

FREDERICK POLICE DEPARTMENT GENERAL ORDER

Section 17: Training and Proficiency
Topic: FIELD TRAINING AND EVALUATION PROGRAM (FTEP)
Approved: 01/18/19
Review: Annually in May by Support Services Division Commander
Supersedes: G.O. 1704 dated 05/24/18

Order Number: 1704
Issued by: Chief of Police

.01 PURPOSE:

To provide all newly hired police officers, including lateral transfers, with a period of “in the field” orientation, training, and evaluation prior to authorizing the officer to perform “solo” duties.

.02 CROSS-REF:

G.O. [1663](#), “Uniforms and Appearance”
G.O. [1701](#), “Training Division”
G.O. [1720](#), “Remedial Training”
CALEA STANDARDS 33.1.5, 33.4.3
Form TD-015 or TD-015A – The Daily Observation Report
Form TD-016 or TD-016A The Daily Observation Report Continuation
Form TD-024 FTEP Weekly Evaluation Report
Form TD-025 End of Phase Report
Form TD-026 FTEP Final Evaluation Report

.03 DISCUSSION:

Law enforcement administrators have long acknowledged the value of a well developed and administered field training and evaluation program for entry-level officers. Exposures to real-life situations which sworn personnel are required to handle reinforces and reaffirms the lessons taught to the student-officer in the academy setting. Practical, on-the-job experience that a student-officer receives at the hands of a competent, experienced police officer has a positive, long lasting effect on a student-officer’s law enforcement career.

.04 POLICY:

It is the policy of the Department to provide all newly hired police officers with the appropriate academic, skills, and field training before placing them in an operational assignment within the agency. Authorization of a sworn member to perform patrol duties as a “solo” officer is contingent upon the successful completion of all required entry-level training programs, including the demonstration of satisfactory performance during participation in the Field Training and Evaluation Program.

.05 DEFINITIONS:

FTEP WEEK: Four consecutive scheduled shifts of duty for a student-officer assigned to field training, regardless of when those shifts fall relative to regular days off.

LATERAL STUDENT-OFFICER: A member of the agency who is in the process of attending the Department’s Lateral Academy but has not yet graduated the Lateral Academy.

SWORN LATERAL STUDENT- OFFICER: A sworn member of the agency who has successfully

completed the Department's Academy but has not yet successfully completed the Field Training and Evaluation Program.

STUDENT-OFFICER: A member of the agency who is in the process of attending the Department's Entry Level Academy but has not yet graduated the Entry Level Academy.

SWORN STUDENT- OFFICER: A sworn member of the agency who has successfully completed the Department's Entry Level Academy but has not yet successfully completed the Field Training and Evaluation Program.

.10 COMPLETION OF FIELD TRAINING REQUIRED:

All newly hired police officers, whether Academy graduates or lateral transfers, must successfully complete the Field Training and Evaluation Program prior to assignment to "solo" duties. Until that time, no student-officer will function without the direct supervision and guidance of an FTO or supervisor.

1. All sworn student- officer and sworn lateral student-officers must successfully complete all phases of FTEP before release to solo duties.
2. All graduates from a MPCTC approved Comparative Compliance Academy must successfully complete a minimum of 180 hours of Field Training before release to solo duties.
3. All graduates of FPD approved Lateral Officer Training must successfully complete a minimum of 80 hours of Field Training before release to solo duties.

.15 FIELD TRAINING AND EVALUATION PROGRAM (FTEP):

1. Sworn student-officers and sworn lateral student-officers will be placed with an experienced officer who has been selected, trained and designated as a Field Training Officer (FTO). The all sworn student-officer and sworn lateral student-officer will, under the supervision and direction of an FTO, gradually assume greater responsibility for handling patrol duties and tactical situations. This is accomplished through a phase program. Prior to the final evaluation phase, the sworn student-officer and sworn lateral student-officer will assume total responsibility for the satisfactory resolution of incidents encountered during a shift.
2. Throughout the field training program the sworn student-officer's and sworn lateral student-officer's performance will be carefully evaluated and documented by the FTO on a daily basis. The FTO, sworn student-officer and sworn lateral student-officer, first line supervisors and the FTEP coordinator will participate in an ongoing performance evaluation process throughout the program. The FTEP consists of three or four separate phases:

