



# TRACY POLICE DEPARTMENT

## 2022 Succession Plan



1000 Civic Center Drive. Tracy, CA 95376



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# INTRODUCTION

The Tracy Police Department has experienced change at an unprecedented level due to changes in policing and retirements. The policing profession is in a state of continuous change bringing forth new challenges. The Tracy Police Department has always been a learning organization and has been able to adapt with the changing times. The department is forward thinking and has a vested interest and responsibility for the continual growth and development of its personnel. With a collaborative spirit the department believes in complimenting employee's efforts with career guidance in helping them achieve their professional goals.

# PHILOSOPHY

The department is committed to providing advanced officer training and encourages all personnel to participate in formal education on their own time. A robust training plan is provided within the confines of funding, requirements of a given assignment, staffing levels, and legal mandates. Whenever possible, the department will use courses certified by the California Commission on Peace Officer Standards and Training (POST).

The department encourages lifelong learning and prioritizes development of leaders at all levels. This creates an environment where succession planning is implemented throughout the organization.







## PURPOSE

The purpose of the Tracy Police Department's Succession Plan focus' on three core areas:

- 1) Recruitment- Identify pathways for recruiting and keeping talent at the department.
- 2) Training- Meet the Mandated, Essential, and Desirable training requirements.
- 3) Development- Provide for continued professional development of department personnel.

The Succession Plan is designed to identify how our agency will continue to attract and hire new talent, how the department will train the leadership team and how the department will continue to professionally develop department personnel for future promotional opportunities. The goal is to keep it simple using the acronym "RTD", which is Recruitment, Training and Development.

It is understood that the leadership training plan in no way identifies all of the training that will occur for the members of the Tracy Police Department. Additionally, it does not guarantee that a member will receive all of the training that has been identified for his/her position, with the exception of the training that has been identified as Mandatory.

The Department has a comprehensive Training Plan which covers all sworn staff. For the purposes of the Succession Plan Training section, the identified training will focus on the ranks of Corporal, Sergeant, Lieutenant and Captain.





## **RECRUITMENT AND RETENTION**

Recruitment has been a statewide challenge. Our own agency has experienced recent retirements in key positions of the organization which has caused a domino effect in filling leadership roles. Throughout 2020 and 2021 the Tracy Police Department planned and developed a recruitment campaign to ensure the department is fully staffed. There is a comprehensive recruitment plan in place to continuously bring in a diverse talent pool.

The Tracy Police Department has created several pathways for employment. Applicants can apply to the Tracy Police Department based on their qualifications and experience. The following pathways have been created to attract a diverse group of applicants.

- Academy Sponsored Trainee- Applicants in this group are typically entry level with no law enforcement experience.
- Academy Graduate/Attendee- Applicants in this group have graduated from a full time POST accredited police academy or are currently enrolled in a full time POST police academy.
- Part-Time Academy- Applicants are enrolled in the extended POST accredited police academy. This academy is extended and usually meets nights and weekends.
- Lateral Officer- Applicants in this group are generally experienced law enforcement officers recruited from other agencies.



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## **RECRUITMENT INCENTIVE PROGRAM**

Experience has shown us the best recruiters are our own officers. Throughout 2021, the Tracy Police Department has hired over a dozen lateral officers. The majority were referred by current officers.

The Department values the initiative our current workforce has taken to recruit experienced officers. The Recruitment Incentive Program has been created in order to keep this talent pipeline going. Members of the TPMA and TPOA will be eligible for a stipend when they refer a lateral officer to the agency. The stipend will be paid out once the lateral officer is hired and completes their field training program.

## **VIDEO RECRUITMENT CAMPAIGN**

The Tracy Police Department's recruitment efforts are multifaceted. In addition to creating different pathways for entry into the police department and the recruitment incentive, the department created several recruitment videos.

The recruitment videos were created to showcase the various special assignments, our officers, and the support we enjoy from the community. The main video captures many of our special assignments and the shorter videos were designed to be used on our social media channels.

## **RECRUITMENT WEBSITE**

The Tracy Police Department created a customized recruitment website to advertise open positions, our recruitment videos and a way for applicants to connect with department recruiters.

The website directs applicants to the Human Resources home page where they can electronically apply for open recruitments. The website address is <https://jointracypd.com/>.





