

**FLORENCE POLICE DEPARTMENT
GENERAL ORDER**

Subject: FIELD TRAINING PROGRAM	Procedure: General Order 16.4.3 CALEA 33.4	Total Pages: 9
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I. POLICY

It is the policy of this Department to provide a Field Training Program for recruit officers. The Field Training Program is a closely supervised process as the initial experience of recruit officers often shapes their future careers.

II. PURPOSE

This written order establishes uniform guidelines for training new recruits. It establishes goals, procedures, responsibilities, and accountability for initial training provided to new Florence Police Officers.

III. SCOPE

This directive is applicable to recruits and those personnel involved in training new recruits.

IV. ADOPTION OF FTO TRAINING MANUAL

The Florence Police Department adopts the Florence Police Field Training Manual as the standard operating procedures for the FTO program. The Field Training Manual is a comprehensive training manual that outlines the recruit officer training program. This written directive reflects and supports the content of the Field Training Manual.

V. GENERAL PROVISIONS:

A. FIELD TRAINING:

1. Upon employment, and no later than graduation from a P.O.S.T. approved Law Enforcement Training Academy, recruit officers are assigned to the Florence Police Department's Field Training Program where they will participate in field training outside of the required classroom training for a period of at least twelve (12) weeks. Based on current shift assignments and scheduling, this period of

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twelve (12) weeks is equivalent to four-hundred ninety-two (492) hours. When recruit officers are actively enrolled in a P.O.S.T. approved Law Enforcement Training Academy, the Field Training Coordinator or his designee will act as the liaison between the department and the academy staff. The Field Training Program is designed to instruct officers regarding tasks of the most frequent assignments.

2. Lateral entry officers may be placed into an accelerated program of up to six (6) weeks at the discretion of the Chief of Police. Based on current shift assignments and scheduling, this period of six (6) weeks is equivalent to two-hundred forty-six (246) hours.
 3. Retraining/remedial training time, referred to as "extension phase," is offered for both recruit and lateral entry officers, but the Field Training Officer Program will not exceed twenty (20) weeks without the approval of the Chief of Police. Based on current shift assignments and scheduling, this period of twenty (20) weeks is equivalent to six-hundred fifty-six (656) hours. Recruits may be placed in extension phase at any point during the training process. During extension phase, forward progress through the program is suspended and the recruit/FTO team will focus on mastery of previously presented material and skills. When the recruit has shown adequate performance of those skills, forward progress through the program will resume. It is imperative that the recruit shows progress in mastering required skills. If the recruit fails to make progress while in extension phase, they shall be subject to dismissal.
 4. From the date of hire through completion of the FTO program the Training Sergeant will be the recruit's first line supervisor.
- B. SELECTION OF FIELD TRAINING OFFICERS:
1. Shift supervisors are in the best position to determine the need for additional FTOs on their shift and who among assigned personnel is best suited for duty as a FTO. Shift supervisors will recommend officers for positions as FTO to the FTO Program Coordinator who will arrange for completion of the FTO training & certification process.
 2. The following list provides a description of some of the desirable traits

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for personnel nominated for duty as a FTO.

- a. Candidates should be among the most experienced officers available on the shift. Experience with other police agencies may be considered when making this determination;
 - b. Consistently high standards of duty performance regardless of the nature of the assignment;
 - c. A well-developed sense of maturity, command presence, professional demeanor, high standards of personal appearance and highly ethical conduct both on and off duty;
 - d. No disciplinary action within the previous 12 months prior to the date of recommendation;
 - e. Demonstrated leadership potential;
 - f. The ability of establish rapport with various people under stressful circumstances;
 - g. Excellent verbal communication skills;
 - h. A record of productive self-initiated field performance;
 - i. Good officer safety habits; and
 - j. Willingness to serve.
- C. TRAINING OF FIELD TRAINING OFFICERS: Officers assigned as an FTO will complete the standardized program of instruction for certification as a FTO, and follow-up in-service training as determined by the FTO Coordinator. That training may take place in a group or an individual setting.
- D. SUPERVISION OF FIELD TRAINING OFFICERS:
1. FTO'S will be assigned to each shift in the Department.
 2. During daily activity, the FTO will be under the supervision of the Shift Lieutenant and/or Sergeants.
 3. For any recruit training matters, the FTO will be under the supervision of the FTO Coordinator or Co-Coordinator.
- E. ROTATION OF RECRUIT FIELD ASSIGNMENTS:
1. The 12-week program has been divided into 3 phases. Each phase is 4 weeks in duration. The six week accelerated program will also be divided into 3 phases of up to two weeks each. All twelve skills mastery check lists will be completed by all recruits.
 2. During the training phases, the FTO Program Coordinator will ensure that the new recruit is scheduled to rotate field assignments. The recruit will be exposed to the varied working conditions that each officer must face in his or her career. Shift rotation also aids in determining whether or not a new officer can physically and mentally adjust to working various hours under differing activity

