



# Policy 213

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<b>FIELD TRAINING PROGRAM</b>	
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*By Order of the Police Commissioner*

## POLICY

The Baltimore Police Department aims to cultivate the highest quality talent among its recently graduated police officer trainees. Prior to formal appointment as police officers, all trainees must complete a ten-week field training regimen where they learn and practice effective problem-solving techniques, community policing, and field communication. To ensure their successful transition to the field, BPD is committed to selecting only the highest quality candidates for service as field training officers. This policy describes the various components of field training, its actors, and the standards to which trainees are held throughout the course of their learning experience.

## CORE PRINCIPLES

**Next-Generation Policing** – The BPD field training program aims to develop Trainees into autonomous police officers with a mastery of modern methods for safe and effective community and problem-oriented policing. Trainees who graduate from field training should exhibit confidence in their work and understand the role that constitutional, bias-free practices play in the maintenance of community relations.

**Adult Learning** – The field training program is structured around adult learning principles which take into consideration a Trainee's previous life, educational, and occupational experience, socioeconomic background, cultural heritage, and learning styles. Through the introduction of progressively higher levels of responsibility, Trainees learn to exercise their cognitive, psychomotor, and audio/visual skills to solve problems and react with confidence in situations of ambiguity.

**Preparation for Management** – The field training experience is intended to be as formative for Field Training Officers (FTOs) as it is for their Trainees. During FTO School, officers will learn the fundamentals of leadership, supervision, coaching, and mentoring that will carry them into future appointments. Field training is a place for them to apply these principles and gain exposure to subordinates operating under their guidance. The communication, performance management, evaluation, and reporting skills practiced during field training are indispensable to the police career and inform the two-way evaluation (from their Trainees and their supervisors) of FTO performance in the program.

**Community Trust** – At the core of field training is the agency's desire to foster greater community trust by showcasing its bright new talent. The structure of field training is such that Trainees will be exposed to a variety of law enforcement scenarios in which community trust may prove critical. Trainees are therefore evaluated on a regular basis for cultural competency as well as job techniques, while their FTOs are responsible for modeling this behavior to their Trainees in the interest of maintaining said trust.

## 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 Officer Training Manual** – A document provided to FTOs that defines the standards and operational protocols for field training.

**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.

**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.

**Probationary Status** – A provisional employee status codified in Public Local Law §16-10(e)(2), *Probation*. All appointments of police officers to the BPD shall, during the first year of service following completion of entrance level training, be known and regarded as probationary. If, at any time during the probationary period, the services of such appointees are not satisfactory to the Commissioner, or if such appointees are not certified by the police physician as physically qualified to continue to discharge their duties, such person’s employment may, at the discretion of the Commissioner, at any time within a one-year period, be forthwith terminated without the necessity for a hearing, and when so terminated, such appointee shall cease to be a member of the BPD.

**Sector Supervisor** – A sworn member of the patrol division who has been designated the primary supervisor during a Trainee’s shift with an FTO. At the end of each shift, the Sector Supervisor is responsible for verifying that each FTO has properly filled out their DORs and that their Trainee(s) have completed the number of hours appropriate to their time in field training. The Sector Supervisor is also charged with relaying any performance concerns brought to their attention by FTOs to the Field Training District Supervisor.

**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.

**Trainee Phase Training Book** – Collection of documents pertaining to the performance of a trainee, including: DORs, duty status reports, disciplinary actions, remedial training, supervisory reports, phase evaluations, and other documents.

## **GENERAL**

### **Field Training Program**

Field training at BPD shall consist of five (5), two-week phases (ten weeks in total) under the supervision of rotating FTOs. Prior to starting their field training, each Trainee shall be assigned a primary FTO, with whom they shall complete the initial and final phases of their training. Separate FTOs shall be assigned to each Trainee for phases two, three, and four. In order to successfully complete field training, Trainees must:

1. Complete 400 hours of patrol during field training, including at least 240 hours under the supervision of FTOs.
2. Obtain 80 hours of driving experience and instruction with an FTO or designee.
3. Complete all assigned remedial and/or supplemental training to meet performance standards.
4. Receive satisfactory ratings in all of the performance categories described in this policy and the DOR.