A.	Phase I	Initial Assignment <i>(Includes orientation)</i>	Weeks 1 through 4
B.	Phase II	Intermediate Assignment	Weeks 5 through 8
C.	<i>Extension</i>	<i>Only if necessary</i>	<i>Weeks 9 through 12</i>
D.	Phase III	Final Evaluation	Weeks 9 and 10 <i>(Weeks 13 and 14)</i>

if extended)

.20 ADMINISTRATION AND COORDINATION:

1. Because the FTEP is considered part of the entry level training process, the administration, coordination and oversight of the Program will be the responsibility of the Training Unit. The Corporal assigned as Assistant Supervisor of the Training Unit will be designated as the FTEP Coordinator.
2. The FTEP Coordinator will:
 - A. Act as liaison between the Training Unit and the Patrol Division;
 - B. Participate in the selection of Field Training Officers;
 - C. Coordinate the assignment of sworn student-officers and sworn lateral student-officers to Field Training Officers;
 - D. Monitor, maintain and inspect student-officer evaluation reports;
 - E. Provide staff assistance to the FTO and/or first line supervisors in the preparation of remedial training for a student-officer;
 - F. Monitor the progress of all student-officers participating in the Program and provide the Commander, Support Services Division, with periodic updates of their performance; and,
 - G. Assist the FTOs and/or first line supervisors as needed during the program.
3. Throughout the FTEP, immediate supervision of FTOs will be the responsibility of the first line supervisors (Corporal and Sergeant) of the Patrol Squad to which the FTO is assigned. However, any supervisory concerns or actions, which will impact the FTEP, must be coordinated by the first line supervisor with the FTEP Coordinator.
4. The FTEP Coordinator may add additional requirements to any FTEP session, such as specific lists or check off sheets of tasks to be performed or subjects to be trained in during FTEP. Whenever such additional requirements are added, all supervisors, FTOs, and student-officers participating in that FTEP session will be notified. Sworn student-officers and sworn lateral student-officers must successfully complete all such additional requirements prior to completion of the FTEP program.

.25 SELECTION PROCESS FOR FIELD TRAINING OFFICERS:

1. The professional competency of the FTO, coupled with their ability to instruct and evaluate others, plays a critical role in the viability of the Program. The knowledge and experience of competent officers who are willing to share their insights as professional law enforcement officers with those just beginning a police career is the cornerstone upon which a solid field training program is built.
2. FTOs must:
 - A. Have served a minimum of two years with a Maryland police agency as a sworn

- member as required by MPCTC regulations;
 - B. Have received a satisfactory or above performance evaluation in all categories during the last rating period;
 - C. If selected for the position, successfully complete MPCTC approved FTO training;
 - D. Complete, and receive approval for the required MPCTC application for FTO status; and
 - E. Be of the rank of Officer or Officer First Class.
3. Prior to the conclusion of each Academy class, or whenever else FTOs are needed, the Commander, Support Services Division, will examine all potential FTO candidates. This examination will include, at least:
- A. The FTO candidate's willingness to participate in the Program, including his or her willingness to minimize the use of non-emergency leave when scheduled as a FTO;
 - B. The FTO candidate understanding of the objectives of the program and duties of the FTO position, in particular their responsibility to observe, evaluate and document a student-officer's job performance on a daily basis;
 - C. The FTO candidate's demonstrated competency and job knowledge;
 - D. The FTO candidate's ability to effectively communicate and interact with others;
 - E. The FTO candidate's understanding of the training function and ability to function as a trainer;
 - F. The FTO candidate's attitude toward the Department and the law enforcement profession;
 - G. The FTO candidate's ability to recommend remedial or extended training or, in extreme cases, termination from service for a student-officer found to be deficient in specific areas of proficiency; and,
 - H. Input from the FTO candidate's supervisor and/or division commander.
4. The Commander, Support Services Division, will submit the names of an appropriate number of acceptable FTO candidates to the Chief of Police for final approval. Upon action by the Chief of Police, a Personnel Order will be published designating the selected officers as FTOs for the FTEP session in question. If necessary, selected FTOs will be temporarily transferred to the Patrol Division for the duration of the FTEP session.
5. Because of the integral role Corporals will play in the FTEP program, all Corporals supervising student-officers will successfully complete FTO training. While Corporals attend FTO training and serve as back-up FTOs, Corporals are already supervisors, and need not be additionally designated as FTOs.