## **RECRUITMENT ON SOCIAL MEDIA CHANNELS**

The Tracy Police Department created a Recruitment Instagram Account.  
<https://www.instagram.com/jointracypd/>





# CAPTAIN

## SUPERVISORY TRAINING PLAN

### MANDATED TRAINING:

Management Class

Initial Training: Within 1 year of middle management appointment

Recertification: Not required

#### **Sexual Harassment Training (Gov Code 12950.1)**

Initial Training: Within 1 year of appointment

Recertification: Every 2 years

#### **CLETS/NCIC-Less than Full Access Operator (DOJ)**

Initial Training: Within 6 months of appointment

Recertification: Every 2 years

#### **Range Qualification-Duty Firearm**

Initial Training: Within 4 months of appointment.

Recertification: 2 times per year

#### **SEMS/NIMS**

Initial Training: Within 1 year of appointment

Recertification: Not required

#### **Vehicle Pursuit Policy**

Initial Training: Within 1 year of appointment

Recertification: Annually

#### **Continuing Professional Training (POST CPT)**

Recertification: 24 hours of training every 2 years

### ESSENTIAL TRAINING:

#### **Budget Preparation Course**

Initial Training: Within 1 year of appointment

Recertification: Not required



# CAPTAIN

## SUPERVISORY TRAINING PLAN

### **Peace Officer Bill of Rights**

Initial Training: Within 1 year of appointment

Recertification: Not required

### **DESIRABLE TRAINING:**

#### **POST Command College Eligible after 2 Years in Lieutenant Role or higher**

Initial Training: Not required

Recertification: Not required

#### **Senior Management Institute for Police (SMIP)**

Initial Training: A four-year college degree—or the accumulation of 120 credit hours—from an accredited college or university is required.

Recertification: Not required

#### **FBI National Academy**

Initial Training: See nominee qualifications. <https://www.fbi.gov/services/training-academy/national-academy>