**DIRECTIVES**

5. During field training, FTOs and their trainees will have the ability to patrol their districts and respond to the calls deemed most appropriate for their particular training circumstances.
6. FTOs and their trainees shall respond to calls when other district units are unavailable, or when requested as back-up by a supervisor or other patrol unit.
7. FTOs shall complete a Daily Observation Report (DOR) for each of their assigned trainees before the end of every tour of duty.
  - 7.1. The “performance” section of the DOR shall be used to document significant activities completed during the tour of duty, as well as noteworthy performance or performance deficiencies of the trainee.
  - 7.2. If the trainee is rated “unacceptable” in any area, the FTO shall justify their rating and describe any relevant incident(s) on the DOR.
  - 7.3. If, after being instructed on a task three or more times, a Trainee fails to perform at a satisfactory level, the FTO shall assign a “Not Responding to Training” (NRT) score to said task on the DOR. All NRT scores must be justified and described on the DOR.
8. FTOs shall document any remedial training assigned to their trainees on a Remedial Training Plan Form.
9. FTOs shall review all of the DORs and weekly supervisor reports of a Trainee prior to beginning their own phase with them.
10. FTOs and their trainees must both sign all forms concerning performance.
11. FTOs shall provide their FTDCs and FTDS with weekly updates on any missing elements or experiences on a Trainee’s DOR.
12. If a Trainee fails to complete a phase in the allotted time, they may be assigned to extended training at the discretion of the Field Training Coordinator (E&T).
13. Field Training District Supervisors shall:
  - 13.1. On a weekly basis, discuss the progress of Trainees with their respective FTOs on a conference call or other appropriate venue. If notable performance deficiencies are identified, work with FTOs to implement appropriate training solutions.
  - 13.2. Meet with their FTOs during the final week of training to discuss trainee progress.
14. After each phase (two-week period) of training, the FTDS is responsible for completing a Phase Evaluation Form for each of their trainees. The FTDS shall meet with each Trainee to discuss their particular evaluation, and make recommendations for further training, if necessary.
15. The FTDS and trainee must sign and date all phase evaluations after concluding their respective discussions.

16. Upon conclusion of a phase of training:
  - 16.1. Outgoing FTOs shall advise incoming FTOs on the performance levels of their trainees, and make recommendations for further training as appropriate.
  - 16.2. Each trainee shall complete a "Trainee Evaluation of FTO" form for their respective FTO, and submit it to the FTDS for processing through the chain of command.

### Phase I

17. Prior to beginning field training, Trainees shall be given the following:
  - 17.1. The Neighborhood Portfolio Exercise (NPE) booklet, with an assigned due date.
  - 17.2. The DOR manual, a reference book describing the administrative steps and procedures required to complete field training.
18. On the first day of field training, each respective FTDC shall conduct an orientation and tour of district facilities for Trainees.
19. Trainees shall be responsible for adjusting their performance and behavior according to the information documented in DORs one through eight during this phase.
20. FTOs shall begin completing their respective DORs as of their second day with a Trainee.
21. During this and all subsequent field training phases, FTOs shall fulfill the following duties:
  - 21.1. Show and closely guide the Trainee through all incidents encountered for the first time. The Trainee shall be responsible for handling all subsequent and similar incidents with the assistance of their FTO, as needed.
  - 21.2. Review the various categories of Form FTO-102, DOR Performance Checklist, with the Trainee, and date and sign the items performed or discussed.
  - 21.3. Advise the Trainee on available resources for their completion of the NPE.
  - 21.4. Model report writing for the Trainee by completing necessary reports in tandem and offering critiques and opportunities for the Trainee to correct their versions as necessary. Only the FTO's version of a report shall be submitted for official business.
  - 21.5. Hold meetings twice per week with their Trainee(s) to review their journals and progress.
  - 21.6. Submit all DORs to the FTDS for review.
  - 21.7. Brief incoming Phase II FTOs on their Trainees' performance and make recommendations for additional training as needed.

### Phase II – Secondary FTO

22. During this phase, the Trainee shall:

- 22.1. Begin driving and assume responsibility for driving performance.
- 22.2. Assume an increasing amount of responsibility (approximately 60 percent) as the primary contact officer during calls for service.
- 22.3. Begin completing the "Reviewed" section of the Trainee manual.
- 22.4. Attend weekly evaluation meetings with their FTDS and other meetings as instructed by their FTO.