6. Only Corporals and FTOs specifically designated for the FTEP session in question will serve as FTOs during that FTEP session.
7. Any officer who has ever been selected as a FTO and has successfully completed the required FTO training course will be issued a FTO pin that will be worn as described in [G.O. 1663, "Uniforms and Appearance."](#)

.30 COMPENSATORY TIME:

1. Any non-commissioned officer who volunteers or is selected for service in the capacity of Field Training Officer (FTO) for a newly hired sworn officer during the Field Training and Evaluation Program shall receive one (1) hour of Overtime pay for each shift consisting of a minimum of 8 hours during which he/she serves as an FTO. Overtime shall be paid at a rate of one and one-half times the officer's rate of pay. Compensation while serving as an FTO will be paid as Overtime and not Compensatory Time.
2. Corporals who serve as backup FTOs will not receive Compensatory Time-Type "A."

.35 FTO TRAINING:

1. Each FTO must successfully complete a FTEP training program conducted by the Training Division before performing FTO duties.
2. The FTEP training program will meet applicable MPCTC requirements and will include, but not be limited to, the following topics:
 - A. The administration and operation of the FTEP;
 - B. The adult learning experience and process;
 - C. Performance observation, evaluation and documentation;
 - D. Effective communication techniques;
 - E. The remedial training process; and,
 - F. Supervision.
3. Officers who successfully complete initial FTO training are required to complete MPCTC approved refresher training every year thereafter in order to maintain their FTO designation.
4. All training records pertaining to the FTEP will be maintained by the FTEP Coordinator.

.40 ASSIGNMENT AND ROTATION OF STUDENT-OFFICERS:

1. To ensure that continuity of supervision is maintained throughout a sworn student-officer's and sworn lateral student-officer's field training experience, the Commander, Support Services Division will assign each student-officer to a specific Patrol Squad for the duration of field training and will designate which FTOs will act as the student-officer's "primary" and "secondary" FTO. Ordinarily, the "primary" FTO will be responsible for conducting Phases I and III of field training and the "secondary" FTO will be responsible for conducting Phase II of field training.

2. The designation of a FTO as “primary” or “secondary” does not reflect on an individual’s ability to function as a FTO. It is a designation that indicates the phase(s) of the field training program for which an FTO is ordinarily responsible.
3. If a sworn student-officer’s and sworn lateral student-officer’s assigned FTO is unavailable for a short period of time, the Squad Sergeant will assign an uncommitted FTO designated for that FTEP session to serve as FTO for the sworn student-officer and sworn lateral student-officer in question. If no uncommitted FTOs are available, the Squad Corporal will function as the FTO. If neither option is available, the Squad Supervisor will seek appropriate, alternative assignments. These may include Communications, the Duty Desk, or working with the Squad Supervisor. **Under no circumstances, will a sworn student-officer and sworn lateral student-officer be assigned to an officer not trained and designated as a FTO for that FTEP session.** Should the FTO’s absence be extended, the Squad Sergeant will confer with the FTEP Coordinator as soon as possible to resolve the matter.
4. During participation in FTEP, the use of leave by the sworn student-officer and sworn lateral student-officer will be restricted. Leave will be granted to a student-officer only after the Squad Supervisor consults with the FTEP Coordinator (emergency or medical leave excepted).
5. A sworn student-officer or sworn lateral student-officer will be assigned to a “primary” FTO during Phase I (weeks 1 through 4) of the FTEP. Upon successful completion of Phase I, sworn student-officers and sworn lateral student-officers will be assigned to the “secondary” FTO for Phase II (weeks 5 through 8) of the FTEP. It is expected that each student-officer will attain 80%-90% performance proficiency by the end of Phase II. At the successful conclusion of Phase II, the student-officer will be reassigned to the “primary” FTO for Phase III (weeks 9 and 10), **unless an extension of the FTEP is required.**
6. The Chief of Police may pre-approve the use of sworn student-officers and sworn lateral student-officers for crowd control or similar duties at large civic events, etc. During assignment to these events, completion of the “Daily Observation Report” will be suspended and the Daily Report will document the sworn student-officer’s and sworn lateral student-officer’s field training for the day. Sworn student-officer and sworn lateral student-officer assigned will fall under the supervision of the detail commander or supervisor.

