

Field Training Officer Program

436.1 PURPOSE AND SCOPE

The Field Training Officer Program is intended to provide a standardized program to facilitate the officer's transition from the academic setting to the actual performance of general law enforcement duties of the Elk Grove Police Department.

It is the policy of this department to assign all new police officers to a structured Field Training Officer Program that is designed to prepare the new officer to perform in a patrol assignment, and possessing all skills needed to operate in a safe, productive and professional manner.

436.1.1 EXPECTATIONS

Field Training Officers (FTOs) have significant additional responsibilities over and above their law enforcement duties when assigned to train a new officer. In addition to performing in an exemplary manner, while trainees closely watch, FTOs must slow their pace to review the purpose and detail of every new encounter. FTOs must guide trainees through a comprehensive curriculum that requires the blending of knowledge and skills, and the good judgment of when, where, and how to apply them. The essentials of the FTO's role are that he/she applies the techniques of coaching by providing a role model to follow and giving encouragement and direction to the trainee to apply what has been taught. The FTO must follow that up by giving feedback on the trainee's performance. It is important that this assessment have a positive impact on the performance of the trainee. The FTO's appraisal of the trainee's abilities should always be followed with positive reinforcement and encouragement to continue good performance or an adjustment of training techniques and methodologies to meet the needs of the trainee in rectifying any performance deficiencies. FTOs must be flexible and able to change as the challenges change; otherwise, the trainee, the program, and the department will suffer. A bad FTO can disrupt the entire training process and potentially destroy the department. A great deal of trust and responsibility go with this assignment and good FTOs can make major positive impacts within their department.

A: Expectations of Field Training Officers

1: Teacher/Trainer Any officer who becomes a Field Training Officer must have a passion for teaching. The most obvious function of the FTO is that of a teacher. In most cases, this teaching will occur on calls for service and during self-initiated activity. Other times teaching may occur over a cup of coffee or during casual conversation. Teaching may also occur in a formal classroom environment using lesson plans and audiovisual aids. FTOs are often selected for their subject matter expertise (formal training and education) and their practical experience. FTOs must understand the learning process and teaching methodologies and work hard to develop and maintain their skills. As teachers, FTOs should be willing to accept the responsibility for the progress of the trainee, or lack of it, until they can identify any other uncontrollable factors that are the cause of the trainee's performance. FTOs should reinforce positive attributes and accomplishments instead of downgrading weaknesses. Trainees respond more quickly to positive statements than to negative ones. Above all, within the limits of good judgment, FTOs should use

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realistic and established training methods that are conducive to the trainee's temperament, needs, and development as a patrol officer. FTOs must conduct themselves in a professional manner at all times. They must teach and reinforce department policy and procedures. FTOs who focus on values and teach real life lessons will have a profound impact on the trainee's success. They should remember that trainees will be a product of what they are taught and of the behavior that is demonstrated to them. FTOs should attempt to set the highest standards in all areas of their performance. FTOs with a true desire to teach are often more concerned about their contribution to the success of each trainee and the program than any compensation or recognition they might receive.

2: Role Model FTOs must be positive role models! They must lead by example exhibiting integrity, honesty, and ethical behavior. Maintaining a professional demeanor and appearance; adhering to department rules and regulations; supporting the department's vision, mission, and values; adhering to program guidelines in terms of policies and confidentiality; and having a positive attitude toward the department, the training program, the job, and the trainee accomplish the best aspects of role modeling. FTOs dedicated to the goals and success of the field training program will be respectful of, and respected by, trainees, peers/co-workers, and supervisors.

3: Evaluator FTOs are also expected to be evaluators. They must develop and use skills to determine if learning is occurring and whether or not remedial training is necessary. Evaluation skills are of primary importance to the field training program. FTOs must give critical feedback and clear direction to guide the trainee to an acceptable level of competence. If FTOs cannot evaluate, they cannot train. Evaluation is accomplished by the use of Daily Observation Reports, Standardized Evaluation Guidelines, Weekly Training Progress Reports, End of Phase Reports, and through the use of worksheets, remedial training, evaluation sessions, and verbal feedback. The principle element of effective evaluation is objectivity.

4. Leader FTOs should exemplify the department's vision, mission, and values in the program and the community. FTOs should share responsibility with their trainee, delegating through problem-solving, and training him/her to engage in preplanning. The FTO must develop and utilize multiple resources. FTOs are expected to take charge. They are often the most proactive officers in the department. They should motivate and support the trainee while holding him/her accountable for his/her own success in the training program. Trainees will want to succeed because of the FTO's leadership.