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loads. It is preferable for recruits to rotate shifts along with advancing to the next phase. However, personnel constraints may not always make this possible.

3. Patrol Supervisors should assign recruits to patrol each of the four patrol zones at some time during their training program. Each new officer is responsible for learning city geography. Recruits must demonstrate an ability to perform satisfactorily in each area of the city and be able to find those locations with which they are not familiar. They should also demonstrate an understanding of the policing problems in various geographical areas and aspects of the particular cultures and ethnic groups contained therein.
4. The Shift Supervisors or the FTOs may periodically assign recruits to specific crime or accident scenes because of the training value presented there. Examples of such cases are crashes with injuries or fatalities, violent crimes against persons, or property crimes with extensive crime scenes.

F. WORK ASSIGNMENT OF FTO AND RECRUIT OFFICER:

1. Recruits will be assigned to an FTO by the supervisors of the assigned shift. If possible, the recruit will be assigned to the same FTO for the entire phase.
2. The FTO and the recruit officer will be assigned as a "One-Man" unit.
3. The recruit and the FTO will make every reasonable effort not to become separated at any time during the duty day. The FTO is the recruit's first line supervisor and is responsible for maintaining quality of service to the public. Therefore, the FTO must be present any time a recruit is in contact with the public.

G. ABSENCE OF FTO:

FTO absence from duty for schools or scheduled leaves will be controlled by assigned shift supervisors. Supervisors should consider the need for a consistent learning environment before approving leaves during any period when an FTO has a recruit assigned.

H. ABSENCE OF RECRUIT OFFICER:

1. For payroll purposes recruit absences will be accounted for using the same standards and policies as all other sworn officers. Recruits are discouraged from taking leave during the FTO Program. Examples of acceptable justification for leave during the program are bereavement leave and sick leave.
2. Recruits will not be considered to have completed the program until they have completed a minimum of 42 evaluated patrol shifts for the twelve-week program and 21 evaluated patrol shifts for the six-week program. Each Daily Observation Report is numbered sequentially throughout the program to ensure this standard is maintained.

I. REPORTING RESPONSIBILITIES OF FTO's:

1. The Recruit Officer will be evaluated daily by the FTO and documented on the Daily Observation Report (D.O.R.). DOR is structured in a way that is consistent with the established Standardized Evaluation Guidelines (S.E.G.). SEG will be used when completing each D.O.R. Supplemental/continuation sheets may be used as needed for additional note taking or to document additional training opportunities completed each day.
2. At the end of each phase of recruit training, the FTO will submit a written End-of-Phase Evaluation summarizing the recruit officer's performance during that training cycle. The end-of-phase evaluation following the third phase will contain language recommending the recruit for assignment as a solo officer or justification for continuation in the FTO Program.
3. Training and skills mastery checklists will be completed weekly during each phase of training. If a recruit officer handles a call or situation that is not on the checklist, the FTO may document the training on the D.O.R. Written and practical tests may also be used to test the recruits' knowledge.
4. FTOs will administer a battery of approved tests including a written test and a physical fitness test at the end of each phase. FTOs will document completion of these tests using the End of Phase Testing Results form and provide any recommendations they have for following FTOs and supervisors to the FTO Coordinator at the end of each phase.
5. Upon completion of phase three the FTO Coordinator will review the Recruit Training Manual to ensure completeness and compliance with standards. Based on successful completion of the training program the FTO Coordinator will prepare a solo officer certification document and submit it for signature to the Field Operations Deputy Chief for review and signature. This certification becomes part of the training record which is maintained by the FTO Program Coordinator.

