

# Field Training Officer Refresher

May 27-30, 2008

Training Syllabus



William Penn Mott Jr. Training Center



# Memorandum

**Date:** May 12, 2008  
**To:** Supervisor  
**From:** Department of Parks and Recreation  
William Penn Mott Jr. Training Center  
**Subject:** Employee Attendance at Formal Training  
Field Training Officer Refresher

An employee from your office will soon be attending the formal training program described in the attached. Please insure that the employee is fully prepared to attend the session and that the groundwork is laid for the employee's implementation of the training upon returning to work.

You can assist with capturing the full value of the training by taking the following steps:

### Prior to Training

1. Make sure that **specific** employee needs are identified and, if necessary, called immediately to the attention of the Training Coordinator.
2. Review with the employee the reason for the employee's attendance.
3. Review objectives and agenda with the employee.
4. Discuss objectives and performance expected after the training.

### Immediately Following Attendance

1. Discuss what was learned and intended uses of the training.
2. Review the employee's assessment of the training program for its impact at the workplace and review the due date of the Post-Training Evaluation form.
3. Support the employee's use of the training at the work place.

### Prior to Three Months Following Training

1. Employee, after discussion with supervisor, must login to the Employee Training Management System (ETMS) to complete the Post-Training Evaluation form.
2. Supervisor evaluates the effectiveness of the training on the employee's job performance and logs in to the ETMS to complete the Training Effectiveness Assessment form.

Thank you for your assistance in seeing that the full benefit of training is realized.



Tina Williams  
Department Training Officer (Interim)

cc: Participant

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***Mission Statement  
Training Office***

***The mission of the Training Office is to improve organizational and individual performance and productivity through consulting and collaboration, training and human resources development.***

## TRAINING CENTER STAFF

Tina Williams ..... Department Training Officer (Interim)  
Pat Bost ..... Office Manager  
Joanne Danielson ..... Training Specialist  
Chuck Combs ..... Training Specialist  
Dave Galanti ..... Training Specialist  
Sara Skinner ..... Training Specialist  
Summer Kincaid ..... Training Specialist  
Connie Breakfield..... Cadet Training Officer  
Matt Cardinet ..... Cadet Training Officer  
Pamela Yaeger ..... Assistant Program Coordinator  
Edith Alhambra ..... Assistant Program Coordinator  
Bill Spencer..... Assistant Program Coordinator  
Eric Marks..... Assistant Program Coordinator

## THE MISSION

*of the California Department of Parks and Recreation is to provide for the health, inspiration and education of the people of California by helping to preserve the state's extraordinary biological diversity, protecting its most valued natural and cultural resources, and creating opportunities for high quality outdoor recreation.*



## FORMAL TRAINING GUIDELINES

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Welcome to formal training, an essential component in your career development.

Since 1969, our Department has been providing a continuously changing number of diverse training programs at its main training facility, the William Penn Mott Jr. Training Center, and other locations including Marconi Conference Center and, most recently, the Two Rivers Training Facility in Sacramento. The Department strives to enhance your learning and job performance with formal training of the highest quality.

Our Department's dedication to training is only one aspect of its commitment to you and to the public. This commitment is costly and represents an important investment in you and your career. You and the Department realize a return on that investment by your positive participation in formal training itself and post training follow-through.

The program you will be participating in is described in this training syllabus, which outlines what you can expect from this training and what is expected of you. This syllabus details what you should do before you leave for training; what to do when you arrive; what you will be doing while in training; and, importantly, what you should be able to do when you return to your work site. Specifically:

1. **SYLLABUS:** The syllabus is now accessible on the Employee Training Management System (ETMS). You should print a copy of the syllabus to bring with you to class. Your copy of this syllabus is an important part of your training experience and should be brought with you to training. Read it before you arrive and review it following the program along with material you received at training.
2. **PRE-TRAINING ASSIGNMENTS:** Your completion of pre-training assignments is essential to the success of your training. You are responsible for all reading assignments in preparation for classroom sessions. Time will be provided during working hours to accomplish any assignments which involve either individual or group efforts and resources. (Pre-training assignments are listed in the "Training Attendance Requirements" section.)

