

# DALTON POLICE DEPARTMENT

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<i>Subject</i> <b>Police Field Training Officer and Mentoring Programs</b>		
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## I. Policy

It is the policy of the Dalton Police Department to use the Field Training Officer (FTO) Program to train new Officers and mentoring programs to guide newly promoted and newly assigned personnel.

## II. Purpose

The purpose of the FTO Program is to provide each new Officer, after attending the State of Georgia's Basic Law Enforcement Training Course, with the proper training to assist with making the transition necessary to become a productive police officer. The purpose of mentoring programs is to provide guidance and support to newly promoted Supervisors and newly assigned Investigators in order to foster effective learning of new job duties and responsibilities.

## III. Definitions

- A. *Daily Observation Report (DOR)* – A report completed by the FTO at the end of each tour of duty to document daily activity, performance, and evaluation of the Trainee, as well as any instruction, guidance, or training provided to the Trainee.
- B. *Field Training Officer (FTO)* – An Officer that has successfully completed a selection process, completed a certified FTO training course, and is utilized to train, guide, mentor, and evaluate new Officers.
- C. *FTO Program Coordinator (Coordinator)* – A Supervisor with the rank of Sergeant assigned to the Patrol Division who assists the Manager with the administration of the FTO Program.
- D. *FTO Program Manager (Manager)* – A Supervisor with the rank of Lieutenant assigned to the Patrol Division who administers and oversees all aspects of the FTO Program.

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- E. *Mentoring Program* – A program designed to assist employees that are new to a position in becoming familiar with their new job duties and responsibilities by pairing them with other employees that are already experienced in that position.
- F. *Skill* – A particular function of the job performed by Officers of this Department that a Trainee is required to learn, comprehend, and experience prior to the completion of the FTO Program.
- G. *Trainee* – A new Officer that has completed the Basic Law Enforcement Training Course (BLETC) and is in the process of completing field training.

#### IV. Program Phases

- A. The FTO Program is divided into various phases in which the Trainee shall rotate to different FTOs and, depending on the availability and schedules of FTOs, will have the opportunity work on different Patrol shifts.
- B. Mini-Academy
  - 1. The Mini-Academy is a two (2) week familiarization period prior to being assigned to an FTO for field training.
  - 2. The Mini-Academy is designed to provide the Trainee with a working knowledge of certain basic elements of patrol work and the training program prior to being assigned to an FTO for field training.
  - 3. Training topics for Mini-Academy include, but are not limited to:
    - a. FTO Program structure, requirements, and expectations
    - b. Department policies and procedures
    - c. Forms, reports, and computer systems
    - d. De-escalation techniques
    - e. Use of force and less-lethal weapons
    - f. Traffic stops and patrol vehicle equipment orientation
    - g. Responding to domestic disputes
    - h. Defensive tactics and handcuffing skills
- C. Phase A
  - 1. This is, at a minimum, a four (4) week training period.
  - 2. The first three (3) days worked during this phase are referred to as a “limbo” period due to the Trainee not being evaluated during that time.

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3. A list of Phase A activities, applicable to the skills that should be learned during this period, shall be completed by the FTO / Trainee unit.

4. Remedial training may be built into this phase, if required.

D. Phase B

1. This is, at a minimum, a four (4) week training period.

2. The Trainee should be assigned to a different FTO for this phase.

3. A list of Phase B activities, applicable to the skills that should be learned during this period, shall be completed by the FTO / Trainee unit.

4. Remedial training may be built into this phase, if required.

E. Phase C

1. This is, at a minimum, a four (4) week training period.

2. The Trainee should be assigned to a different FTO from the previous FTOs.

3. A list of Phase C activities, applicable to the skills that should be learned during this period, shall be completed by the FTO / Trainee unit.

4. Remedial training may be built into this phase, if required.

F. Evaluation Phase

1. This is a two (2) week period in which the Trainee is evaluated on his / her ability to perform the job skills of a solo police officer.

2. If scheduling permits, the FTO that conducted the Phase A training shall also be assigned to the Evaluation Phase.

G. Remedial Training

1. If it is determined that the Trainee is experiencing difficulties in a particular phase, and it would not be advantageous for him / her to continue the phase or advance to the next phase of the program, the FTO Program Manager may make assignments for the Trainee to complete remedial training within the current phase or to repeat previous phases.

2. Additional skills, activities, or training may be assigned in order to address the identified deficiencies.

3. A Trainee that has been afforded the opportunity to complete remedial training but has failed to positively respond to the training may be recommended for termination from the FTO Program by the FTO Program Manager.

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H. Abbreviated FTO Program

The Department does not allow for an abbreviated FTO Program.