Recertification: Not required

#### **Executive Development Course**

Initial Training: Not required

Recertification: Not required

#### **The Role of the Police Chief**

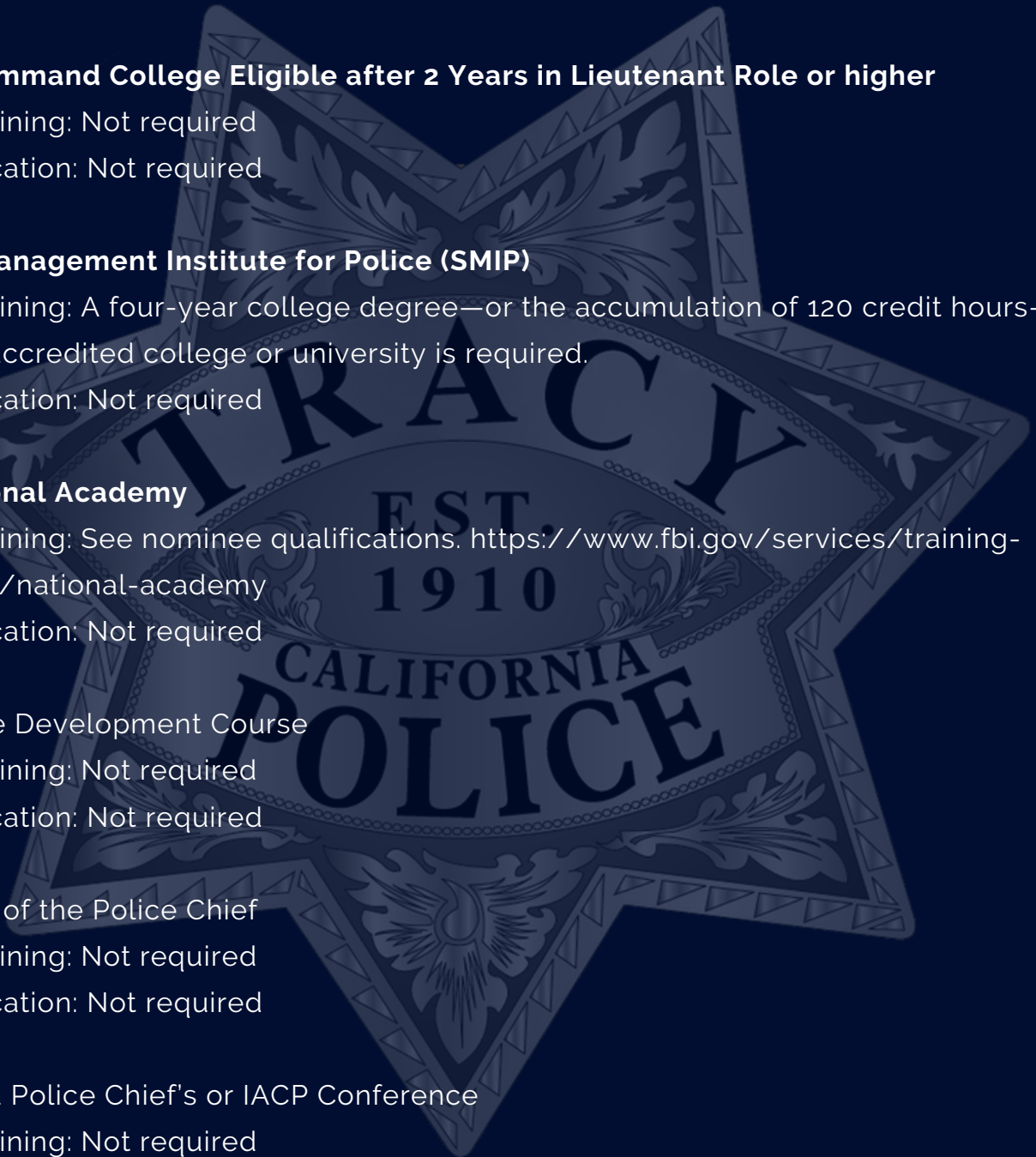
Initial Training: Not required

Recertification: Not required

#### **California Police Chief's or IACP Conference**

Initial Training: Not required

Recertification: Not required





# **SUPERVISORY TRAINING PLAN**

## **LIEUTENANT**

### **MANDATED TRAINING:**

#### **Management Class**

Initial Training: Within 1 year of middle management appointment

Recertification: Not required

#### **Sexual Harassment Training (Gov Code 12950.1)**

Initial Training: Within 1 year of appointment

Recertification: Every 2 years

#### **CLETS/NCIC-Less than Full Access Operator (DOJ)**

Initial Training: Within 6 months of appointment

Recertification: Every 2 years

#### **Range Qualification-Duty Firearm**

Initial Training: Within 4 months of appointment

Recertification: 2 times per year

#### **SEMS/NIMS**

Initial Training: Within 1 year of appointment

Recertification: Not required

#### **Vehicle Pursuit Policy**

Initial Training: Within 1 year of appointment

Recertification: Annually

#### **Continuing Professional Training (POST CPT)**

Recertification: 24 hours of training every 2 years

#### **Tactical Commander for Lieutenants Assigned to CRU**

Initial Training: Within 1 year of appointment

Recertification: Not required

# **SUPERVISORY TRAINING PLAN**

## **LIEUTENANT**

### **ESSENTIAL TRAINING:**

#### **Budget Preparation Course**

Initial Training: Within 1 year of appointment

Recertification: Not required

#### **Peace Officer Bill of Rights**

Initial Training: Within 1 year of appointment

Recertification: Not required

### **DESIRABLE TRAINING:**

#### **POST Command College Eligible after 2 Years in Lieutenant Role or higher**

Initial Training: Not required

Recertification: Not required

#### **Senior Management Institute for Police (SMIP)**

Initial Training: A four-year college degree—or the accumulation of 120 credit hours—from an accredited college or university is required.

Recertification: Not required

#### **FBI National Academy**

Initial Training: See nominee qualifications.

