

# PROCEDURE MANUAL

## 15-02



MICHIGAN STATE POLICE

## Field Training Officer (FTO) Program and Probationary Guidelines

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**Purpose:** This manual establishes the objectives, department policy, and member responsibilities for the Field Training Officer Program.

**Effective Date:** April 19, 2022

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## Definitions:

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**Enforcement Members:** Members of the department with full or limited enforcement powers including enlisted, Motor Carrier, and Security officers. For the purposes of this manual, the use of “member” refers to enforcement members participating in the Field Training Officer (FTO) Program.

**Field Training Officer (FTO):** Any enforcement member assigned to facilitate the training of members who have successfully completed recruit training administered by the Training Division. FTOs provide daily guidance to probationary members in policing, enforcement operations, policy, procedure, and community engagement.

## Section 1: Field Training Officer (FTO) Program

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### 1.1 Overview, Responsibilities, and Program Description

- a. Objectives
  - i. Produce highly trained and positively motivated officers.
  - ii. Provide standardized training to all probationary officers.
  - iii. Enhance the law enforcement education the officer received at the Academy.
  - iv. Increase long-term department effectiveness by enhancing the professionalism, competency, and knowledge of its probationary officers.
  - v. Identify essential job functions where the officer’s performance is critical.
  - vi. Establish a valid, job-related probationary officer appraisal system using a standardized approach for measurement of the officer’s performance.
  - vii. Improve the assessment of probationary officers by mandating specific levels of performance and related documentation.
  - viii. Provide specialized, extended training when employee performance in an essential job function or other critical area is unacceptable.

- ix. Ensure specialized, extended training when employee performance in an essential job function or other critical is unacceptable.

- b. Responsibilities

- i. The Training Division shall provide statewide administration and coordination of the FTO Program.
- ii. Responsibilities shall be carried out pursuant to this policy, FTO training guidelines, and appropriate collective bargaining agreements.
- iii. The Training Division shall conduct all the FTO training programs, including the introduction of the FTO Program to recruits prior to graduation from the Academy.
- iv. District commanders shall coordinate the FTO Program within their district. District commanders or their designee shall:
  - 1. Authorize probationary officers to work as second officer on afternoon or night shifts, when appropriate.
  - 2. Administer oral interview after the conclusion of Phase 4 of the FTO Program.
  - 3. Upon completion of the district interview, determine the readiness of the probationary officer to work as a one officer patrol
  - 4. Review and forward the appropriate forms to the FTO coordinator.
  - 5. Assist post commanders in the selection of officers and sergeants to serve in the FTO Program.
- v. Post commanders shall coordinate the FTO Program at the post level. Post commanders shall:
  - 1. Notify the district and FTO coordinator of problems related to the FTO Program at the post level.
  - 2. Select officers and sergeants to serve in the FTO Program, with input from the district commander and current FTOs
  - 3. Participate in the FTO group evaluation at the end of each phase.
  - 4. Make recommendations concerning a probationary officer to the district commander as appropriate.
  - 5. Forward FTO Program reports and forms to the FTO coordinator through district headquarters.
  - 6. Ensure the FTO sergeant and FTOs foster a learning environment appropriate for probationary officers
  - 7. Schedule the district interview for each probationary officer
- vi. FTO sergeants shall provide daily supervision of the FTO Program. FTO sergeants shall:

1. Supervise FTO Daily Observation reports (DOR), FTO Weekly Summary Reports, and FTO Group Evaluation Reports, that char the officer's progress.
  2. Supervise post FTO files.
  3. Submit appropriate reports and forms to the post commander.
  4. Conduct FTO group evaluation meetings
  5. Monitor the activities of the FTOs to ensure probationary officers are receiving the best possible training.
- vii. FTOs coach, counsel, instruct, and give remedial training to probationary officers. FTOs shall:
1. Complete DORs and other forms required by this Order.
  2. Evaluate probationary officers according to the "Standard Evaluation Guidelines" of the FTO Program
  3. Review probationary officer progress with the FTO sergeant using Weekly Summary Reports.
  4. Seek ways to help the probationary officer meet their training objectives.
  5. Advise the FTO sergeant of whether the probationary officer is achieving the required FTO Program objectives.
  6. Identify and report other problems involving probationary officers.
- viii. Probationary officers are responsible for achieving training objectives established in the Probationary Trooper, Motor Carrier Officer, or State Properties Security Officer Training Manual, as well as an acceptable performance level in any essential job function or critical skill area.
- c. Program Description
- i. Every probationary officer shall pass the FTO Program. Failure to achieve an acceptable performance level in any essential job function or critical skill area shall be the basis for a recommendation to separate the probationary officer from the department.
    1. The recommendation to separate the probationary officer from the department shall be made by the post commander, in conjunction with the district commander, to the Field Services Bureau commander and include a copy of all FTO documents. Upon approval, the recommendation will be forwarded to the Human Resources Division director for separation.
    2. Separation of a probationary trooper requires prior notice to the Michigan State Police Troopers Association. Therefore, the Human Resources Division shall be notified of a recommendation to separate a probationary trooper at least 40 days prior to the end of that employee's probation.
  - ii. Upon graduation from recruit school, the Field Services Bureau shall assign probationary officers to a post where well-rounded law enforcement training can