3. TRAVEL: Arrange your travel to and from the training through your District or Office. (No reimbursement for travel expense - including per diem costs - will be approved for travel not specifically authorized in advance by the District Superintendent.) Individuals may claim reimbursement for incidental expenses incurred as outlined in DAM 0410.6. The Training Center does not have the capability to provide transportation to/from Monterey Airport.
4. HOUSING: Housing will be assigned to you on a shared-room basis and will be available from 3:00 p.m. on the date of arrival to 12:00 noon on the date of departure. The Department provides your room and board expenses at the Training Center only. No per diem allowance will be authorized for living off-grounds. This does not preclude living off-grounds at your own expense. Please advise the Department Training Officer no later than one week before your scheduled arrival if you plan to live off-grounds. No animals are permitted in Asilomar housing. In the event of an emergency, staff must know your room assignment, therefore, you may not switch rooms without staff approval. Overnight guests are not allowed in the buildings unless registered beforehand at the front desk in Asilomar's Administration Building. Quiet hour for lodge living areas is 10:00 p.m.

**HOUSING CANCELLATION POLICY: If you do not need lodging or must change or cancel your reservation, you must contact the Training Center at least 72 hours prior to your date of arrival. The Training Center is committed to ensuring that the reservation that has been made for you is accurate and needed.**

5. MEALS: Meals will be provided, semi-cafeteria style, from dinner on the date of arrival through lunch on the date of departure. Meals will be served at 7:15 a.m. for breakfast, 12:00 noon for lunch, and 6:00 p.m. for dinner. Hot or box lunches may be provided on some days. If you require a special diet, notify the Asilomar Chef at 831-372-8016 no later than one week before your scheduled arrival.

In order to assist participants with limited mobility, Asilomar provides a shuttle to and from the dining hall. Please contact either Asilomar staff upon check in, or Training Center staff upon your arrival, for instructions on arranging a transport.

6. OFF-GROUNDS ACCOMMODATIONS: When authorized to stay off-grounds by the Department Training Officer, the Training Center will pickup the cost of your room and meals at the current DPR Asilomar rate. If you stay off grounds and have meals on grounds, the Training Center will authorize only what the Department pays Asilomar for lodging.

7. CLOTHING: Class A uniforms as found in “Description of Required Field Uniforms”, DOM Chapter 2300, Uniform Handbooks, not including optional items, will be worn daily by all uniformed employees during formal training sessions **unless otherwise specified in the Program Attendance Checklist**. Non-uniformed employees shall wear professional business attire.

Because we are on the conference grounds with many other groups, and the image we project as State Park employees is important not only during working hours but off duty hours as well, your informal sportswear should be appropriate.

8. ROOM SAFES: Two safes have been installed in each of the lodge rooms used by the Training Center (Live Oak, Tree Tops, and Deer Lodge). These safes are a type that allows the user to input their own combination of numbers to facilitate opening and closing. The Training Center has a master key for emergency entry. Safes are to be left in the open position when checking out of your room.
9. WEAPONS: Weapons are permitted in rooms under the following conditions. Authorized firearms and magazines stored while at the Training Center shall be in a safe condition and stored in one of the following locations: your room safe in Live Oak, Tree Tops, or Deer Lodge, one of the Training Center’s safes in the Whitehead Room or secured in your vehicle.
10. ALCOHOLIC BEVERAGES: Participants shall not possess or consume alcoholic beverages in common areas (living room) while on the Asilomar Conference Grounds unless provided and hosted by Concessionaire Delaware North.
11. SMOKING: Smoking is not permitted in the Training Center or in any lodge or guest room on the Asilomar Conference Grounds.
12. TRAINING CENTER: The Training Center is located on Asilomar Conference Grounds, part of Asilomar State Beach. The Conference Grounds are operated for our Department by a concessionaire, and all lodging and food services are provided to us by employees of the concessionaire. Constant efforts are made to maintain a sound, harmonious working relationship between the Department and concessionaire. None of us can expect preferential treatment for any reason and, as a departmental employee, you will be expected to join in our continuing effort toward an effective relationship with each Asilomar concession staff member. On occasion, non-departmental groups may be staying in the same lodges. It is imperative that you represent the Department well on and off duty.
13. REGISTRATION: When you arrive at Asilomar Conference Grounds, go directly to the front desk at the Asilomar Administration Building for your room key and dining room ticket. If you require vegetarian meals, notify the front desk representative and your meal ticket will be marked accordingly.