<https://www.fbi.gov/services/training-academy/national-academy>

Recertification: Not required

#### **Executive Development Course**

Initial Training: Not required

Recertification: Not required



# **SUPERVISORY TRAINING PLAN**

## **LIEUTENANT**

### **California Police Chief's or IACP Conference**

Initial Training: Not required

Recertification: Not required

### **Officer Involved Shooting Investigations-Mgmt/Supervisors**

Initial Training: Within 2 years of appointment

Recertification: Not required



# SERGEANT

## SUPERVISORY TRAINING PLAN

### MANDATED TRAINING:

#### **Supervisory Course**

Initial Training: Within 1 year of appointment

Recertification: Not required

#### **Sexual Harassment Training (Gov Code 12950.1)**

Initial Training: Within 6 months of appointment

Recertification: Every 2 years

#### **First Aid/CPR (13518(a) PC)**

Initial Training: Within 1 year of appointment

Recertification: Every 3 years

#### **Domestic Violence Update (13519(g) PC)**

Initial Training: Within 2 years of appointment

Recertification: Every 2 years

#### **CLETS/NCIC-Less than Full Access Operator (DOJ)**

Initial Training: Within 2 years of appointment

Recertification: Every other year

#### **Racial Profiling Update (13519.4(i) PC)**

Initial Training: Within 5 years of appointment

Recertification: 2 hours of training every 5 years

#### **Vehicle Pursuit Policy**

Initial Training: Within 1 year of appointment

Recertification: Annually

#### **Range Qualification-Duty Firearm**

Initial Training: Within 4 months of appointment

Recertification: At least 2 times per year



# SERGEANT

## SUPERVISORY TRAINING PLAN

### MANDATED TRAINING:

#### **Range Qualification-Shotgun**

Initial Training: Within 1 year of appointment

Recertification: Annually

#### **Range Qualification-Rifle**

Initial Training: Within 1 year of appointment

Recertification: Annually

#### **Range Qualification-Less Lethal**

Initial Training: Within 1 year of appointment

Recertification: Annually

#### **Basic Rifle Operator/Tactical Rifle (12020(b)(1) PC)**

Initial Training: Within 1 year of appointment

Recertification: Annually

#### **NIMS**

Initial Training: Within 1 year of appointment

Recertification: As required

#### **Temporary Holding Facility (Title 15)**

Initial Training: Within 2 years of appointment

Recertification: Every 2 years

#### **Electronic Weapons**

Initial Training: During Orientation

Recertification: Annually

#### **Continuing Professional Training (POST)**

Recertification: 24 hours every 2 years

# SERGEANT

## SUPERVISORY TRAINING PLAN

### ESSENTIAL TRAINING:

#### **Internal Affairs**

Initial Training: Within 1 year of appointment

Recertification: Not required

#### **Supervisory Leadership Institute (SLI)**

Initial Training: After 2 years of supervisory experience

Recertification: Not required

#### **Critical Incident Response**

Initial Training: Within 2 year of appointment

Recertification: Not required

#### **Officer Involved Shooting Investigations-Mgmt**

Initial Training: Within 3 years of appointment

Recertification: Not required

#### **CHP Leadership Course Sacramento**

Initial Training: After 1 year of appointment

Recertification: Not required

### DESIRABLE TRAINING:

#### **Report Writing for Instructors**

Initial Training: Not required

Recertification: Not required

#### **Interview and Interrogation**

Initial Training: Not required

Recertification: Not required

#### **Legislative Legal Update**

Initial Training: Not required

Recertification: Not required



# **SUPERVISORY TRAINING PLAN**

## **CORPORAL**

### **MANDATED TRAINING:**

#### **Supervisory Course**

Initial Training: Within 1 year of appointment

Recertification : Not required

#### **FTO Course**

Initial Training: Within 1 year of appointment

Recertification : 24-hour update every 3 years

#### **Sexual Harassment Training (Gov Code 12950.1)**

Initial Training: Within 6 months of appointment

Recertification: Every 2 years

#### **First Aid/CPR (13518(a) PC)**

Initial Training: Within 1 year of appointment

Recertification: Every 3 years

#### **Domestic Violence Update (13519(g) PC)**

Initial Training: Within 2 years of appointment

Recertification: Every 2 years

