



Policy 212

Subject

FTO SELECTION, TRAINING, EVALUATION

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By Order of the Police Commissioner

POLICY

The Baltimore Police Department maintains a transparent set of selection, training, and evaluation standards so that any member seeking to become a Field Training Officer (FTO) may understand the expectations of the position. FTOs play a critical role in the development of future law enforcement talent at BPD, and are therefore subject to robust standards for selection and training. This policy describes said standards along with associated administrative procedures such as how to apply to become an FTO, certification and continuing education requirements, and how to take leave or resign from FTO service.

CORE PRINCIPLES

Mentorship – Each Field Training Officer (FTO) is first and foremost a mentor to their recruits. This means that they must be able to recognize different styles of adult learning, tailor their training and exercises accordingly, all while modeling appropriate professional behavior and techniques during their tours of duty. The FTO must reinforce the positive attributes and accomplishments of each recruit so as to make it clear that they are there to support them during their transition into the police profession.

Evaluation – Field training encompasses a robust set of feedback mechanisms for both the BPD to improve its program, and FTOs to make honest, objective assessments of their recruits. FTOs must ensure that they allow recruits to practice and work through problems, and that their evaluations contain details about the strengths and weaknesses of each recruit. FTOs must maintain regular communication with their district coordinators regarding recruit performance, and know when to inform supervisors of persistent training problems.

Supervision – Quality supervision is an indispensable element of a strong field training program. FTOs are not only responsible for setting goals for their recruits, but for sharing responsibility with them should they fail to meet said goals. FTOs must know how to clearly communicate their expectations based on the standardized evaluation guidelines in this policy. They must have a firm understanding of the resources available to help recruits, and must also know how to guide them from the knowledge gained in the academy to its progressively more independent application in the field.

DEFINITIONS

Core Competencies – Broad categories of essential police functions consisting of specific job tasks, against which recruits are evaluated for satisfactory performance. In order to pass field training, recruits must demonstrate proficiency in six core competencies:

- Problem-solving
- Community policing and intercultural communication

- De-escalation
- Use of force
- Ethical behavior
- Safety and driving awareness

All six core competencies are represented in the Daily Observation Report (DOR) completed by FTOs during field training.

Daily Observation Report (DOR) – Form FTO-101, a performance checklist against which FTOs rate their respective Trainees on a daily basis. The DOR is the primary form for documenting Trainee progress through field training. A minimum of 46 DORs must be collected for each Trainee in order for them to successfully complete the program.

Field Training Coordinator (FTC/E&T) – Sworn member of the Education and Training Section (E&T) who is responsible for implementing field training and conducting all business required for Trainees to be certified through the Maryland Police and Correctional Training Commission (MPCTC). The FTC also assists in the development and refinement of FTO training materials, program evaluation, training of supervisors, as well as audits of other field training personnel.

Field Training District Coordinator (FTDC) – Sworn member of the patrol division holding the rank of Police Officer, who is charged with scheduling, orientation, and FTO performance management and support functions in their assigned district. Among other duties, the FTDC ensures that both the regular and remedial training dispensed by FTOs is consistent with Trainee learning styles and performance standards.

Field Training District Supervisor (FTDS) – An administrative sergeant of the patrol division assigned to a district who provides direct supervision of FTOs and their Trainees. Among other duties, the FTDS holds weekly progress meetings with FTOs and their Trainees, makes recommendations for remedial training, and ensures that Trainees meet all of the requirements for each phase of field training.

Field Training Officer (FTO) – A sworn officer who has met all of the qualification and training standards, including certification by the Maryland Police and Correctional Training Commission (MPCTC), to mentor, coach, train and evaluate Trainees.

Field Training Program – The ten-week, five-phase field training period following a Trainee's successful completion of basic training at the police academy, during which each Trainee is assigned to a primary and various other FTOs.

Field Training Officer School (FTO School) – A 40-hour training regimen based on the standards of the Maryland Police and Corrections Training Commission (MPCTC) and extended topics developed by BPD. All prospective FTOs must successfully complete FTO School in order to be qualified to work with Trainees during field training.

Police Officer Trainee ("Trainee") – An individual who has met the Maryland Police and Correctional Training Commission (MPCTC) requirements for basic police academy training, and is qualified to enter field training.

Standardized Evaluation Guidelines (SEGs) – A series of behavioral descriptions organized into certain functional areas of policing, according to which Trainees are evaluated during field training.

SEGs provide for a rating scale of one through five, with five representing superior performance in a given area.