436.2 FIELD TRAINING OFFICER - SELECTION AND TRAINING

The Field Training Officer (FTO) is an experienced officer trained in the art of supervising, training and evaluating entry level and lateral police officers in the application of their previously acquired knowledge and skills.

436.2.1 SELECTION PROCESS

FTOs will be selected based on the following requirements:

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- (a) Desire to be an FTO
- (b) Minimum of two years of patrol experience, one of which shall be with this department
- (c) Demonstrated ability as a positive role model
- (d) Participate and pass an internal oral interview selection process
- (e) Evaluation by supervisors and current FTOs
- (f) Possess a POST Basic certificate
- (g) Shall be off probation at the time of appointment

The Assistant Chief of Police or his/her designee may amend the selection process as circumstances warrant.

436.2.2 TRAINING

An officer selected as a Field Training Officer shall successfully complete a POST certified (40-hour) Field Training Officer's Course prior to being assigned as an FTO.

All FTOs must complete a 24-hour Field Training Officer update course every three years while assigned to the position of FTO (11 CCR 1004).

All FTOs must meet any training mandate regarding crisis intervention behavioral health training pursuant to Penal Code § 13515.28.

436.2.3 APPLICATION

Each candidate expressing interest in the position of Field Training Officer must submit an FTO Application (Appendix A) to his or her immediate supervisor. The candidate may include a resume of no more than three (3) pages. Along with the application, the officer will attach a copy of a report they have written that is not more than six (6) months old. This report will be used to evaluate the candidate's knowledge of report writing procedures and overall writing skills. Each applicant's supervisor and watch commander will be required to complete their respective comment sections of the candidate's application and sign it. After the supervisor has completed his or her portion of the application, it will be returned to the candidate for review and the candidate's signature. At this time, the candidate may request a meeting with his supervisor regarding any comments or recommendations, favorable or unfavorable, on the application form. The candidate's application will be submitted to the Training Coordinator's office for initial review.

All FTO candidates meeting the basic requirements for the position will be required to participate in an oral interview process. The oral interview process will be a pass/fail process and no ranking or scores will be determined. Candidates who pass the oral interview will be evaluated by a Review Board. The candidates' shift supervisors will need to complete a Supervisor's Evaluation Sheet (Appendix B) and both the Evaluation Sheet and the FTO Application will be forwarded to the Professional Standards Office where they will be placed before a Review Board. The Review Board will consist of at least a supervisor or watch commander from each patrol shift, the Patrol

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Training Coordinator, and three current Field Training Officers. The Review Board will tabulate scores based on the applications and supervisors' evaluations for each candidate and record any supervisor or peer comments. Scores below 70% will not be considered for appointment to FTO. The Review Board will then send a list of the candidates, their scores and comments to the Assistant Chief of Police along with recommendations for promotion to the position of FTO.

Appointments to FTO will be made by the Assistant Chief of Police or his or her designee.

436.2.4 APPENDIX A

[See attachment: FTO Application_Appendix A.pdf](#)

436.2.5 APPENDIX B

[See attachment: Supervisors Evaluation_Appendix B.pdf](#)

436.3 FIELD TRAINING OFFICER PROGRAM SUPERVISOR

The FTO Program supervisor should be selected from the rank of sergeant or above by the Patrol Division Commander or a designee and should possess, or be eligible to receive, a POST Supervisory Certificate.

The responsibilities of the FTO Program supervisor include the following:

- (a) Assignment of trainees to FTOs
- (b) Conduct FTO meetings
- (c) Maintain and ensure FTO/trainee performance evaluations are completed
- (d) Maintain, update and issue the Field Training Manual to each trainee
- (e) Monitor individual FTO performance
- (f) Monitor overall FTO Program
- (g) Maintain liaison with FTO coordinators of other agencies
- (h) Maintain liaison with academy staff on recruit performance during the academy
- (i) Develop ongoing training for FTOs

The FTO Program supervisor will be required to successfully complete a POST approved Field Training Administrator's Course within one year of appointment to this position (11 CCR 1004(c)).

436.3.1 SUPERVISION

All FTO's, in addition to their duties and responsibilities under their Patrol Shift Supervisor, will operate under the direction of the Training Coordinator (TC). The Training Coordinator will be responsible for overseeing all aspects of the Field Training Program and ensuring that all department standards and objectives are met. The Training Coordinator is further responsible for

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ensuring that the department's program is in compliance with the minimum standards established by POST.