### Phase III – Tertiary FTO

23. During this phase, the Trainee shall:
  - 23.1. Spend at least one day (8-hour shift) at the communications center.
  - 23.2. Assume approximately 60 percent of the responsibilities as the primary contact officer during calls for service.

### Phase IV – 80/20 Phase

24. During this phase, the Trainee shall:
  - 24.1. Be assigned to an FTO who may or may not have been assigned in previous phases. The FTDC shall make every effort to find each Trainee a fourth and different FTO based on available resources.
  - 24.2. Assume approximately 80 percent of the responsibilities as the primary contact officer during calls for service. The FTO should only guide or take the lead during encounters to which the Trainee has not had prior exposure, or if it is clear that the Trainee could lose control of a critical situation.
  - 24.3. Be advised by their FTO that they will be responsible for completing an increasing number of tasks in the area of proactive policing.
  - 24.4. Start the "Performed" section of the Trainee manual.

### Phase V – Shadow Stage

By the fifth phase of training, Trainees are expected to independently resolve calls for service and initiate proactive policing activities. In contrast with phase four, Trainees are not to receive assistance from their FTO in situations to which they have had no prior exposure. Instead, Trainees must demonstrate the ability to adapt their learned skills to unfamiliar situations in order to solve problems.

The FTO should intervene only in cases presenting serious safety or community relations concerns or wholly unsatisfactory performance on the part of the Trainee.

25. During this phase, the Trainee shall:
  - 25.1. Be reassigned to their primary FTO.



- 25.2. Assume 100 percent of the responsibilities as the primary contact officer during calls for service.
- 25.3. Complete the "Reviewed" section of the Trainee manual.
26. During this phase, the FTO shall:
  - 26.1. Document any outstanding skill deficiencies of their Trainee(s) on a Form 95, Form FTO-104, Remedial Training Plan, or other approved field training documentation, and forward to the Office of the Chief of Patrol.
  - 26.2. If no outstanding skill deficiencies remain and the Trainee has successfully passed phase five, sign and submit a Form FTO-105, Final Recommendation of Trainee.

### **STANDARDIZED EVALUATION GUIDELINES (SEGs)**

The Daily Observation Report filled out by FTOs is organized around Standardized Evaluation Guidelines (see Appendix M), which allow for a more objective and consistent rating of Trainees. Because SEGs consist of behavioral descriptions assigned to numerical values, FTOs are able to appreciate a Trainee's performance simply by confirming, under each category, whether or not the behavior in question was observed.

### **REMEDIAL TRAINING**

27. At the end of each phase of training, FTOs shall make an assessment of whether any of their Trainees requires remedial training. The following factors shall inform their decision:
  - 27.1. Areas in which a Trainee has received an "NRT" rating.
  - 27.2. Areas in which a Trainee did not, as evidenced by their DORs, consistently perform at a satisfactory level.
28. If an FTO determines that a Trainee requires remedial training, they shall complete the second part of Form FTO-104, Remedial Training Plan. The written plan must:
  - 28.1. Identify the specific topics and/or skills to be remediated.
  - 28.2. Establish a time frame for completion of the remedial training, not to exceed four weeks.
  - 28.3. Not extend, under any circumstance, the length of a Trainee's probationary period.
  - 28.4. Be signed and dated by the administering FTO, their Trainee, FTDS, FTDC, and FTC of the Education and Training division.
29. During remedial training, FTOs shall document their Trainees' progress on a daily basis using the DOR.

**Medical and/or Psychological Impairments**

30. If, during or before the start of remedial training, the FTO, FTDS, or FTDC suspect that a medical or psychological condition may be undermining a Trainee's performance, the FTDC shall make a referral for the Trainee to undergo a fitness for duty examination according to the procedures set forth in Policy 1733, *Fitness for Duty*.
  - 30.1. If the fitness for duty examination finds no underlying medical or psychological condition which might impair a Trainee's performance, the FTDC shall prepare and forward a report summarizing the case to the FTC.
  - 30.2. Upon receipt of said report, the FTC shall review the case and, if warranted, shall make a recommendation to the Chief of Patrol for a two week extension of remedial training hosted at the Police Academy itself.
  - 30.3. If a Trainee successfully completes the remedial extension through the Police Academy, they shall be returned to their assigned district for continuation through field training.
  - 30.4. If a Trainee fails to perform at a satisfactory level during said extension, the E&T Commander shall recommend the Trainee for termination.