GENERAL

FTO Selection Standards

Any candidate intending to serve as an FTO must have, as of their date of application:

1. Continuously served with the BPD upon academy graduation for at least two (2) years.
2. "Above average" or better job performance ratings for the last two (2) years.
3. No record of frequent or abusive sick time incidents within the last two (2) years.
4. No record of tardiness for the past year.
5. Not received any sustained allegations or complaints as defined below:
 - 5.1. Official reprimand or sustained allegations for using excessive force; violation of a BPD equal employment opportunity (EEO) policy, or equivalent federal, state, laws or regulations.
 - 5.2. Willingly and/or knowingly making any untruthful statement; falsifying any official record or report; misusing their official position, or unlawfully coercing an employee for personal gain or benefit.
 - 5.3. Sustained allegations for conduct resulting a reduction in rank and/or or a suspension of more than five (5) days of leave/pay within the last three (3) years.
 - 5.4. Three or more sustained citizen complaints within the last three (3) years.
6. No pending adverse action(s) as defined above.
7. An acceptable driving record, which includes no more than one preventable accident, as determined by the Crash Review Board, within the past year.
8. Successfully completed all training mandated by BPD for all members of the applicant's current rank and assignment
9. A superior knowledge of BPD policies and procedures and the police district to which they are assigned.
10. Excellent interpersonal and communication skills.
11. Exhibited a commitment to police integrity, community policing, ethical policing, de-escalation, constitutional policing, problem solving, least-intrusive means, and departmental transformation, generally.

12. Demonstrated an aptitude for instructing, training, and motivating adults in the acquisition of job-related knowledge and skills.
13. The ability to complete reports and projects punctually.
14. Other desired qualifications include prior experience as an instructor, trainer, or educator, and/or job-related training and education completed in addition to BPD-mandated training.

Applying to Become an FTO

Becoming an FTO at BPD requires recommendations from several levels of the chain of command. The prospective FTO must obtain positive referrals from their sergeant, lieutenant, and the district commanding officer. The applicant must also be cleared by the Public Integrity Bureau (PIB) using the PIB addendum to the FTO application (see Appendix D).

The application process is as follows:

15. Members desiring to become a Field Training Officer (FTO) should review the above Selection Standards in order to determine if they meet eligibility requirements.
16. Members who meet eligibility requirements and who desire to become a FTO shall complete the Field Training Officer Application Form and submit the form to their immediate supervisor.
17. The applicant's immediate supervisor shall complete the "Sergeant's Evaluation and Comments" section of the application and submit the form to their Lieutenant.
18. The applicant's Lieutenant shall complete the "Lieutenant's Recommendation and Comments" section of the application and submit the form to their District or Unit Commanding Officer.
19. The applicant's Commanding Officer shall complete the "Commanding Officer's Recommendation and Comments" section of the application and submit the form to the District's Field Training Coordinator.
20. The District Field Training Coordinator shall review the application, obtain any missing information, and submit the form to the Field Training Coordinator (E&T).
21. The Field Training Coordinator (E&T) shall review the form for completeness and applicant eligibility. If the applicant appears eligible to become a FTO, the Coordinator shall submit the PIB FTO Application Addendum to the Public Integrity Bureau (PIB) for determination of additional eligibility requirements.
22. The PIB shall complete the FTO Application Form Addendum and return it to the Field Training Coordinator (E&T), along with the applicant's citizen complaint history.
23. The Field Training Coordinator (E&T) shall review the applicant's citizen complaint history to determine whether there are patterns of behavior that call into question the applicant's ability to effectively engage in community-oriented policing or model appropriate professional behavior and techniques for recruits. The Coordinator shall certify that he has examined the applicant's citizen complaint history and found no concerning patterns or issues.

24. The Field Training Coordinator shall advise eligible applicants of the dates of the next available FTO Certification course.

FTO School

The Maryland Police and Corrections Training Commission (MPCTC) requires that prospective FTOs complete a minimum of 21 hours of training before commencing their service. MPCTC must also approve all training curricula before any agency can begin delivering its training, and provides lesson plan templates to agencies based on the Instructional Theory into Practice (ITIP) model.

At BPD, all applicants who are selected to serve as FTOs shall complete BPD's FTO School, a 40-hour training regimen designed to prepare FTOs to teach Trainees and assume the responsibilities of their role. The BPD FTO School shall, at a minimum, address the following topics:

25. Code of Maryland Regulations (COMAR).
26. Civil and agency liability issues associated with being an FTO, and techniques for mitigating such liability.
27. Roles, duties, and qualities of the FTO.
28. Core competencies expected of recruits.
29. Common training scenarios, intervention techniques, and challenges of serving as an FTO.
30. Interpersonal and intercultural communication.
31. Emotional intelligence.
32. Coaching and orientation of Trainees.
33. Ethics.
34. Adult learning principles.
35. Evaluation and counseling of Trainees, and rules and regulations for Trainees.
36. Procedures and deadlines related to the Daily Observation Report (DOR) and collection of DORs known as the "DOR Book."
37. Problem-solving and community policing theory and applications.
38. Remedial training techniques and documentation requirements.