14. **COURSE LEADERS:** The formal training you will attend is developed and, for the most part, conducted by experienced State Park employees in field and staff positions. Some courses will be conducted by qualified instructors from other agencies and educational institutions. Your course leaders have proven their ability and knowledge in their profession, and provide a level of expertise difficult to match.
15. **TRAINING CENTER STAFF:** A Training Center staff member has been assigned responsibility for your training group as well as for your training program. That staff member usually serves as a Course Leader as well as a Coordinator. During the program, you may be asked to assist Training Center staff in the logistics of your training program (organizing field trip transportation, supervising classroom breaks, etc.). Center staff will do all within their power to make your training experience pleasant and meaningful.
16. **TRAINING MATERIALS:** May be made available to you at both your unit and the Training Center. Handout materials issued at your unit should be brought to training for possible use. A conference binder or notebook will be issued to you at the training session for note taking and convenience in handling materials. Copies of DAM and DOM will be available to you for self-study. Bring your own pens and pencils.
17. **ATTENDANCE:** Regular attendance is a critical course requirement and your participation is important to the success of this training. All absences, except those of an emergency nature, must be approved in advance by the Training Specialist.
18. **COLLEGE CREDIT:** Most training programs are accredited by Monterey Peninsula College for lower division credit. If you successfully complete an accredited program, you will receive either a letter grade or a credit/no-credit designation.
19. **VEHICLES:** All vehicles should be parked in the lots adjacent to the Training Center. Any questions regarding use of a State vehicle while at the Training Center should be discussed with your supervisor prior to your departure for training, or with your Program Coordinator while at the Training Center.
20. **BICYCLES:** If you bring your bicycle, store it in the bicycle shed next to the Training Center. Bicycles may not be brought into any building nor chained to lamp posts, trees, etc. The Training Center has a limited number of bicycles available for your use. Prior to your use, you are required to complete a safety inspection and sign a waiver which is posted in the bicycle shed.
21. **MAIL:** Mail forwarded to you during your time at the Center should be addressed to you in care of:

Department of Parks and Recreation  
WILLIAM PENN MOTT JR. TRAINING CENTER  
P. O. Box 699, Pacific Grove, CA 93950

22. CELL PHONES: As a courtesy to your fellow participants and course leaders ensure that your cell phone is turned off during classes. Participants should not be receiving or making cell phone calls during class time. Please limit those calls to your breaks.
23. FAX: The Training Center's FAX number is (831) 649-2824.
24. TELEPHONE: Limit phone calls during classroom hours to urgent business or emergencies. Anyone wishing to contact you by telephone during working hours should call the Center at (831) 649-2954. Calls after 5:00 p.m. or during weekends should be made to (831) 372-8016, Asilomar Conference Grounds, and the caller should tell the switchboard operator you are with a Department of Parks and Recreations training group.
25. LAUNDRY AND DRY CLEANING: May be taken care of by you at one of several local establishments. An iron is available for 24-hour checkout from the Training Center front desk.
26. RECREATION: Facilities available on grounds include a heated swimming pool, ping-pong and pool tables, and a volleyball court. The Monterey area offers horseback riding, golf, tennis, racquetball, deep sea fishing, and many historical landmarks and scenic sights to explore.
27. POST-TRAINING ASSIGNMENTS: In connection with formal training are to be completed under the direction of your supervisor. See "Program Attendance Requirements" in this syllabus.
28. COFFEE BREAK REFRESHMENTS: Will be available throughout each session at the Center. You will be asked to contribute to the "Hospitality Fund" to defray expenses. Please bring your own coffee cup.



## **PROGRAM ATTENDANCE CHECKLIST**

To assist you in your preparation for formal training sessions at the William Penn Mott Jr. Training Center, the following checklist is provided:

- \_\_\_ 1. Read and understand the Field Training Officer Refresher syllabus prior to your arrival.
  
- \_\_\_ 2. **UNIFORMS ARE REQUIRED.** Class A pants, long sleeved shirts, tie, tie tack, Stetson, black uniform shoes highly polished, class A jacket or field uniform jacket may be worn.
  
- \_\_\_ 3. Bring the following to training:
  - Field Training Officer Refresher Syllabus
  - Field Training Program Guide
  - Coffee cup/water bottle
  - Pens, pencils, etc.

## **PRE-TRAINING ASSIGNMENT**

Prior to your arrival at training, list one or more questions you have about probationary reports. Your questions will be collected at 0800 hour on the morning of the first day of class and will be reviewed and discussed by an instructor on the following day.

