



EMPLOYEE DEVELOPMENT			404.00	
<div><div>FIELD TRAINING AND EVALUATION PROGRAM</div></div>				
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PURPOSE

The purpose of this standard operating procedure is to provide training and evaluation standards for new hire law enforcement officers of the Punta Gorda Police Department.

SCOPE

This procedure shall apply to all Punta Gorda Police Department personnel.

DISCUSSION

All newly appointed law enforcement officers are required to successfully complete an on-the-job Field Training and Evaluation Program (FTEP) designed to acquaint them with agency policies, procedures, rules, and regulations.

DEFINITIONS

1. **PowerReady:** Software that centralizes and standardizes field training records. Trainers and supervisors can compile trainee information to quickly see how a trainee is progressing, how trainers are training, and areas that need attention.
2. **DOR:** Daily Observation Report
3. **Employee Development Coordinator:** A member appointed by the Chief of Police to coordinate and administer the agency training function.
4. **FTEP:** The Field Training and Evaluation Program.
5. **Field Training Officer (FTO):** A specially trained law enforcement officer who is responsible for providing on-the-job training to newly appointed officers.
6. **Probationary Officer:** A police officer in their first year of employment (Initial Evaluation Period) with the City of Punta Gorda.
7. **Trainee:** A police officer in the Field Training and Evaluation Program.

PROCEDURE

I. OBJECTIVES

- A. The Field Training and Evaluation Program (FTEP) structure is intended to provide optimum utilization of training resources and personnel in a dynamic environment to provide:
 1. A solid foundation for a law enforcement career with the Punta Gorda Police Department;
 2. Evaluation of each participant, based on established guidelines, to ensure training integrity and reliability;
 3. An accurate and complete record of each participant's progress based on observed performance and testing; and

4. Training based on individual need.

B. Reasons for a Field Training and Evaluation Program

1. A requirement of the Criminal Justice Standards and Training Commission.
2. A court approved procedure, within Equal Employment Opportunity Commission (EEOC) guidelines, for dealing with affirmative action issues is provided.
3. Increased support for management and administrative policies.
4. The possibility of negligent hiring, retention, training, and supervision issues are reduced.
5. The cost of training is controlled in that non-qualified persons are not retained by the agency.
6. Standardization of training and evaluation procedures is established.
7. Supervisory skills are practiced by line personnel prior to promotion.
8. Another career path is available to the line officer.
9. Line officers become more involved in decision making and work in a participative environment.
10. The trainee more quickly assimilates the job skills with FTO guidance.
11. The Field Training Officer becomes a more capable, knowledgeable, and safer officer as a result of the role model responsibilities.

II. FIELD TRAINING OFFICER QUALIFICATIONS

- A. The degree of success realized by any law enforcement agency is directly related to the caliber of training offered to its officers. To ensure that the new and inexperienced officer receives the highest level of training possible, certain police officers are selected by the department to receive comprehensive specialized training and assignment as an FTO.
- B. A police officer designated as an FTO is an officer who, on the basis of leadership, ability, intelligence, temperament, excellent report writing skills, positive attitude, and demonstrated professional conduct, is entrusted with the task of providing the initial field training to trainees. This position includes all the duties and responsibilities normally assigned to a Police Officer in the Uniform Patrol Section.

- C. The position is limited to those officers who possess the above attributes and have a minimum of two years of service with the Police Department. The two year requirement can be waived by the Chief of Police under emergency conditions. Prior to appointment, officers selected for FTO duties must attend an approved Field Training Officer course.
- D. Recommendations from command staff will be solicited.
- E. The Field Training and Evaluation Program is a management responsibility of the Employee Development Coordinator who shall serve as a liaison between the agency and academy staff.
- F. The Chief of Police retains the authority to select and remove FTO's from the FTO program.

III. PROGRAM STRUCTURE

- A. Upon employment, following completion of the basic law enforcement training mandated for State of Florida certification as a law enforcement officer, the trainee will be temporarily assigned to an FTO in the Uniform Patrol Section. The trainee will then begin a training program consisting of a minimum of 714 hours. The program in Agency360 will guide all phases of the FTEP. The FTEP will consist of five phases which are as follows:

Phase	# of Hours	# of Days	# of DOR's	Trainer
1	126	15	1	Employee Development Coordinator
2	168	14	14	Primary FTO
3	168	14	14	Secondary FTO
4	168	14	14	Tertiary FTO
5	84	7	7	Primary FTO