be obtained.

- iii. Probationary officers should work with trained FTOs during the FTO Program. Exceptions shall be approved by the post commander. Any days worked with non-FTOs shall be recorded as non-DOR days. Probationary officers shall be evaluated every day they are assigned to a trained FTO. This evaluation shall be done using a DOR. In the event an FTO is not available, the post commander may assign the probationary officer to a non-FTO for operational purposes. The non-FTO may document performance on the back of the DOR; however, performance ratings shall not be given.
  - iv. The FTO probationary officer's patrol unit shall be considered a one-officer patrol until the probationary officer is authorized by the district commander to work as a second officer. Problems in authorizing a probationary officer within the first few days at the post to work as a second officer shall be reported to the FTO coordinator.
- d. Standard FTO Programs
- i. The standard FTO Program is based on eight-hour shifts and consists of three training phases followed by an evaluation phase. Posts working 10- or 12-hour shifts shall adjust the number of days needed to complete training phases based on five weeks and 200 hours.
    - 1. Probationary Troopers
      - a) Consists of three five-week (200 hours) training phases followed by a two-week (80 hours) evaluation phase. See the flow chart in the Probationary Trooper Training Manual.
    - 2. Probationary State Properties Security Officers
      - a) Consists of three three-week (120 hours) training phases followed by a One-week (40 hours) evaluation phase.
    - 3. Motor Carrier Officers
      - a) Each phase shall be counted by hours, not by days. FTOs shall record a probationary officer's progress according to the number of hours they have accumulated on their dailies.
  - ii. The worksite commander shall make every reasonable effort to ensure that probationary officers change FTOs after each training phase.
  - iii. Upon initial assignment to a post, each probationary officer shall be scheduled for an orientation period.
    - 1. Probationary troopers' orientation period shall consist of the first five working days (40 hours).
      - a) Probationary State Properties Security Officers' orientation period shall consist of the first three working days (24 hours).
    - 2. The post commander may assign the probationary officer to non-FTOs for

- purposes of completing orientation week objectives, as outlined in the Probationary Trooper, Motor Carrier, or State Properties Security Officer Training Manual.
3. Performance may be documented on the back of the DOR. However, there are no performance ratings given during this period.
  4. After the orientation period, probationary officers shall be assigned to work with an FTO. Shifts shall only be changed pursuant to their respective collective bargaining agreement.
- iv. The Probationary Trooper, State Properties Security Officer, or Motor Carrier Officer Training Manual identifies the objectives to be achieved during each week of each phase.
1. Probationary trooper objectives shall be achieved by the end of the 15-week (600 hours) training period.
  2. Probationary State Properties Security Officer objectives shall be achieved by the end of the nine-week (360 hours) training period.
- v. There are two types of training in the FTO Program:
1. Daily training shall take place on a continuing basis, as needed, for correction or additional learning. The FTO Program shall continue without interruption while this training occurs. Daily training time shall be documented on the front of the DOR.
  2. The second type of training shall be considered special extended training and shall be used to address serious or repetitive problems related to unacceptable performance. The FTO Program stops during special extended training. When special extended training is used, a Probationary Trooper Extended Training Worksheet, TD-303, shall be completed and forwarded through channels to the FTO coordinator.
    - a) During Special Extended Training, the FTO and probationary officer shall not be assigned their regular duties. This time is spent in a training environment working on those problems identified on the Probationary Trooper Extended Training Worksheet, TD-303. If an emergency situation arises and it is necessary for the FTO to respond, special extended training shall stop. This allows the probationary trooper or State Properties Security Officer to use all hours of special extended training to address problems identified on the Probationary Trooper Extended Training Worksheet, TD-303.
      - a. No more than 10 workdays (80 hours) of special extended training shall be incorporated into a probationary trooper's FTO Program.
      - b. No more than five workdays (40 hours) of special extended training shall be incorporated into a probationary State Properties Security Officer's FTO Program.
    - b) Once a special extended training period successfully ends, the

probationary officer shall resume the FTO Program.

