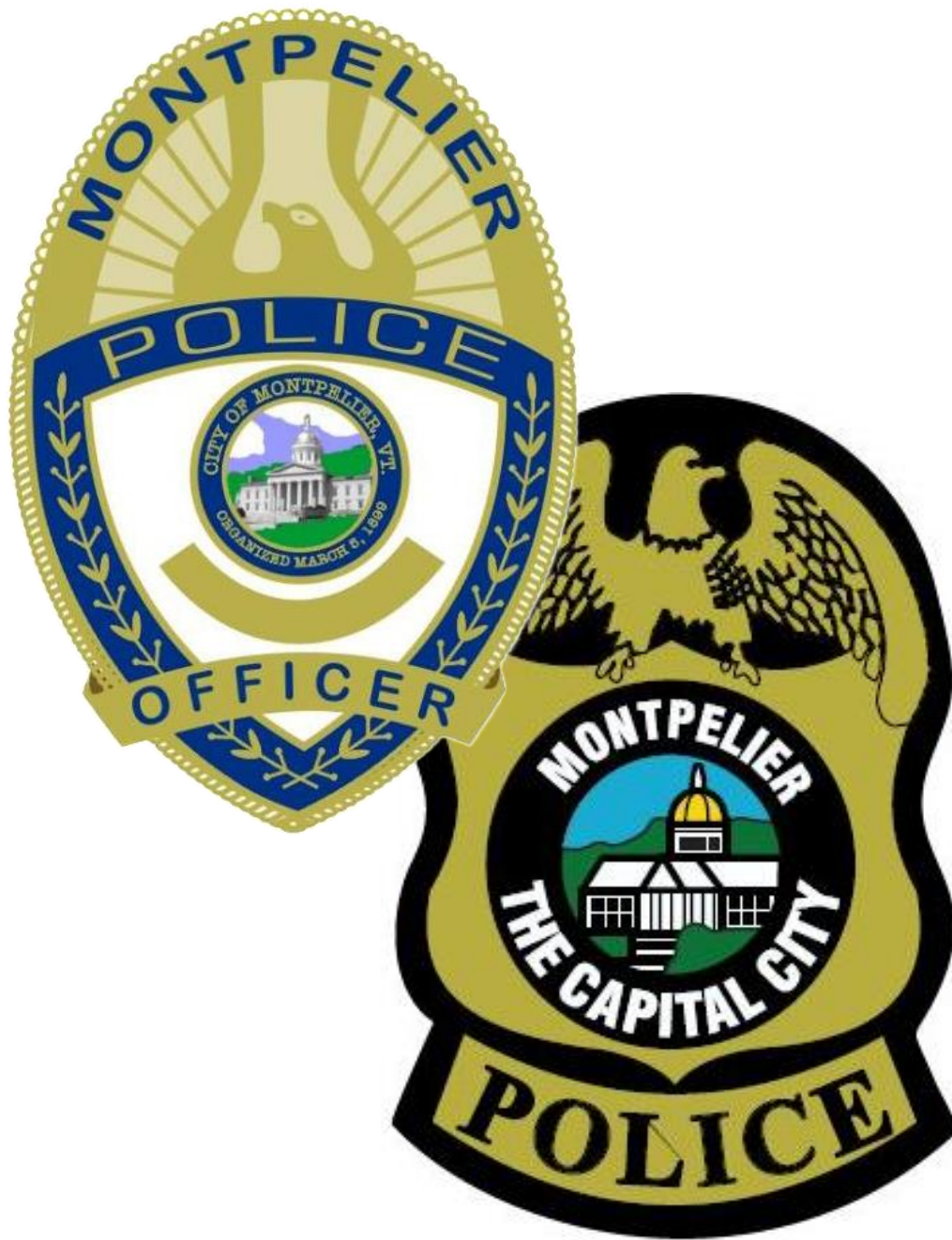


MONTPELIER POLICE DEPARTMENT



FIELD TRAINING OFFICER MANUAL

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MONTPELIER POLICE DEPARTMENT

Vision

The vision of the Montpelier Police Department is to provide exemplary police service to the residents, workers, and visitors of Montpelier in order to provide a safe and healthy environment.