J. GUIDELINES FOR EVALUATION:

Standardized Evaluation Guidelines are provided to the FTO to be utilized in evaluating and documenting the recruit's daily performance. These guidelines should be used each time a D.O.R. is completed.

K. RECRUIT TRAINING MANUAL:

1. The Recruit Training Manual (RTM) will be broken down into three (3) phases; each phase will contain training and skills mastery

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- checklists for that phase. The recruit officer must complete these checklists prior to being released from the program. FTOs are reminded to use Power DMS and a copy of the Department's standardized evaluation guidelines when reviewing General Orders.
2. Each recruit officer will be given a copy of the handbook upon entering the FTO Program.
 3. A copy of all Daily Observation Reports and Training and Skills Mastery Checklists will be maintained in the RTM. Other documentation to be included will be Supervisor Weekly Observation Reports, End of Phase Evaluation Reports, all written tests and Ending of Phase Testing Reports, examples of some reports completed by the recruit, Developmental Training Worksheets (if applicable), and all documentation related to extension phases (if applicable).
 4. It will be the responsibility of the FTO to maintain the RTM and to bring it to work each training day. The recruit will be given as much supervised access to their RTM as they may request but because it will contain some information the recruit perceives as negative they will not be allowed to maintain possession of the original RTM. At the end of each training week the completed RTM will be left in the Shift Supervisor's office for review by the FTO Coordinator.

VI. MANDATORY STANDARDS OF FIELD TRAINING OFFICERS:

A. Training:

1. Any Officer who becomes a Field Training Officer must commit himself to the philosophy of teaching. He/she must realize that training is the first priority and the evaluation is secondary. The FTO should be willing to bear the responsibility for the progress, or lack of progress by the Recruit until he/she is sure that other non-controllable factors are the cause of the Recruit Officer's performance.
2. FTOs will keep in mind the FTO Program philosophy, which states that FTO personnel will make every effort to train and to direct each Recruit Officer in ways that maximize the opportunities for the Recruit Officer to succeed. We must ensure that each Recruit Officer receives the maximum opportunity to show that he/she can effectively do the job. FTOs will always attempt to set a positive training atmosphere in which learning potential is maximized, and the Recruit Officer will be able to perform to the best of his/her ability. Any stress felt by the Recruit Officer should be caused by the task being taught, not from any non-related comments or actions on the part of the Field Training Officer. It is impossible to eliminate stress from the evaluation process, but FTOs should refrain from creating artificial stress.

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3. FTOs must conduct themselves in a professional manner at all times. They must teach departmental policy and procedures. FTOs should set an example by virtue of their knowledge and appearance. They should remember that the recruit will be a product of what he/she is taught and of the behavior that is demonstrated to him.
 4. The productivity and appearance of the FTO must meet the department's standard. **FTOs should attempt to be above standard in all areas.**
 5. All FTOs will participate in and pass the APOSTC minimum physical fitness standards test annually. All results from fitness tests will be documented and maintained by the shift supervisors.
 6. Failure to comply to meet these standards will result in removal from the FTO program.
- B. Daily Observation Reports
1. When completing the Daily Observation Report, FTOs shall refer to the Standardized Evaluation Guidelines to ensure standardization of evaluations in the program. **D.O.R.'s should be completed and submitted to the FTO coordinator in a timely manner.** A consistent failure by the FTO to complete DOR's in a timely manner will result in removal from the assignment.
- C. Report Writing
1. FTOs will supervise the Recruit's report-writing activities to ensure they coincide with departmental standards and guidelines, and maintain a record of the recruit's reports for reference. The FTO should review **all** reports and paperwork completed by the recruit **prior** to it being submitted to the shift supervisor for review and will be held responsible for errors made.
- D. Court Attendance
1. The FTO is required to attend court with the Recruit Officer. The FTO will utilize the court appearances to demonstrate, train and evaluate. Attendance in court and performance in court should be documented on a D.O.R.
- E. Field Training
1. Recruits will **always** be told when a training situation is a mock situation.
 2. Loaded weapons will **never** be used in a training scenario, other than firearms training on the firing range.
 3. FTOs will not attempt to agitate or anger civilians for the purpose of seeing how recruits deal with conflict.
 4. Handcuffed prisoners will never be released in order to see how the recruit would handle a physical confrontation. Prisoners will be