- c) Deficiencies shall be addressed using special extended training prior to the start of Phase 4. Once Phase 4 begins, special extended training shall not be used to address observed performance deficiencies.
- vi. If all the FTO Program objectives are not achieved in 15 weeks (600 hours) for probationary troopers or in nine weeks (360 hours) for probationary State Properties Security Officers, special extended training shall be initiated.
  1. During this period, probationary troopers may use any or all the remaining 80 hours of special extended training to achieve and acceptable performance.
  2. During this period, probationary State Properties Security Officers may use all the remaining 40 hours of special extended training to achieve an acceptable performance level.
  3. If all the objectives are not achieved by the time the extended training hours are completely used, the probationary officer fails the program.
  4. The recommendation to separate the probationary officer from the department shall be made by the post commander, in conjunction with the district commander, to the Field Services Bureau commander and include a copy of all FTO documents. Upon approval, the recommendation will be forwarded to the Human Resources Division director for separation.
- vii. Evaluation Period
  1. When all objectives are achieved, the Phase 4 evaluation period shall begin. Special extended training shall not be used during the Phase 4 evaluation period.
    - a) Probationary troopers' Phase 4 shall be a two-week (80 hours) evaluation period.
    - b) Probationary State Properties Security Officers' Phase 4 shall be a one-week (40 hour) evaluation period.
  2. During this evaluation period, the FTO shall turn all duties over to the probationary officer and shall become an observer/evaluator. The probationary officer shall consistently perform at an acceptable level, earning satisfactory ratings. Failure to achieve satisfactory ratings shall result in failure in the FTO program.
- viii. Maximum Length of Program
  1. A probationary trooper's FTO Program shall not extend beyond 19 weeks (760 hours: 600 regular hours + 80 extended training hours + 80 evaluation hours).
  2. A probationary State Properties Security Officer's FTO Program shall not extend beyond 11 weeks (440 hours: 360 training hours + 40 evaluation hours + 40 extended training hours).

ix. Failure in the FTO Program

1. The FTO sergeant shall complete an interoffice memorandum to the post commander documenting the failure of the probationary officer. All FTOs assigned to the probationary officer shall be required to submit additional correspondence documenting problems during their respective assignments with the probationary officer.
2. The post commander shall immediately report all failures to the district commander and the FTO coordinator.
3. The recommendation to separate the probationary officer from the department shall be made by the post commander, in conjunction with the district commander, to the Field Services Bureau commander and include a copy of all FTO documents. Upon approval, the recommendation will be forwarded to the Human Resources Division director for separation.
4. Appeals of a probationary officer's separation shall be governed by the applicable collective bargaining agreement.

x. Probationary officers shall not work alone until after they have successfully completed all training and evaluation phases, as well as the interview, by their district commander or designee.

xi. Overtime related to the FTO Program shall be subjected to the same approval process as all other overtime.

e. District Interview

- i. The district interview shall be conducted by the district commander or designee only after the probationary officer has successfully completed Phases 1-4 of the FTO Program.
- ii. The interviewer shall review all FTO Weekly Summary Reports, FTO Group Evaluation Reports, and Probationary Trooper Significant Incident Reports, and TD-304 prior to the interview. The interviewer shall also be familiar with the Probationary Trooper or State Properties Security Officer Training Manual, as probationary officers shall present their manual for review during the interviews.
- iii. During this meeting, the interviewer shall review the Probationary Trooper or State Properties Security Officer Training Manual, pose situational problems, and ask if there are any issues that need to be addressed at the district level.
- iv. Nothing herein prevents the district or assistant district commander from meeting with probationary officers at any time.
- v. If probationary officers fail to successfully pass the district interview, they shall continue to be assigned to an FTO until the successful completion of the district interview. DORs shall no longer be completed. However, performance should still be documented by the FTO.

f. Post FTO Evaluation

- i. An officer remains on probation for 18-months from the date of hire, unless extended. After successful completion of the FTO program, each probationary

officer shall be evaluated every 30 days until the end of probation. This evaluation shall be processed utilizing the Probationary Trooper Monthly Evaluation, TD-305 form.