I. Solo Police Officer Status

1. Following successful completion of the training and learning experience, the Trainee is transferred to Solo Police Officer status and assigned to a Patrol shift by the Patrol Division Commander.
2. Solo Police Officers shall remain on probationary status until the completion of one year of service with the Department and the approval of the Chief of Police.
3. Quarterly performance reports shall be completed on all probationary employees by their current Supervisor as outlined in policy GO05-3.17, Performance Evaluations.

V. Duties and Responsibilities

A. Trainee

1. Trainees must accept responsibility for their own learning as it applies to the job of policing.
2. Trainees must learn how to utilize the many resources available to them inside and outside the Department.
3. Trainees must take initiative in the learning process. The FTO Program Manager and FTOs should understand that mistakes will occur from time to time in any training program. It is the FTOs' responsibility to help Trainees correct mistakes through the process of failing forward (learning from mistakes).
4. Trainees shall complete all required forms, reports, and activities throughout the FTO Program.
5. Trainees shall participate in self-evaluation and journaling. Honest self-evaluation will assist both the Trainee and the FTO during the training process. Self-evaluation will also ensure that learning transfers from theory to practice. This process is vital to the Trainee's development.

B. Field Training Officer (FTO)

1. In order for an Officer to be considered for assignment as an FTO, the Officer must meet the following minimum requirements:
  - a. Be a certified Georgia peace officer with a minimum of thirty (30) months experience (36 months is preferred), including one (1) year with the Department.

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- b. No disciplinary action greater than a written reprimand received in the past eighteen (18) months
- c. Meets standards for job performance

2. The duties of an FTO include, but are not limited to, the following:

- a. Serve as the Trainee's first-line supervisor, which includes monitoring of the Trainee's actions and ensuring conformance to Department policy and procedures.
- b. Record daily observations and complete daily performance evaluations.
- c. Teach the Trainee how to perform the numerous duties and tasks required of a patrol officer by using various teaching methods, including explanation, demonstration, scenario-based learning, quizzing, and testing.
- d. Ensure all activities assigned to each phase are completed and documented prior to the conclusion of the phase.
- e. Administer the program's written tests and verbal quizzes to measure the Trainee's strengths and weaknesses.
- f. Communicate with the FTO Program Coordinator, Program Manager, and other FTOs regarding the Trainee's progress, strengths, and weaknesses.
- g. Assist other FTO / Trainee units with teaching and program activities, such as scenario-based learning.

C. FTO Program Coordinator (Coordinator)

- 1. The Coordinator should be a certified Field Training Officer. It is acceptable to appoint a Coordinator who is not certified, provided he / she attends FTO certification training as soon as practical.
- 2. The duties of the Coordinator include, but are not limited to, the following:
  - a. Review and evaluate all forms and reports completed by FTOs, Trainees, and Supervisors.
  - b. Complete End of Phase and End of Program reports with recommendations on the Trainee's progression through the program and on remedial training.
  - c. Take an active role in Mini-Academy training and other scenario-based learning activities throughout the program.

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- d. Communicate with Trainees, FTOs, Supervisors, and the Manager regarding performance issues, scheduling conflicts, remedial training, and any other issues that have been identified.
- e. Mentor FTOs on the best practices for teaching Trainees, managing conflicts, and completing program activities.
- f. Take an active role in presenting in-service training for certified FTOs.

D. FTO Program Manager (Manager)

- 1. The Manager should be a certified Field Training Officer. It is acceptable to appoint a Manager who is not certified, provided he / she attends FTO certification training as soon as practical.
- 2. The duties of the Manager include, but are not limited to, the following:
  - a. Review and evaluate all forms and reports completed by FTOs, Trainees, and Supervisors.
  - b. In the absence of the Coordinator, complete End of Phase and End of Program reports with recommendations on the Trainee's progression through the program and on remedial training.
  - c. Schedule and oversee Mini-Academy training
  - d. Schedule assignments of FTOs with Trainees, and modify assignments as needed. If there are unexpected circumstances where a certified FTO is unavailable to train, such as sick leave, the Trainee may be assigned to a non-FTO Officer for a limited period of time. An assignment to a non-FTO Officer shall not exceed one (1) week.
  - e. Keep the Patrol Division Commander informed of any unusual problems or situations related to the FTO / Trainee unit and the Trainee's overall performance in the program.
  - f. Schedule and conduct in-service training for certified FTOs. This shall consist of an 8-hour training session two (2) time per year.
  - g. Ensure the maintenance and proper storage of all documentation and records related to all aspects of the FTO Program for each Trainee.

VI. FTO Program Software

- A. The Department utilizes an internet-based software company to manage all aspects of the FTO Program.