.45 ORIENTATION:

The sworn student-officer’s and sworn lateral student-officer’s orientation in the FTEP will occur during the first two days of Phase I of the program. During orientation, a student-officer is not expected to handle any operational or administrative duties (except emergency situations as specifically directed by the FTO). A sworn student-officer and sworn lateral student-officer is to observe, ask questions and assimilate as much information as possible during this orientation period and. The FTO should encourage the sworn student-officer and sworn lateral student-officer to make observations and ask questions. Depending on the student-officer’s ability and comfort level, FTO’s can allow the student-officers to handle operational and administrative duties during orientation, but they are not required to. All observations will be captured on a DOR, and will be added to the WER.

.50 EVALUATIONS:

1. Throughout the FTEP, the student-officer will, under the direct supervision of the FTO, gradually assume greater responsibility for handling all of the duties required of a patrol

officer. During the final weeks of the FTEP, the student-officer will be expected to handle as much work as is practical without assistance from the FTO. As the sworn student-officer or sworn lateral student-officer progresses from being an observer to actually performing the duties of a patrol officer, the FTO will observe, evaluate, document and, when necessary, correct the student-officer's performance.

2. The FTEP requires that FTOs and first line supervisors devote a significant portion of time and effort to the evaluation and documentation of a sworn student-officer's or sworn lateral student-officer's performance. Without this careful observation and documentation of the student-officer's performance, there cannot be a valid determination of the sworn student-officer's preparedness and suitability for patrol duty. The formal evaluation and documentation of a Sworn student-officer's and sworn lateral student-officer's performance will occur daily, weekly and at the end of each phase of the Program. Communication between the "primary" and "secondary" FTOs is vital to the success of the Program.
3. The FTEP folder in the R drive will have a folder for each of the sworn student officers. The affected FTO's, supervisors, Patrol Division Commanders, the Commander of Operational Services and the FTEP Coordinator will only have access to each of the Sworn student-officer's and sworn lateral student-officer's folder. After each report is reviewed with the sworn student officer, the report (DOR, WER, EOPR and FER) will be scanned and uploaded into the student officer's folder in the R drive. Due to the rotation of days and evenings, this will allow for open access of the student officer's progress throughout FTEP.
4. As is the policy of the Department regarding departmental performance evaluation reports, the various FTEP evaluation reports are confidential. The contents of these reports are ordinarily only to be made available to the supervisors within the Sworn student-officer's and sworn lateral student-officer's chain of command and the Training, Unit.
5. The original copy of all DORs, WERs, EOPRs, and FERs will be forwarded to the Commander, Operational Services Bureau, via the chain of command, for review and signature. The Commander, Operational Services Bureau will then forward all original copies to the FTEP Coordinator for review, signature and placement in the student-officer's training file. The student-officer's Squad Sergeant may maintain a copy of each of these reports in the student-officer's squad file, if desired. Upon request, the Sworn student-officers or sworn lateral student-officers in question may be provided with a copy of each of these reports. No other copies, either on paper or electronic, will be maintained of any of the FTEP evaluation reports.

.55 DAILY OBSERVATION REPORT (DOR):

1. The Daily Observation Report (Form TD-015) is a daily summary of the Sworn student-officer's or sworn lateral student-officer's performance as observed by the FTO on that particular squad. The FTO will complete a Daily Observation Report of the sworn student-officer's or sworn lateral student-officer's performance for each shift at the end of the shift in question or at the very beginning of the following shift.
2. The FTO will review and discuss the contents of the DOR with the the Sworn student-officer or sworn lateral student-officer as soon as possible after its completion. The FTO will save the document in the student officer's FTEP folder in the R drive. Once it has been scanned it will be forwarded to the Squad Corporal for retention pending the completion of the Weekly Evaluation Report.