- 1. Phase I shall consist of 126 hours and be comprised of in-house instruction provided by administrative staff and overseen by the Employee Development Coordinator. The trainee will be issued a copy of, and instructed on, the department's use of force and fleeing felon policy before they are authorized to carry lethal and less lethal weapons. Trainees will be trained in the use of their issued departmental weapons. Phase I will be of variable length dependent upon the officer's performance and experience. The trainee will not be in uniform during Phase I of the FTEP unless otherwise directed by the Employee Development Coordinator. There will one required DOR for Phase I. The Phase I training will include, but is not limited to:

Subject	Length	Subject	Length
City Hall/Human Resources Indoctrination	3 Hours	Body Worn Camera Training	3 Hours
Department Familiarization and Introduction	3 Hours	Narcan Training	1 Hour
Computer Training	2 Hours	Mental Health for Police	1 Hour
Standard Operating Procedures	8 Hours	Public Safety Gym	0.5 Hours
Support Services Division	2 Hours	Duty to Intervene	2 Hours
Communications Section Training	4 Hours	NIBRS	3 Hours
Criminal Investigations Section Training	4 Hours	ICAT	4 Hours
Evidence Section Training	4 Hours	MSDS Training	1 Hour
Property Issuance	2 Hours	Boating Safety	6 Hours
School Resource Officer Unit	8 Hours	FCIC Certification	4 Hours
VOP Ride Along / VIP	2 Hours	CPR AED Certification	6 Hours
Firearms Training	4 Hours	Marine Ride Along	8 Hours
Subject Control Spray Training (SCS)	2 Hours	Court Procedures	4 Hours
TASER Training	8 Hours	Canine	8 Hours
Specialty Impact Munitions – 40mm Training	4 Hours	NIMS 100.c, 200.c & 700.b	2 Hours
FDLE Mandatory Online Training	6 Hours	Administrative Hours (to be used as needed)	6.5 Hours

2. Phase II shall consist of 168 hours, during which the trainee will be in uniform and assigned to their primary FTO.
 - a. Daily Observation Reports shall be completed daily beginning in Phase II.
 - b. The trainee shall be provided with “hands on” exposure to the material being covered in this phase. The trainee shall act primarily as an observer, with the FTO leading in the performance of most tasks and demonstrating how they are done.
 - c. Police duties performed by the trainee will be under the close supervision of the FTO. The trainee will be encouraged to participate in any tasks for which they are ready. Probationary officers with prior experience will be allowed and encouraged to participate sooner.
 - d. Trainees should begin driving the police vehicle at the discretion of the FTO. All trainees will document the viewing of the “Michelle Norton Story” prior to operating a department vehicle.

3. Phase III shall consist of 168 hours, during which the trainee will be in uniform and assigned to their secondary FTO.
 4. Phase IV shall consist of 168 hours, during which the trainee will be in uniform and assigned to their tertiary FTO.
 5. Phase V shall consist of 84 hours, during which the trainee will be in uniform and re-assigned to their primary FTO. The trainee will undergo evaluation by their primary FTO to determine if they are ready to function as a solo patrol officer.
- B. The FTEP patrol unit shall be considered a one-person training unit.
 - C. The assigned FTO shall be responsible for reviewing the interval training material with the trainee at the beginning of each shift. When possible, this should be done in an office setting.
 - D. Daily Observation Reports shall be completed for each day of training. The DOR's shall be completed in PowerReady.
 - E. The trainee and their assigned FTO shall attend court as directed by subpoena. The FTO shall utilize the court appearance to orient the trainee to the courthouse and necessary forms to be completed, demonstrate appropriate demeanor while testifying, and train the trainee in proper case preparation. Attendance and performance shall be documented on the next DOR. Trainees shall attend all court functions with their FTO, even if they are not under subpoena, so as to obtain exposure to court-related procedures.

IV. PREVIOUSLY EXPERIENCED OFFICERS

- A. The Punta Gorda Police Department recognizes the value of former Punta Gorda Police Officers. If an officer has been previously employed by the Punta Gorda Police Department and returns to the department within a twelve-month period, they may be exempt from having to participate in the FTEP. This exemption will only apply if the officer successfully completed the FTEP during their prior service. However, at the discretion of the Chief of Police, they may be assigned to an FTO for re-familiarization with department policies and procedures. If an officer that was previously employed by the Punta Gorda Police Department returns after a year of separation they will be required to participate in an accelerated FTEP program consisting of no less than 294 hours (seven weeks).
- B. Florida law enforcement officers with a minimum of two (2) years full-time experience as a police officer, with no more than one year break in service, unless authorized by the Chief of Police, may be eligible to participate in an accelerated FTEP prior to functioning as a solo patrol officer.