**NOTE:** If you will need lodging the night of Friday, May 30, please notify Joanne Danielson at [jdanielson@parks.ca.gov](mailto:jdanielson@parks.ca.gov) or 831-649-2959 before May 20, 2008.

## **POST-TRAINING ASSIGNMENT**

Prior to ninety days after the completion of this program, the employee and his/her supervisor should sit down and discuss the impact and assess the effectiveness this program has had on the employee. Then both the supervisor and employee should login to the Employee Training Management System (ETMS) and complete the Post-Training Evaluation form (an email will be sent to both employee and supervisor notifying them that the evaluation needs to be completed).

The post-training evaluation process is intended to provide a bridge between classroom instruction and the on-the-job application of training. The information obtained through this process will assist the training participant, supervisor, and Training Center in providing a return on the investment the Department has on training.

**FIELD TRAINING OFFICER REFRESHER GROUP 7 – AGENDA**  
**May 27-30, 2008**

**Tuesday**

**May 27**

1500- Check-In at the Asilomar Administration Building

**Wednesday**

**May 28**

0800-0815	Orientation	Staff
0815-1000	Leadership/Ethics and Professionalism	Wittenberg
1000-1200	Role of the FTO/Characteristics of a Successful FTO	Wittenberg
1200-1300	<i>Lunch</i>	
1300-1500	Legal Issues/Risk Management for the FTO	Wittenberg
1500-1700	Handling Challenging Traits and Characteristics of Trainees	Wittenberg

**Thursday**

**May 29**

0800-0930	Review Regular Basic Course Training	Rowe
0930-1100	Competency Expectations/Evaluation and Documentation DORs, EPR, RTW	Rowe
1100-1200	Remediation/Testing	Rowe
1200-1300	<i>Lunch</i>	
1300-1500	Scenario Development	Rowe
1500-1700	Trainee Termination (Rejection on Probation)	Rowe

**Friday**

**May 30**

0800-1000	Online Field Training Tracking System	Smith/Coon
1000-1200	Teaching and Training Skills Development	Sturm
1200-1300	<i>Lunch</i>	
1300-1500	Contemporary Learning Methods	Sturm
1500-1630	Application of FTO Program (Case Studies)	Sturm
1630-1700	Course Wrap-up and Evaluations	Staff

<b><u>FIELD TRAINING OFFICER REFRESHER PROGRAM</u></b>	<b>HOURS</b>
<b><u>Program Outline</u></b>	
Orientation.....	.25
Review Regular Basic Course Training/Competency Expectations/ ..... Evaluation and Documentation .....	3.00
Legal Issues/Risk Management for the FTO.....	2.00
Contemporary Learning Methods.....	2.00
Remediation/Testing/Scenario Development .....	3.00
Trainee Termination .....	2.00
Leadership/Ethics and Professionalism.....	2.00
Handling Challenging Traits and Characteristics of Trainees/Trainee.....	2.00
Application of FTO Program (Case Studies) .....	1.50
Online Field Training Tracking System.....	2.00
Role of the FTO.....	2.00
Teaching and Training Skills Development .....	2.00
Course Wrap-up and Evaluations.....	<u>.50</u>
<b>Total Hours .....</b>	<b>24.00</b>

## **FIELD TRAINING OFFICER REFRESHER**

### **REVIEW REGULAR BASIC COURSE TRAINING**

Purpose: FTOs are expected to engage the Trainee in the integration and application of classroom knowledge to actual field performance. Therefore, they must have a working knowledge of POST-approved academy training.

Performance Objectives: By the close of the training session participants will

1. Recognize terminology, resources, testing methods, and other activities used in the Regular Basic Course.
2. Discuss and become familiar with the POST Regular Basic Academy requirements.

### **COMPETENCY/EVALUATION AND DOCUMENTATION**

Purpose: The FTO must provide each Trainee with fair expectations and evaluations. They must be familiar with Department standards and be able to properly evaluate and document Trainee performance in relation to those agency standards using Standardized Evaluation Guidelines (SEG).