#### **CLETS/NCIC-Less than Full Access Operator (DOJ)**

Initial Training: Within 2 years of appointment

Recertification: Every other year

#### **Racial Profiling Update (13519.4(i) PC)**

Initial Training: Within 5 years of appointment

Recertification: 2 hours of training every 5 years

#### **Vehicle Pursuit Policy**

Initial Training: Within 1 year of appointment

Recertification: Annually

# **SUPERVISORY TRAINING PLAN**

## **CORPORAL**

### **MANDATED TRAINING:**

#### **Range Qualification-Duty Firearm**

Initial Training: Within 4 months of appointment

Recertification: At least 2 times per year

#### **Range Qualification-Shotgun**

Initial Training: Within 1 year of appointment

Recertification: Annually

#### **Range Qualification-Rifle**

Initial Training: Within 1 year of appointment

Recertification: Annually

#### **Range Qualification-Less Lethal**

Initial Training: Within 1 year of appointment

Recertification: Annually

#### **Basic Rifle Operator/Tactical Rifle (12020(b)(1) PC)**

Initial Training: Within 1 year of appointment

Recertification: Annually

#### **NIMS**

Initial Training: Within 1 year of appointment

Recertification: As required

#### **Temporary Holding Facility (Title 15)**

Initial Training: Within 2 years of appointment

Recertification: Every 2 years

# **SUPERVISORY TRAINING PLAN**

## **CORPORAL**

### **MANDATED TRAINING:**

#### **Electronic Weapons**

Initial Training: During Orientation

Recertification: Annually

#### **Continuing Professional Training (POST)**

Recertification: 24 hours every 2 years

### **ESSENTIAL TRAINING:**

#### **Internal Affairs**

Initial Training: Within 1 year of appointment

Recertification: Not required

#### **Officer Involved Fatal Incidents**

Initial Training: Within 2 years of appointment

Recertification: Not required

#### **Critical Incident Response**

Initial Training: Within 2 year of appointment

Recertification: Not required

#### **Officer Involved Shooting Investigations-Mgmt**

Initial Training: Within 3 years of appointment

Recertification: Not required



# **SUPERVISORY TRAINING PLAN**

**CORPORAL**

## **DESIRABLE TRAINING:**

### **Report Writing for Instructors**

Initial Training: Not required

Recertification: Not required

### **Interview and Interrogation**

Initial Training: Not required

Recertification: Not required

### **Legislative Legal Update**

Initial Training: Not required

Recertification: Not required



# **PROCEDURE FOR PROCESSING TRAINING REQUESTS FOR PREFERRED MULTI-WEEK COURSES**

The department seeks to provide ongoing training and encourages all personnel to participate in advanced training and formal education on a continual basis. Training is provided within the confines of funding, requirements of a given assignment, staffing levels, and legal mandates. Due to the limited number of employees the department can send to the following courses; FBI National Academy, FBI LEEDA, Sherman Block Leadership Institute SLI, Senior Management in Policing (SMIP) or alternate multi-week leadership program, due to staffing and budget considerations the following procedure shall be followed.

Training requests shall be processed in the following manner:

1. Employees requesting training shall complete the Training Request Form.
2. Complete the Candidate Career Matrix and Supervisory & Executive Leadership Development Course Assessment. See Appendix A.
3. Submit a memo including the justification for the requested training.
4. Requests will be forwarded to the Professional Standards and Training Lieutenant. A formal interview will be conducted, and recommendations will be sent to the Chief of Police.

## **DEVELOPMENT**

The Tracy Police Department takes initiative in developing our officers through advanced training and mentoring. Mentoring is an important piece of succession planning. The Tracy Police Department Mentoring Program will be revamped for 2022 to assist officers in reaching their career goals. Program details are included in Lexipol Policy 338.

Special assignment planning tables have been created to assist Sergeants in the department plan for their special assignment rotations. These tables will assist in succession planning at the unit level and help identify interested personnel in time to develop their skills. See appendices B-G.



