated
- _____ Overall documentation supports final recommendation

_____ DATE _____

**FIELD TRAINING COORDINATOR
RECOMMENDATION**

- _____ RELEASE FROM FIELD TRAINING PROGRAM
- _____ EXTEND FIELD TRAINING PROGRAM
- _____ RECOMMEND TERMINATION

_____ DATE _____

DISTRICT CAPTAIN

- RECOMMENDATION
- _____ RELEASE FROM FIELD TRAINING PROGRAM
 - _____ EXTEND FIELD TRAINING PROGRAM
 - _____ RECOMMEND TERMINATION

_____ DATE _____

TRAINING ADMINISTRATOR

- RECOMMENDATION
- _____ RELEASE FROM FIELD TRAINING PROGRAM
 - _____ EXTEND FIELD TRAINING PROGRAM
 - _____ RECOMMEND TERMINATION

_____ DATE _____

SCDNR OFFICER IN TRAINING

Evaluation Method

The Training Administrator (LT Russell Monnet) will meet with the supervisors in each region at some point prior to a new class of officers completing Wildlife Basic. In this meeting, he will fully explain the program, grading scale, phases, etc. to the supervisors. The Training Administrator will define what the roles and functions are for each supervisor during each phase as well as the importance of the Field Training Officer and accurately evaluating their recruit. In this setting, questions can be asked and directed to the training staff about the program. At the end of each phase, a copy of the End of Phase Report will be sent to the Training section for each officer's file. At the conclusion of the Officer in Training's probationary period, the training section should question/survey each of the supervisors that participated in the SCDNR Training Guide for their opinions, how it compared to past methods, and any corrections that need to be made as well as additional points to be added.

Summary and Recommendations

The South Carolina Department of Natural Resources Law Enforcement Division takes pride in the quality of officers we have protecting our natural resources and serving its citizens. These officers undergo extensive training through the SC Criminal Justice Academy and DNR Wildlife Basic. But the training and guidance does not need to stop there. My research shows that nearly all the supervisors in the LE Division of SCDNR want to use a Field Training Guide to for when an officer enters the field. They also agree that the guide should follow a format using phases to correlate with the changing seasons. By implementing this proposed SCDNR Field Training Guide, I believe we will further produce a higher quality of officer who can

demonstrate levels of skills, knowledge, and abilities that are equal to the demands that are required for today's professional DNR Officer. This plan will come at zero cost to the department and can be implemented with the next class of new officers and many classes beyond that.

REFERENCES

Arkansas Game and Fish Commission Enforcement Division

Florida Fish and Wildlife Conservation Commission

Georgia Department of Natural Resources

Idaho Department of Fish and Game

Ohio Department of Natural Resources

South Carolina Department of Natural Resources website

Tennessee Wildlife Resources Agency Boating and Law Enforcement Division

Texas Parks and Wildlife Law Enforcement Division

Appendices A

DNR Supervisors,

I am currently enrolled in a Certified Public Manager class and I am working on a program which I believe will be very beneficial to the supervisors within our division as well as for new recruits. The topic of my project is Developing and Implementing a Field Training Guide for new officers to follow. This guide will help ensure our new officers are applying their training when they are in the field and give their supervisors a way to track and follow their progression.

Below is a link to a quick and simple five question survey which will help me with the development of this plan. Please have this survey completed no later than Friday, OCT 13.

<https://www.surveymonkey.com/r/W68X3L5>

I thank you in advance for your help, and I look forward to your response.

Ken Simmons, Captain

SC DNR Law Enforcement

Region 3

2762 Wildlife Lane

West Columbia, SC 29172

(o) 803-755-1825

(c) 803-609-6924

(f) 803-755-1823

Appendices B

All,

Just a reminder if you have not been able to complete the survey in the email below, please try to do so before Friday, Oct 13. Your input will be very helpful in the direction I proceed with this project. It is only 5 questions and will not take but a minute or two of your time.

Thanks in advance and thanks to those that have already completed the survey.

Sincerely

Ken Simmons, Captain

SC DNR Law Enforcement

Region 3

2762 Wildlife Lane

West Columbia, SC 29172

(o) 803-755-1825

(c) 803-609-6924

(f) 803-755-1823

Appendices C

Email that was sent to previous listed natural resource agencies

Good Morning Sir,

My name is Ken Simmons, and I am the Captain over Region 3 for South Carolina Department of Natural Resources law enforcement division. I have been enrolled in a Certified Public Manager class (CPM) for the past 6 months. In that time I have been preparing to do a project that will benefit my agency and division. With the approval of my Senior Staff as well as my advisor in the class, I have chosen to do a project on a Field Training Guide for DNR Officers. Currently, we (SCDNR) do not have such a format to follow once an officer graduates from the police academy and wildlife basic. I am writing you for your assistance with this project. Does your department have such a plan/guide that you follow? If so, would I be able to get a copy of it? Also, if you have any advice, knowledge, or wisdom in this matter, I would be greatly appreciative.

Thank you in advance for any consideration you may give. If there is anything myself or agency can do for you in the future, please do not hesitate to contact me.

Sincerely,

Ken

Ken Simmons, Captain

SC DNR Law Enforcement

Region 3

2762 Wildlife Lane

West Columbia, SC 29172

(o) 803-755-1825

(c) 803-609-6924

(f) 803-755-1823