Performance Objectives: By the close of the training session participants will

1. Define competency as it relates to field training.
2. Identify four goals of documentation.
3. Identify Agency Field Training Program documentation tools.
4. Identify the purpose and components of the Daily Observation Report (DOR).
5. Identify the purpose and components of the SEGs.
6. Assess various levels of performance and assign a numeric or alphabetic value for Trainee behavior based upon SEGs.
7. Explain common performance appraisal errors.
8. Distinguish between performance deficiencies and training deficiencies.
9. Explain why evaluation documentation must support each rating of the Trainee's performance.

10. Define the importance of preparing proper and accurate written record/narrative on evaluation forms (DOR, ESR, RTP) based on observed performance using SEGs.
11. Discuss the importance of, and considerations for, the delivery of Trainee evaluations.

### **LEGAL ISSUES/RISK MANAGEMENT FOR THE FTO**

Purpose: FTOs must recognize the current liability issues facing law enforcement and issues involved in the Field Training Program and methods to reduce and/or eliminate liability and consequences of not addressing those issues.

Performance Objectives: By the close of the training session participants will

1. Identify current liability issues facing law enforcement.
2. Demonstrate Knowledge of current labor issues related to field training.
3. Identify various liability concepts related to field training.
4. Describe methods FTOs can use to reduce and/or eliminate liability.
5. Explain the Department's responsibility to the FTO.
6. Express a knowledge of FTO responsibility.
7. Discuss methods/safeguards for keeping inappropriate conduct out of the Field Training Program.

### **CONTEMPORARY LEARNING METHODS/TEACHING AND TRAINING SKILLS DEVELOPMENT**

Purpose: To provide the FTO with the knowledge to effectively carry out their training and teaching, FTOs must develop and maintain positive interpersonal communication skills with their Trainees, peers, and the community they serve, as well as recognize effective ways of training, teaching and communicating to increase the Trainee's retention, awareness and effectiveness as a solo patrol officer.

Performance Objectives: By the close of the training session participants will

1. Identify effective teaching methods for the FTO.
2. Identify effective teaching methods for the Trainee.

3. Explain principles of adult learning using RIDEM.
4. Define laws of learning.

### **REMEDICATION/TESTING/SCENARIO DEVELOPMENT**

Purpose: To provide the FTOs with the knowledge that they are expected to recognize issues that might cause substandard performance in their Trainees and to be able to effectively deal with those issues by developing training goals and remedial training plans and delivering the requisite remedial training.

Performance Objectives: By the close of the training session participants will

1. Identify the value and necessity of remedial training plans.
2. Design, facilitate, and evaluate scenarios used for both remedial training and competency evaluation using the remedial training plan worksheet.
3. Identify officer safety and liability issues involved in scenario training.
4. Identify causes of a Trainee's failure to learn.
5. Prepare a written Remedial Training Plan using the case studies provided.

### **LEADERSHIP/ ETHICS AND PROFESSIONALISM**

Purpose: To provide the FTOs with the expected knowledge to demonstrate leadership skills with regard to molding Trainees' skills and values. As leadership is based upon values and principles, the FTOs are also expected to be fully aware of ethical standards and must recognize and be prepared for ethical and other issues, unique to the FTO/Trainee relationship that will emerge during the Field Training Program.

Performance Objectives: By the close of the training session participants will

1. Identify and explain characteristics demonstrated by various recognized leaders.
2. Analyze personal strengths and weaknesses as a leader.
3. Recognize values and principles that shape ethics.
4. Identify ethical issues within the field training environment, and their possible solutions.

## **HANDLING CHALLENGING TRAITS AND CHARACTERISTICS OF TRAINEES**

Purpose: To provide the FTOs with the knowledge to recognize, understand, and find or apply solutions to challenging traits or characteristics a Trainee may exhibit that limits the Trainee's training, learning, and performance.

Performance Objectives: By the close of the training session participants will

1. Identify challenging personality traits or characteristics common to Trainees, and how to negotiate those challenges.

## **TRAINEE TERMINATION**

Purpose: To provide the FTO with the knowledge of progressive discipline and the documentation required to reject an employee that is on probation. Some Trainees may not be able to meet the performance standard of a competent, solo officer even with remedial efforts. It is incumbent upon the FTO to be aware of the paperwork and processes involved in the rejection on probation.

Performance Objectives: By the close of the training session participants will

1. Discuss the reasons a Trainee may be rejected on probation.
2. Recognize the need for proper evaluation and documentation to support Trainee rejection on probation.
3. Describe the Department's process for rejection on probation.
4. Prepare a "mock" recommendation for rejection on probation for submittal to the Field Training Supervisor.