3. All activities in which a student-officer receives a rating below a 2 (two) must be documented in detail on the DOR or Daily Observation Report Continuation Form (Form TD-016). Remedial action taken or planned must also be noted. Activities in which a student-officer received a rating above a 6 (six) will also be documented in detail. The FTO can input any additional comments regarding the student officer's progress and performance.

.60 WEEKLY EVALUATION REPORT (WER):

1. At the end of each FTEP week, except during Phase III, the Squad Corporal will, in consultation with the FTO, complete a Weekly Evaluation Report using a Weekly Evaluation Report form (Form TD-024). This report will rate the Sworn student-officer's or sworn lateral student-officer's performance during that FTEP week. The Squad Corporal will document the sworn student officer's significant strengths and significant weaknesses explaining the specific behavior which lead to the rating.
2. The Squad Corporal will conduct an interview with the student-officer and the current FTO to discuss the contents of the WER. The WER and interview will be completed as soon as possible following the week covered by the report. The Squad Corporal will save the document in the sworn student-officer's or sworn lateral student-officer's FTEP folder in the R drive. The DORs covering the week in question will then be attached to the WER and forwarded to the Squad Sergeant. The Squad Sergeant will retain all original forms and upon completion of the End of Phase Report, will attach the DORs and WER to the End of Phase Report.

.65 END OF PHASE REPORT (EOPR):

1. At the end of Phase I, Phase II, and the extension phase, if necessary, the Squad Sergeant, after consultation with the FTO and the Squad Corporal, will complete an End of Phase Report using an End of Phase Report form (Form TD-025). The End of Phase Report will include a rating of the sworn student-officer's or sworn lateral student-officer's performance during the phase in question. The Squad Sergeant will document the student officer's significant strengths and significant weaknesses explaining the specific behavior which lead to the rating. If any remedial action is taken or planned it will also be noted.
2. The Squad Sergeant will discuss the EOPR with the student-officer, the current FTO, and the Squad Corporal as soon as possible following the phase covered by the report. The Squad Sergeant will save the document in the student officer's FTEP folder in the R drive. The Squad Sergeant will then forward the EOPR, with the applicable WERs and DORs attached, to the Commander, Operational Services Bureau, via the chain of command, for review and signature. The Commander, Operational Services Bureau will then forward all original forms to the FTEP Coordinator for review and signature and placement in the sworn student-officer's or sworn lateral student-officer's training file.

.70 PHASE III FINAL EVALUATION REPORT (FER):

1. The Final Evaluation Report, using Final Evaluation Report form (Form TD-026), will be completed by the FTO at the end of Phase III. The FER will be based on the observations of the FTO during the final two weeks of the Program and any other relevant information known to the FTO. The FER will specifically cite the preparedness and suitability of the student-officer to assume "solo" patrol duties.
2. If the FER recommends assignment of the sworn student-officer's or sworn lateral student-

officer's to "solo" duty, the FER will be reviewed with the sworn student-officer, the current FTO, and the Squad Corporal by the Squad Sergeant as soon as practical, but in all cases before reassignment of the student-officer. The FTO will save the document in the student officer's FTEP folder in the R drive.

3. If the FER recommends further training or termination, the procedures for extension of the FTEP or termination of a sworn student-officer or sworn lateral student-officer will be followed, as applicable.
4. During the final two weeks of the FTEP, DORs will be completed, but WERs and EOPRs will not be required. All documents will be saved in the student officer's FTEP folder in the R drive. In all cases, the FER will be forwarded, with applicable DORs attached, to the Commander, Operational Services Bureau for review and signature. The Commander, Operational Services Bureau, will forward all original forms to the FTEP Coordinator for review and signature and placement in the sworn student-officer's or sworn lateral student-officer's training file.

.75 REMEDIAL TRAINING:

1. Under normal circumstances, an FTO will bring a deficient performance or oversight in performance to the immediate attention of a sworn student-officer or sworn lateral student-officer for corrective action. However, there will be times when operational considerations or exigent circumstances preclude the FTO from discussing in detail the reason for taking necessary corrective action. Should this occur, the FTO will insure that the incident is discussed with the sworn student-officer or sworn lateral student-offices as soon as practical after the incident has occurred. As many instances of remedial action as possible should be documented on the DOR.
2. If an FTO determines that a sworn student-officer or sworn lateral student-officer requires specialized or detailed remedial training to correct an observed deficiency, the FTO will confer with the Squad Corporal and Squad Sergeant to decide if the required training can be completed in a timely fashion by the Patrol Division. If, in their judgment, the remedial training cannot be completed at the Patrol Division level, the Squad Sergeant will contact the FTEP Coordinator as soon as possible. The FTEP Coordinator shall discuss the deficiency with the FTO, Squad Corporal and Squad Sergeant, develop a remedial training strategy to address the problem, and monitor the progress of the remedial training.