Mission

The Montpelier Police Department, in partnership with the community, is committed to the preservation of peace, prevention of crime, enforcement of the law, protection of individual rights, and serving all with dignity and respect.

Core Values

Integrity
Courage
Fairness
Knowledge
Compassion
Professionalism



Leadership Philosophy

The City of Montpelier employees are the most successful when working together as a team. Leadership is everyone's responsibility.

We are motivated by meaningful work and value creative solutions. Each individual holds critical knowledge and information and, collectively, with mutual trust, we produce maximum results. Decisions are made in a consultative and participatory way with those who do and know the work.

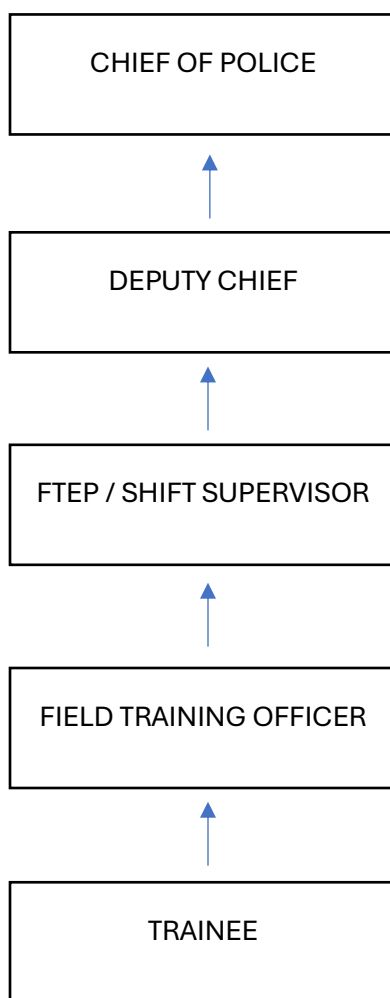
We have a culture of learning, self-direction, and creativity that supports professional growth and the advancement of employees. We encourage each employee's contribution to the overall mission of the City by honoring individual competency and job clarity. We embrace new technologies, ideas and best practice. We are proud to contribute to an enjoyable and productive work environment.

Program Goals & Objectives

To deliver professional, exceptional, consistent, and standardized field training and objective evaluation to law enforcement officer trainees of the Montpelier Police Department (MPD). The common operational goal is to develop well-trained, knowledgeable, positively motivated, community-oriented law enforcement officers fit for duty with the Montpelier Police Department, and the community at large, to enhance public safety.

Operational Structure

The Chief of Police, or his/her designee, will designate a Sergeant, who has been trained and certified as a Field Training Officer (FTO), as the Field Training & Evaluation Program (FTEP) supervisor. In the absence of a Sergeant trained in such capacity, a Corporal trained as an FTO may supervise the FTEP. FTO's and trainees will follow the appropriate Chain of Command on all operational or personnel matters. FTO's and trainees will report to the FTEP Supervisor on all matters concerning administration and evaluation of the FTEP.



Field Training Officer & Trainee Relationships and Conduct

The relationship between the FTO and the trainee will be of mentor/mentoree and supervisor/subordinate. The FTO and trainee will always treat each other professionally, and with respect. Any relationship between an FTO and trainee will be strictly professional. To ensure the integrity of the FTEP and to eliminate any bias, the FTO and trainee shall avoid fraternizing off-duty, to include befriending via social media or other online interactions, while the trainee is enrolled in the FTEP. Also, the trainee will not discuss or post information or pictures regarding their employment on social media.

The trainee will follow all policies and procedures, as outlined in the department policy manual, and follow any lawful direction given by his/her assigned FTO. If the trainee believes an order or instruction is improper, the trainee will discuss their concerns with their assigned FTO. If the trainee is not satisfied, the trainee may request a meeting with the FTEP Supervisor to discuss their concerns. If still left unsatisfied, the trainee may request a meeting with the Chief of Police or his/her designee. Ultimately, the Chief of Police or his/her designee's decision on the matter is final and must be carried out.