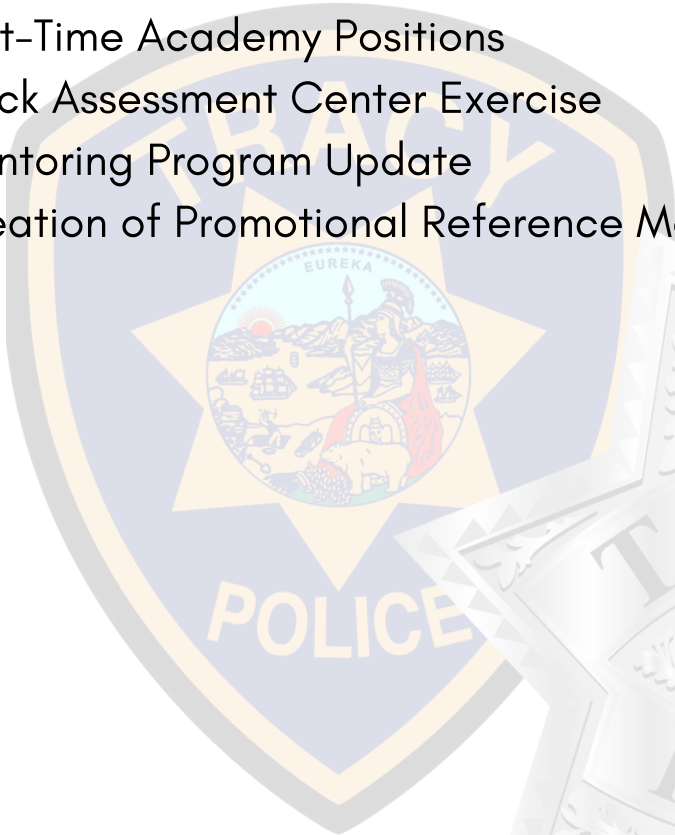


# PLAN GOALS AND ACTION ITEMS

## SUCCESSION PLAN GOALS

## STATUS

Written Plan	Completed
Recruitment Videos	Completed Nov-21
Recruitment Website	Completed Nov-21
Recruitment Social Media	Completed Nov-21
Lateral Officer Recruitment Incentive	Completed Dec-21
Part-Time Academy Positions	Completed Dec-21
Mock Assessment Center Exercise	TBD Summer 2022
Mentoring Program Update	Third Quarter 2022
Creation of Promotional Reference Material	In Progress 2022



**CANDIDATE CAREER MATRIX**  
**FOR**  
**LIEUTENANT JOE EXAMPLE**

<b>Nomenclature</b>	<b>Parameters</b>	<b>Description</b>
<b>Assignment History</b>	Record entire career history  (years of assignment/assignment description)	<ul style="list-style-type: none"> <li>• 1988-1997 Patrol Officer</li> <li>• 1997-1998 In-Service Coordinator</li> <li>• 1998-2001 Recruit Training Officer</li> <li>• 2001-2005 Patrol Supervisor</li> <li>• 2005-2009 Homicide Investigator</li> </ul>
<b>Ancillary Assignments</b>	Record entire career history of ancillary duty assignments  (years of assignment/assignment description)	<ul style="list-style-type: none"> <li>• 1995-1997 Field Training Officer</li> <li>• 1992-2001 Entry Team Operator</li> <li>• 2001-2005 Entry Team Leader</li> <li>• 2005-2009 Academy and in-service instructor</li> </ul>
<b>Training</b>	Record entire career of all outside and department training relevant to law enforcement  (year of course completed/description of course)	<ul style="list-style-type: none"> <li>• 1984/Basic Police Academy</li> <li>• 1992/Basic entry team course</li> <li>• 1994/Patrol Rifle Course</li> <li>• 1995/POST FTO Course</li> <li>• 1998/POST RTO Course</li> <li>• 2001/POST Supervisor Course</li> <li>• 2001/Taser Instructor course</li> <li>• 2002/SLI Course</li> <li>• 2005/Instructor development course</li> <li>• 2005/BATI interview &amp; interrogation course</li> <li>• 2005/Homicide investigator course</li> </ul>
<b>Formal Education</b>	Record all accredited education	<ul style="list-style-type: none"> <li>• 1984 H.S. Diploma/Mills High</li> </ul>

	(year graduated/institution and degree)	<ul style="list-style-type: none"> <li>• 1989 Bachelor's Degree in AJ/San Jose State</li> <li>• 2007 Masters Degree Public Admin./UC Berkeley</li> </ul>
<b>Performance Appraisals</b>	Record overall rating categories for the past five years.  (year appraisal received/overall rating of performance appraisal)	<ul style="list-style-type: none"> <li>• 2004/Fully Effective</li> <li>• 2005/Fully Effective</li> <li>• 2006/Exceeds Exp.</li> <li>• 2007/Exceeds Exp.</li> <li>• 2008/Exceeds Exp.</li> </ul>
<b>Active Memberships</b>	Record all current memberships  (Description of active membership)	<ul style="list-style-type: none"> <li>• CA Homicide Investigators Association</li> <li>• National Tactical Officers Association</li> </ul>
<b>Certifications</b>		<ul style="list-style-type: none"> <li>• Court expert for narcotics</li> <li>• Court expert for firearms</li> <li>• Taser instructor</li> <li>• Basic POST Certificate</li> <li>• Intermediate POST Certificate</li> <li>• Advanced POST Certificate</li> </ul>
<b>Awards</b>	Record entire career history of awards received  (year award received/description of award)	<ul style="list-style-type: none"> <li>• 1988-2008/12 Letters of Appreciation</li> <li>• 2000/Captains Commendation</li> <li>• 2004/Medal of Merit</li> <li>• 2005/Perfect attendance bar</li> <li>• 2005/Outstanding rating bar</li> <li>• 2005/Good conduct bar</li> </ul>
<b>Years of Service</b>	Record total service length in years.  (If less than half a year, then round down. If more than half a year, then round up. )	<ul style="list-style-type: none"> <li>• 20 years</li> </ul>
<b>Discipline</b>	Record all Department discipline for the past five years (year discipline received/type of discipline received/category of sustained complaint.	<ul style="list-style-type: none"> <li>• 2004/C &amp; T/Cat. II</li> <li>• 2007/Written Rep./Cat.</li> </ul>





# TRACY POLICE DEPARTMENT

## Supervisory and Executive Leadership Development Course Assessment

Intended for the listed programs or any other program of interest which requires a long-term commitment more than two weeks. Program must be directly related to your job duties of current rank or ranks within promotional pathway.