## **TEACHING AND TRAINING SKILLS DEMONSTRATION**

Purpose: To ensure that the FTOs have acquired and/or maintained the skills necessary to deliver effective training, the FTOs are expected to develop a training plan that uses varied adult learning styles and communication techniques.

Performance Objectives: By the close of the training session participants will

1. Apply previously acquired knowledge and skills to develop a one-on-one remedial training plan using the remedial training plan worksheet.
2. Present one-on-one training, using varied adult learning styles and communication techniques.



3. Evaluate the training delivered by other presenters.

### **EVALUATION AND DOCUMENTATION**

Purpose: To give the FTOs facilitated practice in refining their report writing skills as it pertains to the preparation and writing of narratives involving Daily Observation Reports, End of Phase Reports, Remedial Training Worksheets and Recommendation for Rejection on Probation, so that such documentation will effectively and succinctly communicate a Trainee's performance. The FTOs must be acutely aware that their ability to effectively communicate in a written format becomes even more profound when scrutinized during a rejection on probation and/or litigious allegations.

Performance Objectives: By the close of the training session participants will

1. Recognize those narratives that chronicle insufficient data to support ratings for both DORs and EPRs.
2. Acknowledge the components of and demonstrate understanding of clear, succinct and defensible narrative(s), as they pertain to the documentation of a Trainee's performance, remedial training, and recommendations for rejection on probation.

### **ONLINE FIELD TRAINING TRACKING SYSTEM**

Purpose: To provide training in the online software system that FTO's must submit the ir daily reports.

Performance Objectives: By the close of the training session participants will

1. Recall the steps to file a daily report online through the computerized reporting system.
2. Recognize the importance of a standardized statewide training and tracking system

### **REQUIRED INSTRUCTIONAL ACTIVITIES**

Purpose: To provide the FTO with skills to be able to do the job of an FTO through evaluation from peers and instructors.

Performance Objectives: By the close of the training session participants will

1. Participate in an activity and/or guided group discussion contrasting the Field Training Program and academy training and evaluation processes.

2. While using POST-produced or approved video scenarios **or** live classroom or academy scenarios, will accurately assess various levels of performance and assign a numeric DOR value for Trainee behavior/performance based upon SEGs. Facilitated group discussion will allow the process of standardization of ratings to develop. Using the competent solo patrol officer standard as acceptable behavior, the activity should be repeated until standardization or consistent group consensus is developed.
3. Participate in a group activity and/or facilitated discussion to determine how to minimize individual and departmental exposure to liability from Trainee claims of harassment, discrimination, and/or unethical behavior. The student will participate in a facilitated discussion identifying effective teaching methods that they have employed as an FTO.
4. Participate in a facilitated discussion identifying effective teaching methods that they have experienced as a student themselves. The student will, working in a small group develop a remedial training scenario, identifying safety issues, equipment needs and location issues in conjunction with a remedial training plan worksheet based upon a Trainee deficiency to be determined by the instructor or group(s).
5. Participate in a small group facilitated discussion where he/she will analyze ethical dilemmas that he/she face in the Field Training Program.
6. Participate in a group exercise and/or facilitated discussion that reinforces their ability to analyze and apply leadership principles and theories.
7. Participate in a facilitated discussion regarding the challenging characteristics and traits that they have experienced with their Trainees and solutions employed to mitigate those traits.
8. Participate in a facilitated discussion regarding positive character traits that they have encountered with their Trainees and how those traits have affected performance and training.
9. Participate in facilitated discussion regarding reasons leading up to, and the documentation required for, a Trainee's rejection on probation during the Field Training Program.
10. Successfully present a one-on-one training demonstration (simulating a FTO-Trainee situation). The student will select from a list of law enforcement training topics and provide training in the selected topical area to a Trainee or role player. The student is expected to develop a training plan using the remedial training plan worksheet that uses varied adult learning styles and communication techniques. The evaluation will be evaluated by another student.

11. Participate in individual and small group activities to practice required documentation that is effective, succinct and grammatically correct for use in Daily Observation Reports, End of Phase Reports, Remedial Training Plans and memorandums for recommendation for Rejection on Probation.

location map for  
**WILLIAM PENN MOTT JR. TRAINING CENTER**  
837 ASILOMAR BLVD.  
PACIFIC GROVE, CALIFORNIA 93950