Trainees will not be hazed, harassed, intimidated, intentionally embarrassed, or treated in a demeaning or disrespectful manner. FTO's will not display anger or frustration when they are mentoring trainees, but rather, they should encourage a positive learning environment. Any corrective action, unless emergent, shall be provided by to the trainee in private and delivered by the FTO in a supportive and constructive fashion, whenever possible. The trainee will be receptive to constructive feedback provided by their assigned FTO, or the FTEP Supervisor.

While off-duty, the trainee will not wear his/her uniform, carry an agency issued firearm, nor display or "flash" their police badge and/or police identification. Off-duty, the trainee will not respond to calls for service, conduct investigations or take enforcement action unless an emergency exists requiring immediate intervention for the preservation of life or safety of another. Any off-duty action taken by a trainee shall be immediately reported to the on-duty MPD supervisor. Otherwise, the trainee should contact the appropriate law enforcement authority having jurisdiction and report the facts and circumstances of the incident or encounter.

The FTO and trainee will not, nor attempt to, begin a romantic relationship with one another. If a prior relationship exists between the two, the FTO shall report it to the FTEP Supervisor. In that instance, the FTO will not participate in the training or evaluation of that trainee. Similarly, this also applies where a family relationship exists between the FTO and his/her trainee.

The FTO will not enter any financial or investment arrangements with the trainee. This shall not prohibit the FTO and the trainee from sharing meals, coffee, drinks or other incidental items while on-duty, so long as there is an equitable distribution of payment for such items.

Program Structure

Upon VCJC certification as a Vermont law enforcement officer, the trainee will be assigned an initial FTO and begin the FTEP. The FTEP will consist of three phases:

Phase I consisting of 6 weeks with an FTO, with the first 2 being orientation/limbo weeks

Phase II consisting of 4 weeks with an FTO

Phase III consisting of 4 weeks with an FTO

The FTEP program will encompass a total of (14) weeks, beginning with the trainee's program start date. Excluding periods of absence due to illness, injury, etc., trainees who are unable to complete the requirements of the program within the allotted period shall have their position reevaluated by the FTEP Supervisor, in conjunction with the Chief of Police or his/her designee. Upon written recommendation from the trainee's FTO(s) and approval by the Chief of Police or his/her designee, phases may be reduced for officers with prior law enforcement experience, on a case-by-case basis.

Documentation

A field training binder will be created for each trainee and shall hold all training documentation, recorded issues, and general FTEP documentation on the trainee's performance. While the trainee is in the FTEP, the field training binder shall be maintained by the assigned FTO. Upon completion of the training program, the field training binder shall be turned over to the FTEP Supervisor for review and placement into the trainee's training file. This binder is subject to review upon request of the trainee, or at any time by the FTEP Supervisor, the Chief of Police or his/her designee.

At the beginning of the FTEP, the binder shall contain: Learning Style Survey, SEG's, City Map, Standard Task Checklist, 10-Code List, Phonetic Alphabet, and Administrative Task Checklist. DOR's and any follow-on reports will be added as the trainee advances in the FTEP.

Daily Observation Report, Standardized Evaluation Guidelines & Remedial Training Plans

The trainee's performance will be recorded daily, in written form, by the FTO upon a Daily Observation Report (DOR) and the trainee's performance evaluated using Standardized Evaluation Guidelines (SEG). Ideally, the DOR is completed by the FTO at the end of each shift and without unnecessary delay, barring emergent or unusual circumstances. After reviewing the DOR with the trainee, to include his/her signatures, the DOR should be placed in the field training binder by the FTO as soon as practicable. In the event a trainee is assigned to an Officer not certified as an FTO, a DOR should be completed and noted as such. No trainee evaluation shall be conducted; however, the Officer should note the general performance and observations of the trainee in the notes section of the DOR. If necessary, any additional documentation of the trainee's performance, beyond that of the DOR, can be captured on an FTO Field Notes form.

The FTO and trainee's discussion of DOR evaluations is an extremely important aspect of the FTEP. Merely completing the DOR and having the trainee sign it will not achieve the objectives of a proper

evaluation. Whenever possible, the DOR review should occur in a private setting where distractions are minimal. FTO's should provide ample time for the review and encourage "two-way" discussion and feedback of the trainee's performance.