DATE: \_\_\_\_\_

NAME: \_\_\_\_\_

RANK: \_\_\_\_\_ DATE OF CURRENT RANK: \_\_\_\_\_

YEARS AS A SWORN PEACE OFFICER: \_\_\_\_\_

EXPECTED YEARS OF REMAINING SERVICE: \_\_\_\_\_

### PROGRAM OF INTEREST:

CA POST SLI

FBI NA

SMIP

POST Command College

Other: \_\_\_\_\_

(List name of program and length of commitment; attached documentation)

I have reviewed and currently meet the minimum qualifications for the program: **YES** **NO**

EDUCATION LEVEL ATTAINED: No Degree 2 year Degree 4 year Degree Graduate Degree

REASON FOR REQUEST (Include Qualifications): \_\_\_\_\_

APPLICANT'S IMMEDIATE SUPERVISOR: RESPONSE YES NO

REASON \_\_\_\_\_

SIGNATURE \_\_\_\_\_ DATE \_\_\_\_\_

APPLICANT'S LIEUTENANT: RESPONSE YES NO

REASON \_\_\_\_\_

SIGNATURE \_\_\_\_\_ DATE \_\_\_\_\_

APPLICANT'S DIVISION MANAGER: RESPONSE YES NO

REASON \_\_\_\_\_

SIGNATURE \_\_\_\_\_ DATE \_\_\_\_\_

## Appendix B

## BUREAU OF INVESTIGATIONS

EMPLOYEE	ASSIGNMENT	DATE STARTED	ASSIGNMENT COMPLETION DATE	DATE TO OPEN PROCESS FOR
	CAPTAIN			
	LIEUTENANT			
	SERGEANT			
	CORPORAL			
	CRIMES AGAINST PERSON			
	CRIMES AGAINST PERSON			
	SEXUAL ASSAULT DETECTIVE			
	SEXUAL ASSAULT DETECTIVE			
	PROPERTY CRIME DETECTIVE			

**BUREAU OF INVESTIGATIONS**

EMPLOYEE	ASSIGNMENT	DATE STARTED	ASSIGNMENT COMPLETION DATE	DATE TO OPEN PROCESS FOR
	GANG DETECTIVE			
	HI- TECH/FORENSIC DETECTIVE			
	HI- TECH/FORENSIC DETECTIVE			
	AUTO-THEFT TASK FORCE			



## Appendix C

SPECIAL INVESTIGATIONS UNIT				
EMPLOYEE	ASSIGNMENT	DATE STARTED	ASSIGNMENT COMPLETION DATE	DATE TO OPEN PROCESS FOR
	SERGEANT			
	CORPORAL			
	TASK FORCE OFFICER			
	DETECTIVE			
	DETECTIVE			

SPECIAL ENFORCEMENT TEAM				
EMPLOYEE	ASSIGNMENT	DATE STARTED	ASSIGNMENT COMPLETION DATE	DATE TO OPEN PROCESS FOR
	SERGEANT			
	CORPORAL			
	K-9			
	OFFICER			
	OFFICER			
	OFFICER			

## Appendix E

TRAFFIC				
EMPLOYEE	ASSIGNMENT	DATE STARTED	ASSIGNMENT COMPLETION DATE	DATE TO OPEN PROCESS FOR
	SERGEANT			
	CORPORAL			
	MOTOR			
	MOTOR			
	MOTOR			
	MOTOR			



COMMUNITY PRESERVATION UNIT				
EMPLOYEE	ASSIGNMENT	DATE STARTED	ASSIGNMENT COMPLETION DATE	DATE TO OPEN PROCESS FOR
	LIEUTENANT			
	NRO			
	NRO			
	DARE OFFICER			
	NON-SWORN CRIME PREVENTION OFFICER			
	SRO			
	SRO			
	SRO			