**REQUIRED ACTION****Police Officer Trainee ("Trainee")**

31. Performs the duties of a police officer under the guidance of an FTO.
32. Commits to learning as much as possible from every assigned FTO.
33. Completes entries in the Recruit Manual on a regular and timely basis.
34. Communicates promptly to the FTO any training performance concerns so that issues may be addressed in a forthright and prompt manner.
35. Actively participates in any special training sessions scheduled by their FTO and/or field training coordinators.

**Field Training Officer (FTO)**

36. Mentors, trains, and evaluates Trainees.
37. Identifies remedial training needs of Trainees, designs customized plans to address said needs, and documents Trainee progress, success, or inability to meet standards.
38. Completes DORs and provides weekly updates to their FTDC and FTDS on any missing elements or experiences in a Trainee's DOR.
39. Seeks guidance and instruction from supervisors on how to improve their performance as an FTO.



40. Reviews Trainee evaluations/training plans and provides feedback.
41. Reports on Trainee job performance to supervisors.
42. Coordinates the respective training plans of their Trainee(s) with FTDCs.

#### **Sector Supervisor**

43. At the conclusion of a shift, verifies that each FTO has properly filled out their DORs and completed the number of requisite hours given their Trainee's position in field training. If discrepancies are observed in either of these areas, the Sector Supervisor must notify both the Field Training District Coordinator and Field Training District Supervisor.
44. Relays any performance concerns brought to their attention by FTOs to the Field Training District Coordinator and Supervisor.

#### **Field Training District Coordinator (FTDC – Patrol)**

45. Completes, maintains, and coordinates Trainee schedules during field training.
46. Verifies, on a daily basis, that Trainee ratings on DORs are satisfactory, and forwards any unsatisfactory ratings to the FTDS and Sector Supervisor for performance management.
47. Ensures that the trainee meets the required standards during field training; schedules days with communications section, district detective units (DDUs), and other sections/units as appropriate.
48. Addresses trainee performance issues brought to their attention by FTOs, including coordination with FTOs and/or FTDS and Sector Supervisors to execute remedial training options, disciplinary measures, or provide medical/psychological accommodations as described in this policy.
49. Provides ongoing daily support to the efforts of FTOs to train/evaluate recruits.
50. Ensures that FTOs are providing professional training/evaluation for recruits.
51. Monitors FTOs for thoroughness, fairness, and objectivity when documenting recruits' performance in DORs.
52. Assists FTOs with tailoring training to match the learning styles of individual recruits, as well as with customizing, as much as possible, any remedial training which may be needed.
53. Ensures that FTOs are treating recruits with dignity and respect.
54. Reviews and processes new FTO applications, maintains a list of the active FTOs in their district, tracks the expiration dates of FTO certifications for those they oversee, and manages the FTO re-certification process, including scheduling.
55. On the first day of field training, conducts an orientation for trainees, providing them with an information sheet, schedules, lockers, tours of the district(s), and other administrative duties.
56. Spends the last day of training with trainees and reviews trainees' DOR books.

57. Reviews academy training records and consults with academy staff to determine recruits' training backgrounds.
58. Schedules FTOs: assigns the primary and subsequent FTOs for each trainee.
59. Reviews phase evaluations.
60. Holds meetings with FTOs and/or FTO supervisors and trainees to identify and rectify training issues as necessary.
61. Develops training remediation in conjunction with the Field Training Coordinator at E&T.
62. Reviews and ensures that DORs are completed and submitted on time.
63. Reviews FTO performance and makes recommendations to the District Commander for the retention or suspension of FTOs within their district(s).
64. Manages requests for the revocation of FTO status in conjunction with District Commanders and the Office of the Chief of Patrol.