The DOR provides the essential information to ensure administrative control over the relative progress of each trainee. In addition to recording the trainee's progress, DOR's serve as a device to inform the trainee of his/her performance level at a particular point in time during the FTEP. DORs are an excellent mean for identifying training needs and documenting training efforts. Trainees are encouraged to analyze the DOR for their personal deficiencies and motivations.

The DOR form includes 40 measurable behaviors, graded using the SEG, which are subdivided into five categories: Critical Performance Tasks, Frequent and Other Performance Tasks, Knowledge, Attitude/Relations, and Appearance. It is important for the trainee to note that the SEG are all performance observations and are designed as such to evaluate the trainee's ability to perform standard police tasks in the field.

Observations made by the FTO are entered on the form along a 7-point continuum from "Unacceptable (1)," to "Superior (7)." Midpoint on the scale is "Acceptable (4)." Special comments are required for all ratings of 2 or less, or 6 or above. Acceptability or non-acceptability by "FTO program standards" is evaluated in terms of performance as a satisfactory solo patrol officer.

In addition to the rating scale of performance levels mentioned above, two other categories are provided. These are "N.O." (Not Observed) and "N.R.T." (Not Responding to Training). N.O. refers to any activity listed on the evaluation in which the FTO did not sufficiently observe to rate.

An NRT may be applied after the FTO has identified a deficiency in a specific behavior, described in the SEG's, and has assigned and documented at least three Remedial Training Plans (RTP) in that area. An RTP is defined as additional training assigned in an area of on-going deficiency that is beyond the training elements described in the SEG, and outlined on the DOR. The numerical score for an NRT should be a 1 or 2 but is left to the discretion of the FTO. An NRT may not be given until at least three remedial training assignments have been completed in the corresponding performance area. All training given, including remedial training, must be supported by appropriate documentation in the related subject area in the DOR. Despite giving an NRT, training in all areas must continue.

Any continued deficiencies or NRT's, will be recorded upon the DOR and ultimately brought to the attention of the FTEP supervisor. Collaboratively, the FTO and FTEP supervisor will create a training program to remediate the identified deficiency or deficiencies. If necessary, the trainee may be assigned a different FTO to remediate any deficiencies or assigned to an instructor within a certain discipline (ie: Firearms, Use of Force, etc...). If the trainee's performance does not improve, it shall be noted as such on the DOR and brought to the attention of the FTEP Supervisor for follow-up action, to include the evaluation of the trainee's suitability as a law enforcement officer. If termination is appropriate, a termination packet shall be prepared by the FTEP supervisor, documenting the trainee's continued deficiencies, and forwarded to the Chief of Police or his/her designee for review and action.

DORs should generally follow this sequence, based upon a 4-day work week:

PHASE 1

WEEK 1: RIDES 1-4 (LIMBO PHASE)

WEEK 2: RIDES 5-8 (LIMBO PHASE)

WEEK 3: RIDES 9-12

WEEK 4: RIDES 13-16

WEEK 5: RIDES 17-20

WEEK 6: RIDES 21-24

PHASE EVALUATION

PHASE 2

WEEK 5: RIDES 1-4

WEEK 6: RIDES 5-8

WEEK 7: RIDES 9-12

WEEK 8: RIDES 13-16

PHASE EVALUATION

PHASE 3

WEEK 9: RIDES 1-4

WEEK 10: RIDES 5-8

WEEK 11: RIDES 9-12

WEEK 12: RIDES 13-16

PHASE EVALUATION

COMPLETION & COMPETENCY ATTESTATION

ANY NECESSARY EXTENSION(S)¹ FOR REMEDIAL TRAINING

REMEDIAL WEEK 1: RIDES 1-4

REMEDIAL WEEK 2: RIDES 5-8

TBD

-----> *DOR Sequence Subject to Change Based Upon Identified Training Needs* <-----

¹ Any length of extension is determined by trainee's performance.

Training goals for each phase are listed on the Officer's Standard Task Checklist and should be initialed by the FTO and trainee when completed, even if accomplished outside the prescribed training phase.