FTO'S MAY BE REMOVED FROM THE FIELD TRAINING PROGRAM AT THE DIRECTION OF THE TRAINING COORDINATOR WHEN: THE FIELD TRAINING OFFICER HAS DEMONSTRATED UNACCEPTABLE PERFORMANCE EITHER AS A TRAINER OR AS AN OFFICER IN THE FIELD; THE FTO HAS BEEN REASSIGNED TO A POSITION NOT REQUIRING OR JUSTIFYING FTO STATUS; OR THE FTO NO LONGER WISHES TO PARTICIPATE IN THE PROGRAM.

436.4 TRAINEE DEFINED

Any entry level or lateral police officer newly appointed to the Elk Grove Police Department who has successfully completed a POST approved Basic Academy.

436.5 REQUIRED TRAINING

Entry level officers shall be required to successfully complete the Field Training Program, consisting of a minimum of 10 weeks.

The training period for a lateral officer may be modified depending on the trainee's demonstrated performance and level of experience, but shall consist of a minimum of eight weeks.

To the extent practicable, entry level and lateral officers should be assigned to a variety of Field Training Officers, shifts and geographical areas during their Field Training Program.

436.5.1 FIELD TRAINING MANUAL

Each new officer will be issued a Field Training Manual at the beginning of his/her Primary Training Phase. This manual is an outline of the subject matter and/or skills necessary to properly function as an officer with the Elk Grove Police Department. The officer shall become knowledgeable of the subject matter as outlined. He/she shall also become proficient with those skills as set forth in the manual.

The Field Training Manual will specifically cover those policies, procedures, rules and regulations adopted by the Elk Grove Police Department.

436.6 EVALUATIONS

Evaluations are an important component of the training process and shall be completed as outlined below.

436.6.1 FIELD TRAINING OFFICER

The FTO will be responsible for the following:

- (a) Complete and submit a written evaluation on the performance of his/her assigned trainee to the FTO Coordinator on a daily basis.
- (b) Review the Daily Trainee Performance Evaluations with the trainee each day.

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- (c) Complete a detailed end-of-phase performance evaluation on his/her assigned trainee at the end of each phase of training.
- (d) Sign off all completed topics contained in the Field Training Manual, noting the method(s) of learning and evaluating the performance of his/her assigned trainee.

436.6.2 IMMEDIATE SUPERVISOR

The immediate supervisor shall review and approve the Daily Trainee Performance Evaluations and forward them to the Field Training Administrator.

436.6.3 FIELD TRAINING ADMINISTRATOR

The Field Training Administrator will review and approve the Daily Trainee Performance Evaluations submitted by the FTO through his/her immediate supervisor.

436.6.4 TRAINEE

At the completion of the Field Training Program, the trainee shall submit a confidential performance evaluation on each of their FTOs and on the Field Training Program.

436.7 DOCUMENTATION

All documentation of the Field Training Program will be retained in the officer's training files and will consist of the following:

- (a) Daily Trainee Performance Evaluations
- (b) End of phase evaluations
- (c) A Certificate of Completion certifying that the trainee has successfully completed the required number of hours of field training

Attachments

FTO Application_Appendix A.pdf

**ELK GROVE POLICE DEPARTMENT
FIELD TRAINING OFFICER APPLICATION
Appendix "A"**

OFFICER'S NAME: _____
(Last) (First) (Middle)

CURRENT ASSIGNMENT: _____

SUPERVISOR: _____

WATCH: _____

TOTAL TENURE WITH THE ELK GROVE POLICE

DEPARTMENT: _____ years _____ months

DATE PATROL TRAINING

COMPLETED: _____

PREVIOUS LAW ENFORCEMENT EXPERIENCE:

LIST ALL ASSIGNMENTS WITH THE ELK GROVE POLICE DEPARTMENT:

Assignment:	From:	To:

EDUCATION:

TEACHING/TRAINING OFFICER EXPERIENCE:

SPECIAL SCHOOLS ATTENDED WHICH MAY HELP YOU IN YOUR FUNCTION AS AN F.T.O.:

WHY DO YOU WANT TO TRAIN?

SUPERVISORY RECOMMENDATION (to be completed by your immediate supervisor):

Supervisor's Name
(printed): _____

Supervisor's Signature: _____ Date: _____

WATCH COMMANDER'S REVIEW AND COMMENTS:

Watch Commander's Name
(printed): _____

Watch Commander's
Signature: _____ Date: _____

Applicant's Signature: _____ Date: _____

LIST ALL ASSIGNMENTS WITH THE ELK GROVE POLICE DEPARTMENT:
CONTINUED

Assignment:	From:	To:
<hr/>		

Assignment:	From:	To:
<hr/>		

SPECIAL SCHOOLS ATTENDED WHICH MAY HELP YOU IN YOUR FUNCTION AS AN
F.T.O.: CONTINUED

Supervisors Evaluation_Appendix B.pdf

SUPERVISOR'S QUESTIONNAIRE FOR FTO CANDIDATES

Appendix "B"

OFFICER'S NAME: _____

OFFICER'S ASSIGNMENT: _____

To be completed by the applicant's immediate supervisor. Please answer each question by circling "YES" or "NO" after the question indicating that either the applicant does or does not display sufficient proficiency to be a Field Training Officer.