.80 EXTENSION OF FTEP:

1. Occasionally a sworn student-officer or sworn lateral student-officer will show, through his/her job performance, that he is not yet ready to function alone as a patrol officer. The need for an extension of a student-officer's field training should normally be evident to those evaluating his/her performance well before the completion of Phase II of the FTEP. When this occurs, those who have evaluated the sworn student-officer and the FTEP Coordinator will determine whether additional training might improve the sworn student-officer's or sworn lateral student-officer's performance to a level that will meet established standards. Every effort should be made to decide to extend a sworn student-officer's or sworn lateral student-officer's field training prior to the start of Phase III of the Program.
2. If it is believed additional training will improve a student-officer's performance to an acceptable level, Phase III of the Program will be postponed and the sworn student-officer's or sworn lateral student-officer's participation in the FTEP will be extended for four (4) weeks.

The sworn student-officer's or sworn lateral student-officer's will be reassigned to the "primary" FTO and will continue to be evaluated on a daily and weekly basis.

3. At the conclusion of the four-week extension, the Squad Corporal will assume direct supervision of the student-officer and will conduct Phase III of the Program including the final evaluation.

.85 TERMINATION OF A STUDENT-OFFICER:

1. Unfortunately, there will be times when a sworn student-officer or sworn lateral student-officer will be unable to successfully complete the Field Training and Evaluation Program. After being counseled, given the opportunity to participate in an extension of the Program and/or otherwise afforded remedial training as appropriate, such a sworn student-officer will be recommended for termination.
2. If this occurs, the FTEP Coordinator will prepare a comprehensive report for review by the Chief of Police. This report will detail all the circumstances which led to the recommendation of the student-officer being terminated including, but not limited to:
 - A. The sworn student-officer's or sworn lateral student-officer's performance problem(s);
 - B. Remedial action taken and results; and,
 - C. Recommendation of FTOs, the Squad Corporal and the Squad Sergeant.
3. The FTEP Coordinator will ensure all evaluation reports completed during the FTEP are attached to this report. The entire packet will be forwarded via the Special Services Bureau chain of command to the Chief of Police for final action.
4. If the Chief of Police concurs with the recommendation that the student-officer is to be terminated, the Commander of the Support Services Division will notify the sworn student-officer or sworn lateral student-officer and proceed with termination in accordance with existing procedures.
5. Immediately upon initial recommendation for termination, the sworn student-officer or sworn lateral student-officer will have his/her police powers suspended in accordance with existing departmental procedures. He/she will be assigned to administrative duties until the final action by the Chief of Police.

.90 COMPLETION OF FTEP:

1. Under no circumstances will a sworn student-officer or sworn lateral student-officer be released early from the FTEP without the prior approval of the Commander, Support Services Division and the Commander Operational Services Bureau.
2. Any Squad Supervisor who believes a student-officer is prepared to be released to solo duties prior to the completion of the FTEP may submit a detailed written request to the Commander, Support Services Division. After consultation with the FTEP Coordinator and examination of the evaluations completed to date, the Commander, Support Services Division will make the final determination as to whether the sworn student-officer or sworn lateral student-officer must complete the entire FTEP or may be released to solo duties early.

3. Under no circumstances will a sworn student-officer or sworn lateral student-officer be released from FTEP prior to the completion of Phase I or prior to the completion of the minimum number of hours of field training required by the MPTC. While lateral transfers and academy graduates with prior police experience may warrant consideration for early release from FTEP, early release of academy graduates without prior police experience will occur only under the most extraordinary of circumstances.
4. A sworn student-officer or sworn lateral student-officer who successfully completes the FTEP will be assigned to a Patrol Squad as determined by the Commander, Patrol Division.