FTO Recertification

At BPD, the FTO recertification course consists of seven hours of training covering the essentials of field training and any field training updates, and must be completed by all actively serving FTOs every two years.

FTO Refresher Training

All actively serving FTOs must complete a seven hour “refresher” course after one year in the field training program. The course shall address training techniques proven to be effective during FTOs’ work with trainees and include exercises based on real training situations experienced during their first year of service.

Evaluation of FTOs

FTOs shall be evaluated by both their Trainees and immediate supervisors. Trainee evaluations shall be taken on a biweekly basis at the end of each phase of training. Supervisor evaluations shall take place annually as part of the sworn evaluation process. The following provisions apply to the evaluation of FTOs:

39. Evaluation by Trainees

39.1. Field Training District Coordinators (FTDCs) shall:

39.1.1. Collect, from each Trainee, a “Trainee Evaluation of FTO” Form at the end of each phase of field training.

39.1.2. Review all such forms and follow up with Trainees as needed to clarify any concerns.

39.1.3. Forward all forms through appropriate channels to the Office of the Chief of Patrol.

39.1.4. Notify Field Training District Supervisors of any performance concerns related to their respective FTO(s).

40. The Office of the Chief of Patrol shall be responsible for preparing, on an annual basis, an anonymized summary of each FTO’s evaluations by Trainees. These summaries shall be provided to all FTOs, their immediate supervisors, and appropriate FTDCs and FTDS, and shall be appended to each FTO’s annual performance evaluation.

41. Evaluation by Supervisors

41.1. As part of the annual performance evaluation process for sworn members, supervisors shall complete the “FTO Sworn Evaluation Addendum” (see Appendix A) and append it to the standard BPD performance evaluation.

41.2. Field Training District Supervisors (FTDS) shall:

41.2.1. Review all FTO Sworn Evaluation Addendums and follow-up with the respective supervisors to clarify any concerns.

41.2.2. Forward all such addendums to the Office of the Chief of Patrol.

41.2.3. Meet with any FTO who has been rated less than satisfactory by their supervisor or trainees to discuss performance concerns.

41.2.4. Document all such performance meetings on a Form 95, and submit through appropriate channels to the Office of the Chief of Patrol.

41.2.5. Administer corrective action as needed.

FTO Leave and Resignations

BPD acknowledges that as personal or professional circumstances evolve, an FTO may wish to take temporary leave from field training and receive no Trainee assignments, or resign from FTO status entirely. FTOs are typically entitled to one phase (two weeks) of leave from field training as resources permit and at the discretion of their FTDS and District Commander. The following procedure applies to both temporary leave and resignations.

42. FTOs must prepare and submit an administrative report (Form 95) to their FTDS, in which they detail the reason(s) for taking leave from field training or resigning from their role as an FTO.
43. Upon receipt of said administrative report, the FTDS shall review the report for completeness and forward it to the District Commander for remarks and signature.
44. After reviewing the administrative report, the District Commander shall append additional remarks as needed and approve or disapprove the request for leave or notice of resignation by affixing their signature and forwarding it to the Field Training Coordinator and Chief of Patrol.
45. In the case of FTO resignation, the FTDS must collect all pins, insignia, and emblems pertaining to FTO status and return them to the Field Training Coordinator.

NOTE: The Chief of Patrol does not have the authority to deny a notice of resignation.

Revocation of FTO Status

FTOs may have their status revoked for poor performance or failing to maintain their eligibility as described in the FTO selection standards of this policy. Revocation of FTO status does not constitute termination from the agency, though it may coincide with remedial training and/or corrective action. The following provisions apply in cases of revocation:

46. The Chief of Patrol possesses sole authority to revoke the status of an FTO.
47. District Commanders retain the authority to temporarily suspend FTOs from field training while awaiting a decision from the Chief of Patrol.
48. Upon revocation of FTO status, the FTDS must collect all pins, insignia, and emblems pertaining to FTO status and return them to the Field Training Coordinator.

ASSOCIATED POLICIES

Policy 301, *Code of Ethics*
Policy 302, *Rules and Regulations*
Policy 305, *Department Values, Vision and Mission*
Policy 1709, *Vacation, Personal and Holiday Leave; Police and Procedures for Sworn and Civilian Personnel*
Policy 1723, *Maintenance Program for Limited/Light-Duty Personnel*
Policy 1733, *Fitness for Duty*

RESCISSION

Remove from files and recycle/destroy Policy 212, *Field Training and Evaluation Program*, dated 1 July 2016.

COMMUNICATION OF POLICY

This Policy is effective on the date listed herein. Each employee is responsible for complying with the contents of this policy.