1. The original TD-30 shall be placed in the probationary trooper's FTO File, with an electronic copy forwarded to the district commanders and the FTO coordinator in Lansing.
  2. If the probationary officer's evaluation is unacceptable or "needs improvement" the post commander shall contact the FTO coordinator to initiate the appropriate course of action.
- ii. Probationary Trooper Significant Incident Reports, TD-304, shall continue to be submitted by an officer designated by the post or shift commander. All TD-304s shall be forwarded through channels to the FTO coordinator.
- iii. District and post commanders shall keep the FTO coordinator informed of performance related problems that may jeopardize a probationary officer's employment status.
- iv. Probationary officers shall be assigned to the 9-1-1 dispatch center that serves their post area for one shift **after** the successful completion of the FTO program and before the end of probation. The shift worked is at the discretion of the post commander.
- v. Detective Sergeant Responsibilities
  1. The probationary officer shall be assigned to either the post or district detective sergeant for three days or approximately 24 hours if on extended work shifts, after successful completion of the FTO Program and prior to the end of probation. During the assignment, the detective shall attempt to demonstrate or explain:
    - a) The resources available for investigations and the various investigative aids used by detectives.
    - b) The methods and value of the exchange of information between other law enforcement agencies, correction officials, prosecutors, social service agencies, etc.
    - c) When possible, probationary officers should witness interrogation of suspects and interviewing of witnesses.
    - d) The types of crimes and crime locations within the post area.
- vi. Probationary officers shall be assigned to a Community Service Trooper (CST) at their worksite within the district for two shifts, or a period of 16 hours if on extended work shifts, after completion of the FTO Program and before the end of probation. During this time, the probationary officer will assist in the development and delivery of at least one community organization presentation.
- vii. District Commander Responsibilities
  1. Determine readiness of the probationary officer to work as a one officer patrol

2. Determine, based on performance, previous evaluations, availability of supervision, experience, and other relevant criteria, when a probationary officer will be allowed to function as the only patrol in a post area.
  3. Recommend confirmation of completion or extension of probation for each of their probationary troopers. These recommendations shall be contained in an interoffice memorandum or memorandums to the deputy director and Field Services Bureau, with copies to the Training and Human Resources divisions.
- viii. The recommendation to separate the probationary officer from the department shall be made by the post commander, in conjunction with the district commander, to the Field Services Bureau commander. It shall include a copy of all FTO documents. Upon approval, the recommendation will be forwarded to the Human Resources Division director for separation. The recommendation to terminate a probationary officer that has completed the formal FTO Program but is still on probation must be made at least 40 days prior to the end of that employee's probation.

## Section 2: Field Training Officer Qualifications, Training, and Evaluation

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### 2.1 FTO Selection

- a. Enforcement members selected to be an FTO must possess a desire and willingness to coach, mentor, and instruct probationary enforcement members in a positive learning environment.
  - i. Applicants must submit a memorandum of interest, resume, and written endorsement (PD-35) by the worksite commander.
  - ii. FTO sergeants and FTOs shall be selected by the district post commanders with input from current FTOs
  - iii. An attempt shall be made to select FTOs from those volunteering for the position.
- b. Selection will be based on the minimum qualification standards, the memorandum of interest, written endorsements, and operational needs at the worksite. Selection criteria for FTOs shall be based on the following:
  - i. Interest
  - ii. Loyalty
  - iii. Experience
  - iv. Good judgement and objectivity
  - v. Initiative
  - vi. Integrity and Ethics
  - vii. Attitude
  - viii. Patience

- ix. Ability and desire to coach, mentor, counsel, and train
- x. Work capacity and competence
- xi. Uniform appearance
- xii. Respect by fellow officers

## 2.2 FTO Training

- a. Enforcement members selected as an FTO shall attend a Field Training Officer School as required by the FTO coordinator. The training shall consist of:
  - i. Overview of the FTO Program
  - ii. Review of department Written Directives
  - iii. Legal Update
  - iv. FTO and Probationary Member Expectations
  - v. FTO Software and Reporting Requirements
  - vi. Scenarios
- b. FTO refresher courses shall be held when needed.

## 2.3 FTO Evaluation

- a. The FTO coordinator shall meet with each advanced trooper (retread) school. A survey shall be distributed to each trooper for completion requesting feedback on the effectiveness of the FTOs during the previous training cycle. Focus areas may include FTO training methods, fairness and objectivity in evaluations, and other areas identified by the FTO coordinator. This information shall be reviewed by the FTO coordinator for possible program revision or instructional changes.
  - i. Officers requesting removal as an active FTO shall document their request on an interoffice memorandum and forward it to their post commander for review. The decision to retain or deactivate an FTO will be at the discretion of the post commander. If an officer is deactivated as an FTO, the post commander shall complete an interoffice memorandum with the justification for removal and forward it through the district commander to the FTO coordinator.