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- B. All reports and forms required for the FTO Program are completed, submitted, and stored electronically within the software.
- C. Each Trainee, FTO, Coordinator, and Manager shall have their own username and password to access their own profile within the software.
- D. The software is customized to meet the needs of the FTO Program, which includes all forms, reports, skills, activities, tests, performance categories, and other training requirements.

VII. **Forms and Reports**

- A. Daily Observation Report (DOR)
  - 1. A DOR is completed by an FTO for each of the Trainee's tours of duty while assigned to the FTO Program.
  - 2. The DOR is comprised of the Activities, Performance, and Summary sections and documents the Trainee's daily progress in the program.
  - 3. A numerical rating is given for each performance category that applies to the activities performed during the tour of duty.
  - 4. Once complete, the DOR is submitted through the software to the Manager for review and approval.
- B. Trainee Daily Self-Evaluation / Journal
  - 1. This form is completed by the Trainee for each tour of duty and documents the Trainee's perception of how well he / she performed during that tour of duty. This form is also the instrument used by the Trainee for daily journaling on the activities performed and skills learned during the shift.
  - 2. Once complete, the Daily Self-Evaluation form is submitted through the software to the Manager for review and approval.
- C. Supervisor's Weekly Evaluation
  - 1. This report is completed by a Supervisor on the shift that the FTO / Trainee unit is assigned and is used for evaluating the performance of both the FTO and the Trainee on a weekly basis.
  - 2. Once complete, the report is submitted through the software to the Manager for review and approval.
- D. End of Phase
  - 1. This report is completed by the Coordinator at the end of a phase and explains why the Trainee should proceed to the next phase of the FTO

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Program, receive additional remedial training in the current phase, or return to a previous phase.

2. Once complete, the report is submitted through the software to the Manager for review and approval.
3. If the Coordinator is unavailable, the Manager shall complete this report and have it reviewed by the Patrol Division Operations Supervisor.

E. End of Program

1. This report is completed by the Coordinator at the end of the Evaluation Phase and details why the Trainee should proceed to Solo Police Officer Status, return to a previous phase for remedial training, or be terminated from the FTO Program.
2. Once complete, the report is submitted through the software to the Patrol Division Commander for review and approval.
3. If the Coordinator is unavailable, the Manager shall complete this report and have it reviewed by the Patrol Division Operations Supervisor.

F. Trainer Critique

1. This form is completed by the Trainee following each phase of training and is an opportunity for the Trainee to rate how well the FTO taught the various skills, administered the phase's activities, and assisted the Trainee with his / her performance issues.
2. Once complete, the form is submitted through the software to the Manager for review.

G. Program Critique

1. This form is completed by the Trainee following successful completion of the FTO Program and is an opportunity for the Trainee to critique the overall effectiveness of the training provided during the program.
2. Once complete, the form is submitted through the software to the Patrol Division Commander for review.

H. Complete FTO Program Records

1. At the conclusion of the FTO Program for each Trainee, the Manager shall ensure that all required documentation has been completed and submitted.
2. All documentation for each Trainee shall be compiled into one document and scanned in to the Department's Records Management System.

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VIII. **FTO Selection Process**

- A. The process for selection of FTOs is as follows:
1. A memorandum shall be sent out by the Chief of Police or his / her designee listing the qualifications for becoming an FTO.
  2. Each Officer interested in the assignment shall submit a memorandum detailing his / her qualifications and interest.
  3. Each memorandum shall also include a written recommendation from a District Commander or Division Operations Supervisor.
  4. All qualified applicants shall appear before an interview panel with the Manager being one of the members.
  5. All documentation shall be forwarded to the Patrol Division Commander for final approval of each FTO candidate.
- B. Once selected, each FTO shall:
1. Complete the State of Georgia's forty (40) hour FTO certification course
  2. Attend annual FTO in-service training
  3. Have a quarterly evaluation completed by the Manager and Coordinator that focuses on the FTO's performance in teaching, mentoring, and involvement in the FTO Program. Once complete, the evaluation form shall be entered into Guardian Tracking.

IX. **Supervisor Mentoring Program**

- A. The primary objective of the Supervisor Mentoring Program is to provide each newly promoted Supervisor with instruction on new job duties and guidance in transitioning to the new role and responsibilities.
- B. Upon promotion, the new Supervisor shall begin the mentoring program.
1. The newly promoted Supervisor's Division Commander or his / her designee shall serve as the Manager for the mentoring program.
  2. The program consists of thirty (30) tours of duty in which the newly promoted Supervisor works with the assigned mentor. A Lieutenant shall be assigned as the mentor for a new Sergeant, and a Division Commander shall be assigned as the mentor for a new Lieutenant.
  3. The mentoring program may be extended if additional guidance or training is required for the new Supervisor to effectively perform his / her job duties.