- C. Law enforcement officers from other states with a minimum of five (5) years full-time experience as a police officer, with no more than one year break in service, unless authorized by the Chief of Police, may be eligible to participate in an accelerated FTEP prior to functioning as a solo patrol officer.
- D. Duration of the FTEP acceleration program is dependent on the progress of the trainee. All material in the FTEP Program must be covered and a minimum of 378 hours (nine weeks) must be completed. Determination will be made on a phase by phase basis.

V. FTO/TRAINEE CONDUCT AND RELATIONSHIP

A. Field Training Officer

1. The FTO shall display a professional attitude, promote the organization, and be a positive role model for the trainee.
2. The relationship between the FTO and the trainee shall be a teacher/student and/or supervisor/subordinate relationship.
3. The hallmark of this relationship shall be one of mutual respect. Trainees shall be treated with respect at all times. They shall be expected to respect the FTO and to follow their directions. Trainees shall not be harassed, intimidated, intentionally embarrassed, or treated in a demeaning manner. Name calling or use of derogatory terms by the FTO is not acceptable. FTO's shall not show their anger or frustration while they are working with the trainees. Praise shall be public, correction shall be private.
4. In an effort to maintain the teacher/student relationship with officers going through the FTEP, FTO's shall not socialize with trainees when they are off-duty with the exception of department-sanctioned social functions. Any relationship between an FTO and a trainee shall be professional.
5. FTO personnel shall not date or attempt to date trainees in the FTEP. In order to protect the integrity of the FTEP, any special relationship, family relationship, or personal relationship that existed prior to the trainee entering the FTEP should be brought to the attention of the Employee Development Coordinator.
6. FTO's shall not enter into any financial, investment, or living arrangements with any trainee participating in the FTEP.
7. At the completion of the FTEP, the FTO shall be required to submit a memorandum through the chain of command requesting the trainee be assigned to their permanent duty position.

B. Trainee

1. Trainees are to be respectful to the FTO. The FTO's direction is to be accepted and followed at all times.
 - a. If a trainee believes an FTO's direction is illegal, immoral, or improper the trainee shall bring it to the attention of a supervisor immediately.
 2. If a trainee believes that a specific order or instruction is improper, or an evaluation is not fair, they shall discuss it with their FTO. If the trainee is not satisfied, they shall ask for a meeting with the Employee Development Coordinator if the issue is FTEP-related. If the issue is not FTEP-related, the trainee shall ask for a meeting with the Squad Supervisor and the Operations Division Commander, if necessary.
 3. Trainees shall complete all assignments in a prompt, timely manner. The trainee shall follow all policy and procedures as outlined in the City of Punta Gorda Policies and Procedures and Punta Gorda Police Department Standard Operating Procedures.
 4. Trainees shall be responsible for knowing all assigned material. It is recommended that the trainee study the material for the current training checklist in advance during shift "down time". FTO's shall review the material with the trainee. The trainee shall be prepared to demonstrate the required knowledge through both written and practical applications.
 5. Trainees shall be on time for duty and all training functions.
 6. While off-duty, trainees in the FTEP shall not respond to police calls for service, conduct police investigations, work extra-duty assignments of any nature, nor violate criminal or traffic laws.
 7. Trainees will be receptive to constructive criticism given by FTEP personnel. The trainees may verbalize an explanation for their action. However, repeated rationalization, excessive contradiction and hostility are not acceptable.
 8. Trainees are reminded that any participation in extracurricular sports (organized baseball, football, etc.) may result in injury and may have an adverse effect on their training or continued employment.
 9. Trainees shall not enter into any investment, financial, or living arrangements with any FTO while in the FTEP.
 10. Trainees shall not initiate nor participate in a personal relationship with an FTO while in the FTEP.
- C. The early stages of the transition from a civilian to a sworn police officer are often difficult for the trainee. It is the responsibility of the FTO to identify the incentives and methods that encourage the individual trainee's achievement (motivation). Concurrently,

the FTO will find themselves in a position of giving direct orders to the trainee to ensure safety and effective accomplishment of the police mission. The FTO has the responsibility of conveying clear and concise information to ensure the trainee hears what the FTO intended (communication). There will be occasions when the FTO finds it necessary to sternly correct (discipline) the actions of a trainee.