handled in accordance with departmental policy.

F. FTO/Trainee Relationship

1. The relationship between the FTO and the recruit will be a teacher/student, supervisor/subordinate relationship. As part of this relationship, the following is expected:
 - a. The hallmark of this relationship will be one of mutual respect. Recruits will be treated with respect at all times. They will be expected to respect the FTO, and to follow his/her directions. Recruits will not be harassed, intimidated, intentionally embarrassed or treated in a demeaning manner. Name calling or use of derogatory terms by the FTO is not acceptable. FTOs will not show their anger or frustration while they are working with the recruit. Remember, “praise in public, correct in private.”
 - b. While the Recruit Officer is going through training, FTOs will not associate or socialize with the recruits when they are off duty. Any relationship with them shall be strictly professional.
 - c. FTO personnel will not date, or attempt to date, Recruit Officers while they are in the FTO program. If the FTO Coordinator, or FTO is related to the Recruit Officer, or if he or she had a special relationship with the Recruit Officer which began before the Recruit was hired, the Field Operations Deputy Chief will be advised. If necessary, consideration may be given to deferring the FTO Coordinator and/or FTO from the program until the Recruit has completed the training.

H. Recruit Officer/FTO Field Training Rules

1. Recruit Officers are to be respectful to the Field Training Officers. The FTO's direction is to be accepted and followed at all times. If a recruit believes that a specific instruction or order is improper, he or she will discuss it with the FTO. If the Recruit is still not satisfied, he/she will ask for a meeting with the FTO Coordinator. At a later time, if the Recruit still has a concern or problem, he/she can ask the FTO Coordinator to set up a meeting with the Field Operations Deputy Chief. The FTO Coordinator will notify the Field Operations Deputy Chief and a meeting will be scheduled. Recruit Officers will not be required to carry out illegal or unlawful orders.
2. Recruits will complete all assignments in a prompt, timely manner. They will follow all policies and procedures, as outlined in the departmental General Orders Manual.
3. Time permitting, FTOs and Recruits will be given the final hour of

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their tour of duty to review their daily activities, complete the Daily Observation Report and/or conduct additional training. This time should be utilized wisely by both the FTO and Recruit Officer.

4. Recruit Officers will not participate in any spare time employment while going through the Field Training Program unless the assignment can be performed with an FTO present at **all** times and the spare time employment is approved by the FTO coordinator.
 5. Recruit Officers will not be permitted to apply for any special assignments or position on a Specialty Unit while going through the Field Training Program.
 6. Recruits will be receptive to constructive criticism given by FTOs. They may verbalize an explanation for their action; however, repeated rationalization, excessive verbal contradictions and hostility is not acceptable.
 7. Recruit Officers will not wear or display any FPD uniform or related equipment in public while off duty unless authorized by the FTO Coordinator. Recruit Officers will be allowed to travel to or from any assigned tour of duty in uniform and may be allowed to use department vehicles in accordance with the FPD vehicle policy. Take home cars will not be authorized during the FTO program because the recruits may find themselves in a situation where the public would expect an officer in a marked car to take immediate action. Without an FTO present the recruit should not attempt such intervention.
 8. Failure by the FTO to complete FTO documents in a timely manner may result in removal from the FTO Program and disciplinary action under the Rules of Conduct.
- I. Violations of Field Training Policy
1. Violation of Field Training policy and rules may result in disciplinary action, to include removal from the FTO program.