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4. The same software used for the FTO Program is used for the Supervisor Mentoring Program. The mentor shall be responsible for completing all required documentation and training activities outlined in the software.
  - a. A DOR shall be completed by the mentor for each of the new Supervisor's evaluated tours of duty. The DOR for this program is designed in the same manner as those in the FTO Program and is forwarded through the software to the Manager for review and approval.
  - b. The program also utilizes the Daily Self-Evaluation / Journal form, End of Phase report, End of Program report, Critique of Mentor form, and Critique of Program form. All reports and forms are forwarded through the software to the Manager for review and approval.
  - c. At the conclusion of the mentoring program for each new Supervisor, the Manager shall ensure that all required documentation has been completed and submitted. All documentation shall be compiled into one document and scanned in to the Department's RMS.

C. Areas in which new Supervisors shall receive mentoring and guidance include, but are not limited to:

1. Job description, duties, and responsibilities of the position
2. Critical policies pertaining to the new assignment
3. Performance evaluations and counseling of personnel
4. Department's performance evaluation software and reports

D. Completion of Program

1. Upon completion of the mentoring program, the new Supervisor shall remain on probationary status until the completion of one year in the rank.
2. Quarterly performance reports shall be completed on all probationary employees by their current Supervisor as outlined in policy GO05-3.17, Performance Evaluations.

X. **Investigator Mentoring Program**

- A. The primary objective of the Investigator Mentoring Program is to provide each newly assigned Investigator with proper training and guidance that will assist him / her to make the transition necessary to become a productive Investigator. The four basic goals of the program are to transfer and apply classroom learning to the real problems and situations found in the community; to provide the Investigator

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an opportunity to become familiar with the working environment; to provide role models for the Investigator; and to provide guidance, monitoring, and evaluation.

- B. Upon assignment to the Criminal Investigations Division (CID), the Investigator shall begin the mentoring program.
1. The CID Division Operations Supervisor shall serve as the Manager for the mentoring program and shall make the necessary assignments for new Investigators.
  2. The program consists of three (3) phases, two (2) weeks each, and a one (1) week evaluation period. The new Investigator shall rotate to a different senior Investigator each phase who shall serve as a mentor and provide guidance on how to perform new job duties.
  3. If it is determined that a new Investigator is experiencing difficulties in a particular phase, and it would not be advantageous for him / her to continue the phase or advance to the next phase of the program, the Manager may make assignments for the new Investigator to complete remedial or additional activities within the current phase or to repeat previous phases.
  4. A new Investigator that is unable to satisfactorily perform the requirements of the mentoring program and does not respond in a positive manner to remedial training may be returned to his / her prior job assignment.
  5. The same software used for the FTO Program is used for the Investigator Mentoring Program. The mentor shall be responsible for completing all required documentation and training activities outlined in the software.
    - a. A DOR shall be completed by the mentoring Investigator for each of the new Investigator's tours of duty while assigned to the program. The DOR for this program is designed in the same manner as those in the FTO Program and is forwarded through the software to the Manager for review and approval.
    - b. The program also utilizes the Daily Self-Evaluation / Journal form, End of Phase report, End of Program report, Critique of Mentor form, and Critique of Program form. All reports and forms are forwarded through the software to the Manager for review and approval.
    - c. At the conclusion of the mentoring program for each new Investigator, the Manager shall ensure that all required documentation has been completed and submitted. All documentation shall be compiled into one document and scanned in to the Department's RMS.
- C. Areas in which new Investigators shall receive mentoring and guidance include, but are not limited to:

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1. Conducting interviews and interrogations
2. Obtaining search and arrest warrants
3. Evidence collection methods and procedures regarding latent prints, footprints, blood, fibers and fabrics, weapons, hair, paint, glass, tool marks, and materials from a known source for comparison purposes
4. Chain of evidence and preservation of evidence
5. Sketching, photography, and other methods of recording crime scenes
6. Accessing software, programs, and databases for investigative purposes
7. Reports and case files

D. Solo Investigator Status

1. Following successful completion of the mentoring program, the new Investigator is transferred to Solo Investigator status and given an assignment by the CID Division Commander.
2. Solo Investigators shall remain on probationary status until the completion of one year in the assignment.
3. Quarterly performance reports shall be completed on all probationary employees by their current Supervisor as outlined in policy GO05-3.17, Performance Evaluations.

*This policy supersedes any previous policies issued.*

**BY ORDER OF**

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**CHIEF OF POLICE**

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