For reference, they are color coded as follows:

LIMBO Phase: **YELLOW**

Phase I: **RED**

Phase II: **ORANGE**

Phase III: **GREEN**

Weekly Supervisor's Report

A copy of all documentation will be reviewed by FTEP Supervisor on a weekly basis and a weekly review report completed. The weekly report is, in addition to DOR's, documentation of the relative progress made by the trainee in the FTEP.

The FTEP Supervisor will comment on the following areas:

1. The trainee's performance, as measured by the SEG's. These comments should include an evaluation of the trainee's overall performance, as well as specific strengths and weaknesses.
2. The trainee's progress: increasing, decreasing, or no performance change.
3. Any remedial training provided, its effects, and any additional training needed.
4. Any formal counseling given to the trainee by the FTEP Supervisor.

Trainees are encouraged to freely discuss their performances and feelings regarding the Department, FTEP, FTO's and Supervisors. Any personal weakness the trainee perceives that is not being resolved with the present training program will be discussed and where possible, remedial training planned. This report will be filled out weekly by the FTEP Supervisor, signed, and placed into the trainee's training binder.

Phase Evaluation Sessions

Prior to trainees moving from one FTO phase to the next, the FTO and FTEP Supervisor will meet for a group evaluation session.

The meetings provide an opportunity for FTO's and FTO Supervisors to discuss strengths, weaknesses, remedial training efforts, and suggestions for future training of the assigned trainee. The FTEP Supervisor is free to ask questions and strategically collaborate with the FTO. These group evaluation sessions are meant to assist FTEP personnel in resolving problems, enhancing the effectiveness of the FTEP, and to inform the FTEP Supervisor of the progress being made by each trainee.

The FTO will complete a Phase Evaluation Form on their assigned trainee for presentation at the phase evaluation session. This report is designed to summarize the trainee's strengths and weaknesses. In those areas where remedial training was given by the FTO, or special testing conducted, a brief description of the process will be documented on the form for presentation. Recommendations for proposed follow-up training will be noted on the form. The FTO will also make judgment as to whether the trainee is or is not performing at the level of a solo patrol officer. These forms will be left within the trainee's field training binder and may be referred to by FTO's or the FTEP Supervisor as the need arises.

It is encouraged that the current FTO and next assigned FTO meet on a one-on-one basis to discuss the trainee's strengths and weaknesses, as well as any remedial training completed, and suggestions for any future remedial training.

Upon successful conclusion of all training phases, to include any assigned remedial training, the final phase FTO shall prepare a FTEP Completion and Competency Attestation report and forward it to the FTEP supervisor for approval. The FTEP supervisor shall ensure all training goals, skillsets, and necessary documentation have been met and fulfilled before the trainee is released from the training program. After approval by the FTEP supervisor, the form shall be submitted to the Chief of Police or his/her designee for final attestation, affirming the trainee has satisfactorily completed the prescribed training program and is prepared to function as a solo patrol officer.

FTO Critique Form

The purpose of the FTO Critique is means of informal evaluation of FTO performance, to ensure the FTEP is being delivered professionally and in accordance with the standards set forth in this manual, and to elicit the trainee's overall perspective and effectiveness of the FTEP.

At the conclusion of a training phase, the trainee shall be provided an FTO critique form by the FTEP Supervisor. Upon completion by the trainee, he/she shall return it to the FTEP Supervisor for review. The content of the evaluation will be shared with the FTO, upon his/her request, after the FTO has completed the FTEP. Trainees are encouraged to evaluate FTO's honestly and objectively and provide meaningful feedback upon their experience(s) with their assigned FTO. The FTO critique form is a suitable device to measure the effectiveness of the FTO and FTEP, to evaluate the FTO's ability in delivering appropriate FTEP content, as well as a means for FTO self-evaluation. Such forms shall only be maintained in personnel files by the FTO upon request, otherwise they shall be destroyed after review by the FTO.

Field Training Officer Attestation Record

I, _____, have received and reviewed the Montpelier Police Department Field Training Officer Manual. I understand and will follow the expectations set forth in this training manual regarding the FTEP. I understand each section sufficiently enough so that I have a working knowledge and understanding of it. I acknowledge that I will direct any questions or concerns regarding the program to the FTEP Supervisor.

Field Training Officer

Date

FTEP Supervisor

Date