VI. DAILY OBSERVATION REPORT

- A. One DOR will be completed by the Employee Development Coordinator during Phase I. The DOR is completed by the FTO on a daily basis, beginning in Phase II. This report is designed to rate the trainee in all performance categories by the graphic rating system (1-7).
- B. The trainee must show progress in all categories rated as “less than acceptable” and, in addition, they must maintain the level of performance in those categories previously rated as “acceptable” to be rated as satisfactory.
- C. A FTO should advise the Employee Development Coordinator in the event that they find it necessary to deviate from the above guidelines. For instance, if a trainee fails to back up their partner in an arrest, the failure of the trainee is aggravated and may warrant an unsatisfactory rating for that portion of training due to its importance.
- D. After the FTO has completed the DOR, it will be reviewed by the trainee. The trainee shall electronically sign the DOR acknowledging they have reviewed it and provide any comments they feel are appropriate.
- E. Each DOR will be reviewed by the FTO’s immediate supervisor in a workflow in PowerReady. The FTO’s immediate supervisor is encouraged to be actively involved in the FTEP.
- F. DOR’s and other required evaluation forms shall be completed in a timely fashion.

VII. REMEDIAL TRAINING WORKSHEET: This training is to be used to clarify a performance area that is below standard and requires remedial training. The worksheet is not meant to replace training records or the DOR, and should be used only after normal preliminary training efforts have not been successful. The worksheet will include training assignments given to the trainee by the FTO that were designed to bring the trainee up to a satisfactory performance level in the area of deficiency. Remedial Training Worksheets must be approved by the Employee Development Coordinator in conjunction with the Professional Standards Section Supervisor prior to implementation. When a Remedial Training Worksheet is completed, it shall be reviewed by the FTO’s immediate supervisor prior to being forwarded to the Employee Development Coordinator. A maximum of three weeks (126 hours) of remedial training is available outside of the original FTEP.

- VIII. FTO SUPERVISOR'S REPORT:** The FTO's immediate Supervisor will complete a biweekly report on the trainee at the completion of every other week of training. This report shall be completed beginning in Phase 2. The supervisor will review the trainee's DOR's and discuss the performance of the trainee with the trainee and their FTO. The report shall be submitted in PowerReady.
- IX. PHASE REVIEW:** Upon completion of phase 2, 3, 4, and 5, the Employee Development Coordinator shall conduct a phase review by meeting with the FTO and the trainee in order to review the previous training interval's progress. The meeting shall be used as a guideline to discuss the trainee's strengths and weaknesses, current progress in the training program and to verify completion of training documents.
- X. PROBATIONARY EMPLOYEE EVALUATION REPORT:** Upon completion of the FTEP, probationary employees will continue to be rated by their supervisor on a biweekly basis utilizing the Probationary Employees Evaluation Report. This form shall be completed until the probationary employee successfully completes their probationary period. The rating scale of this form is to be used in the same manner as outlined for the DOR sheets. The supervisor will rate the probationary employee in the provided categories. The supervisor will forward the form to the Employee Development Coordinator upon completion. If the supervisor recommends the trainee be remanded back to the FTEP for additional training, or if the trainee fails their probationary test, only a maximum 156 hours shall be granted outside of the original FTEP.
- XI. TESTING**
- A. Trainee officers shall be required to participate in testing at the end of each Phase, excluding Phase I. The end-of-phase tests will primarily cover that phase's materials; however, they may include any previously covered material. The test shall be administered to the trainee by their FTO in PowerReady.
 - B. The minimum passing score on the written exam is 80%. Failure to obtain a minimum passing score may require the trainee to be diverted to extension time for remedial training.
 - C. Approximately one month prior to the completion of an officer's probationary period, they shall be required to complete a final exam. The exam will cover all materials presented during the FTEP. The minimum passing score is 80%. Failure to obtain a minimum passing score may require the trainee to be remanded back to the FTEP for additional training. The test shall be administered by the Probationary Officer's Lieutenant.

XII. FTO MEETINGS: Absent of approval from the Professional Standards Section Supervisor, FTO meetings should be conducted monthly during periods in which a trainee is in a Training and Evaluation Program (including the Communications Training and Evaluation Program). During periods in which there are no trainees in a Training and Evaluation Program, the mandatory meetings shall be conducted no less than quarterly. The meetings shall be conducted by the Employee Development Coordinator or their designee. The goal of these meetings is to review trainees' progress and update the FTO's on program enhancements or procedures. In person attendance to meetings is required for all team members unless excused by the Professional Standards Section Supervisor. The Employee Development Coordinator is responsible for full and timely attendance.