Optional - A few lines were placed after each category for comments.

Mandatory - Include a short narrative at the end of this evaluation.

I. Teaching Potential

- | | | | |
|----|------------------------------------------------------------------------------------------------------------|-----|----|
| A. | Does the applicant have previous teaching/training experience (i.e. Police Academy)? | YES | NO |
| B. | Has the applicant attended schools, or participated in projects or committees to broaden his/her horizons? | YES | NO |
| C. | Does the applicant demonstrate the ability to teach others? | YES | NO |
| D. | Has the Applicant Previously been a Training Officer? | YES | NO |

Comments:

II. Job Knowledge

- A. Has the applicant worked assignments other than Patrol - or with other law enforcement agencies? YES NO
- B. Has the applicant worked in Patrol long enough to gather sufficient job knowledge? YES NO
- C. Does the applicant demonstrate a working knowledge of the various codes and policies required of FTO's? YES NO
- D. Does the applicant understand the workings of other departments, and how to access outside resources? YES NO

Comments:

III. Initiative

- A. Does the applicant demonstrate motivation for self-improvement by aggressively seeking out training schools/seminars? YES NO
- B. Does the applicant routinely volunteer for assignments or additional duties? YES NO
- C. Does the applicant readily take the lead officer role on major calls? YES NO
- D. Is the applicant receptive to constructive criticism, supervision and assignments? YES NO

Comments:

IV. Professional Demeanor

- | | | | |
|----|-----------------------------------------------------------------------------------------------------------------------|-----|----|
| A. | Does the applicant conduct himself/herself in a mature, professional manner during briefings, citizen contacts, etc.? | YES | NO |
| B. | Does the applicant comply with departmental policies and procedures? | YES | NO |

Comments:

V. Leadership Abilities

- | | | | |
|----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|----|
| A. | Does the applicant instill in others the confidence in his/her abilities and knowledge? | YES | NO |
| B. | Does the applicant demonstrate the willingness and ability to take charge and coordinate the handling of varied situations, both routine and complex in nature? | YES | NO |
| C. | Is the applicant considered a peer leader? | YES | NO |
| D. | Do other field officers seek applicant out for job assistance or counseling? | YES | NO |

Comments:

VI. Field Performance

- | | | | |
|----|----------------------------------------------------------------------------------------------------------------------|-----|----|
| A. | Is the applicant a team player, sharing the workload and volunteering to assist others? | YES | NO |
| B. | Is the applicant capable of handling a wide range of calls including complex or highly stressed situations? | YES | NO |
| C. | Does the applicant display good defensive driving skills/techniques allowing him/her to avoid preventable accidents? | YES | NO |
| D. | Does the applicant aggressively seek out criminal behavior? | YES | NO |
| E. | Does the applicant routinely follow-up investigative leads? | YES | NO |
| F. | Does the applicant practice good officer safety techniques, avoiding unnecessary risks? | YES | NO |

Comments:

VII. Communication Skills

- | | | | |
|----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|----|
| A. | Does the applicant prepare clear and concise reports in a timely manner? | YES | NO |
| B. | Does the applicant effectively orally express himself/herself when speaking with others? | YES | NO |
| C. | Does the applicant listen to; follow directions of; and accept feedback from supervisors? | YES | NO |
| D. | Has the applicant ever been observed to disagree with a subordinate/supervisor and present his position in such a manner that left all involved with a positive contact? | YES | NO |

Comments:

VIII. Personal Qualities

- | | | | |
|----|---------------------------------------------------------------------------------------------------------------------------------|-----|----|
| A. | Does the applicant generate appreciation for his/her work efforts as evidenced by citizen's comments, either written or verbal? | YES | NO |
| B. | Is the applicant reliable in reporting for work on a daily basis? | YES | NO |
| C. | Is the applicant's sick leave usage within Department standards? | YES | NO |

Comments:

Narratives :

I. Immediate supervisor's summarization of comment's made by other shift sergeants .

II. Immediate supervisor's summarization of comment's made by three (3) of applicant's peer's (if possible one should be a current FTO).

Immediate Supervisor's Signature

Date

FTO Applicant's Signature

Date