#### **Field Training District Supervisor (FTDS – Patrol)**

65. Ensures that the field training and evaluation process is accomplished.
66. Conducts weekly meetings with FTOs on Trainee progress.
67. Makes recommendations to the Field Training District Coordinator related to remedial training or other disciplinary actions that may be required.
68. Periodically monitors field activity of the FTO and Trainee.
69. Provides additional written reports as necessary.
70. Monitors the performance and compliance of Sector Supervisors and FTOs in accordance with this policy.
71. Performs the duties of the District Coordinator in their absence.

#### **Field Training Coordinator (FTC, Education and Training)**

72. Demonstrates ongoing support for BPD's mission, values, and vision.
73. Communicates with the E&T Commander and Academic Director on field training-related matters; serves as their designee when necessary.
74. Maintains ongoing communication regarding recruits' performance with district coordinators and command officers, as well as with academy instructors, when appropriate.
75. Ensures that field training documentation such as DORs, remedial training plans (RTPs), and supervisory forms necessary for each application for police certification are properly completed and submitted on time.

76. Supports field training personnel, both in the field and at the academy, with advice and guidance.
77. Maintains current list of MPCTC-certified FTOs.
78. Develops, updates, and makes recommendations on field training materials and policies.
79. Coordinates with districts to ensure that MPCTC requirements are fulfilled.
80. Assists the Office of the Chief of Patrol with field audits of the performance of district coordinators, FTOs, and trainees, as necessary.
81. Ensures that original trainee field training files are complete and archived with the records section.
82. Notifies MPCTC of field training completion and ensures that certification is obtained and issued.
83. Holds meetings as necessary with district coordinators to evaluate the program and schedule events.
84. Develops and coordinates FTO certification, recertification, and refresher training: scheduling, classroom booking, provision of classroom materials, and contacting instructors.
85. Reviews and writes lesson plans.
86. Reviews tests and learning materials.
87. Addresses problems related to the Field Training Program.
88. Provides updates and training to supervisors at in-service training.

**District Commander**

89. Maintain an assigned FTDC and FTDS.
90. Ensure that all performance deficiencies of subordinate field training personnel (FTDC, FTDS, FTOs, and Trainees) receive appropriate corrective action, remedial training, or discipline.
91. Ensure that all FTOs within their district remain eligible to serve as such, and take appropriate action if any FTO fails to maintain the eligibility standards during the course of their service.
92. Sign the recommendation section on FTO applications.
93. Monitor field training within their district to ensure that the integrity of the program is maintained.
94. Make recommendations regarding the retention or termination of each Trainee assigned to their district.
95. Make recommendations regarding the retention or suspension of FTOs assigned to their district.

96. Recommend the approval or disapproval of sworn members to serve as FTOs, FTDS, and FTDCs.

**Commander, Education & Training Section:**

97. Notify MPCTC when a trainee has met the required MPCTC objectives, and ensure that MPCTC certification is obtained and issued to the appropriate trainee.
98. Provide support to the Field Training Coordinator (E&T) on curriculum development and training modules.
99. Provide policy and curricular recommendations for field training.

**Chief of Patrol:**

100. Assume principal command of the field training program and maintain its operational autonomy within the Patrol Division, consulting the Education and Training Section only in the cases described in this policy.
101. Implements and coordinates the FTO program.
102. Ensure that the job responsibilities of FTDCs, FTDS, Sector Supervisors, and FTOs are properly communicated throughout all districts, and that all such personnel are in compliance with their responsibilities.
103. Collect, store, and manage all field training documentation pertaining to FTOs and their Trainees, and ensure that all necessary records are forwarded to Education and Training for purposes of MPCTC certification.
104. Make final decisions regarding the termination of Trainees and ensure that all termination procedures are followed.
105. Make final decisions on the retention or suspension of FTOs.
106. Review and approve or disapprove all relevant field training documentation, including Administrative Reports (Form 95), FTO Sworn Evaluation Addenda, Trainee Evaluation of FTO Forms, Phase Evaluation Forms, and Remedial Training Plans.
107. Review and approve requests for the extension of remedial training in cases where a medical and/or psychological impairment has been identified as the cause of a Trainee's deficient performance.
108. Prepare an annual 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.
109. Collaborate with the Field Training Coordinator (E&T) on audits of FTDCs, FTDS, and FTOs.

**ASSOCIATED POLICIES**

Policy 212, *FTO Selection, Training, Evaluation*  
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.