XIII. FINAL FTEP REPORT

- A. This written report shall be completed by the primary FTO at the completion of the program. It will indicate whether the trainee has or has not successfully completed the FTEP. In the event the trainee has not successfully completed the FTEP, the FTO shall be required to provide complete documentation and a summary of the failing performance.
- B. Extensions of the FTEP may be granted under the following circumstances:
 - 1. There are specific, identifiable problems with the trainee's performance.
 - 2. The trainee has shown continued progress in the deficient performance category.
 - 3. There are specific remedial plans to correct the problem(s). The remedial plan(s) should reasonably be expected to address and correct the deficiencies identified during FTEP.
- C. If the trainee has completed the FTEP and either fails the probationary exam or is remanded back to the FTEP Program on the recommendation of their shift supervisor, they shall be granted an extension of training of up to 156 hours. If by the end of the extension period, the trainee has not attained a minimally acceptable level of performance, the FTO shall present documentation of the trainee's performance along with a recommendation of termination to the Employee Development Coordinator. The Employee Development Coordinator shall relay the information through the chain of command to the Chief of Police for a final determination of the trainee's status.

XIV. FIELD TRAINING OFFICER EVALUATION

- A. During the last training week of Phases II-V, the trainee will complete a Trainer Critique in PowerReady. The critique is a tool designed to provide clues to deficiencies in performance and highlight areas of training that may need additional attention.

- B. The Trainer Critique will give the trainee the opportunity to comment on the FTO's performance as well. The Trainer Critique will not be completed when the FTO is present. The Employee Development Coordinator will make the FTO aware of any immediate problems affecting training. The Employee Development Coordinator may use the Trainer Critique immediately to address problems or as part of the FTO's annual evaluation. The Employee Development Coordinator will review the Trainer Critique with the affected FTO only after the trainee has left the FTEP.
- C. Trainee Self-Evaluation: During the last week of Phases 2-5, the trainee will complete a Trainee Self-Evaluation. This evaluation is used to give a trainee an opportunity to provide their perception of how they performed during the Phase.
- D. End Program: Upon completion of the FTEP, the trainee shall complete an End Program review in PowerReady. This form will be used to obtain formal feedback about the FTEP.

XV. THE GRAPHIC RATING SCALE AND ANCHOR POINTS: In order to assign a value to a particular type of performance demonstrated by a trainee, the FTEP uses the graphic rating scale. The scale consists of a series of consecutive numbers beginning with the number "1" and ending with the number "7". The lowest end of the scale (1) represents the lowest quality of work and the highest end of the scale (7), represents the highest quality of work. The numbers 2, 3, 4, 5, and 6 represent the varying degrees of quality between extremes.

- A. The reliability of the graphic rating scale is increased by defining certain levels on the scale. When a narrative definition is attached to a number in the scale, the number becomes an "anchor point". Anchor points in the FTEP are "1", "4", and "7". These numbers correspond to the terms UNACCEPTABLE, MINIMALLY ACCEPTABLE, and SUPERIOR, as defined by the Punta Gorda Police Department's FTEP Standard Evaluation Guidelines.
- B. Not all scale values are identified and defined. This allows for a certain amount of discretion by utilizing the scale values between the anchor points (2, 3, 5, and 6). Discretionary ratings are always referred to in relation to the nearest anchor point.
 - 1. A scale value of "2" would be a little better than the unacceptable anchor point.
 - 2. A scale value of "3" would be a little less than the minimally acceptable anchor point.
 - 3. A scale value of "5" would be a little better than the minimally acceptable anchor point.
 - 4. A scale value of "6" would be a little less than the superior anchor point.

GRAPHIC RATING SCALE

UNACCEPTABLE		MINIMALLY ACCEPTABLE			SUPERIOR	
1	2	3	4	5	6	7
Anchor Point		Anchor Point			Anchor	
Point						

XVI. PROGRAM REVIEW

- A. The FTEP, including this procedure, shall be evaluated annually by the Employee Development Coordinator and the FTO Team.
- B. Revisions to the FTEP Trainee Manual, including reference materials, shall be approved by the appropriate command staff members prior to implementation.
 1. All minor revisions shall be approved by the Professional Standards Section Supervisor.
 2. All major revisions shall be approved by the Support Services Division Commander.
- C. The FTEP Trainee Manual and other FTEP material shall be updated, if necessary, upon the issuance of supplements to the Department Standard Operating Procedures manual.

APPROVED



PAMELA R. SMITH, CHIEF OF POLICE

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