



FIELD TRAINING PROGRAM MANUAL

LAKELAND POLICE DEPARTMENT

**Uniform Patrol Division 1
Special Operations Section
Field Training Program**

Revised November 2012

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CODE OF ETHICS

AS A LAW ENFORCEMENT OFFICER, my fundamental duty is to serve mankind; to safeguard lives and property; to protect the innocent against deception, the weak against oppression, and the peaceful against violence or disorder; and to respect the Constitutional rights of all men to liberty, equality and justice.

I will keep my private life unsullied as an example to all; maintain courageous calm in the face of danger, scorn or ridicule; develop self-restraint; and be constantly mindful of the welfare of others. Honest in thought and deed in both my personal and official life, I will be exemplary in obeying the laws of the land and the policies and procedures of my department. Whatever I see or hear of a confidential nature, or that is confided to me in my official capacity will be kept secret unless revelation is necessary in the performance of my duty.

I will never act officiously or permit personal feelings, prejudices, animosities or friendships to influence my decisions. With no compromise for crime and with relentless prosecution of criminals, I will enforce the law courteously and appropriately without fear or favor, malice or ill will, never employing unnecessary force or violence and never accepting gratuities.

I recognize the badge of my office as a symbol of public faith and I accept it as a public trust to be held so long as I am true to the ethics of the police service. I will constantly strive to achieve these objectives and ideals, dedicating myself before God to my chosen profession

Law Enforcement.

FTO PROGRAM

PROGRAM OVERVIEW

1.0 DEFINITION

The Field Training Program (FTP) of the Lakeland Police Department is a process used for the training and evaluation of Recruit Officers and Public Safety Aides (PSA) during their probationary period with the agency. Throughout this manual, the term “Recruit” also refers to “Probationary Officer” or “PSA”. While within the Uniform Patrol Division, the program is coordinated through the use of police officers who are known as Field Training Officers (FTOs) and by working in conjunction with supervisory personnel. The training and evaluation process is summarized in the documentation of the work performance of Recruit Officers.

1.1 PURPOSE

The primary purpose of the Field Training Program is to produce competent street officers. Therefore, one of the first goals of the program must be to identify the most effective training methods for use in the program. The simplest and best way to accomplish this goal is by the use of skilled street officers as trainers for the Recruit Officers. Ideally, only the very best street officers are selected as trainers.

In order to validate the training of Recruit Officers, it is necessary to evaluate their job performance throughout the training period. Thus, FTOs are required to complete reports that rate and document the work performance of Recruit Officers. Supervisory personnel will further evaluate the Recruit Officers and make determinations as to the specific Recruit Officer’s progress.

Although not a purpose of the FTP, a necessary by-product may be the termination of unqualified Recruit Officers. This determination can only be reached after careful and extensive documentation of an unqualified Recruit Officer’s performance within the program.

The net result of an effectively administered program will be deliverance to the public of the most capable police service possible.

1.2 HISTORY

The Field Training Program for the Lakeland Police Department is directly based upon the program initiated by the San Jose, California Police Department in 1972. The San Jose Program has been copied, in whole or in part, by numerous other police agencies throughout the country. The program’s applicability to the identification of behaviors fulfilled by a police officer was verified through a comparison with job studies conducted by the courts and by the Equal Employment Commission (EEOC) as a valid instrument for the training and evaluation of recruit law enforcement officers.

1.3 THEORY

The San Jose Training and Evaluation Program is based on the principle of “content validity.” Content validity is a comparison of test content to job content. This means that training and evaluation of Recruit Officers can be related directly to job content. Job content for the San Jose Program was analyzed by using a process called “Critical Incident Technique.” This involves the recording of critical employee behaviors. The term critical was used to define behavior that is important to either good or poor employee job performance. This resulted in a compilation of the

actual job skills of a police officer in order for that officer to be regarded as competent. The listing of the necessary job skills was done by supervisory police officers.

The San Jose Program, which identified 30 specific job behaviors critical to competent performance as a police officer, has been subsequently certified through the courts as possessing high content validity. In other words, there is a high correlation between the 30 behaviors determined by the San Jose Program and those identified by numerous other law enforcement agencies as necessary for an officer to be regarded as competent.

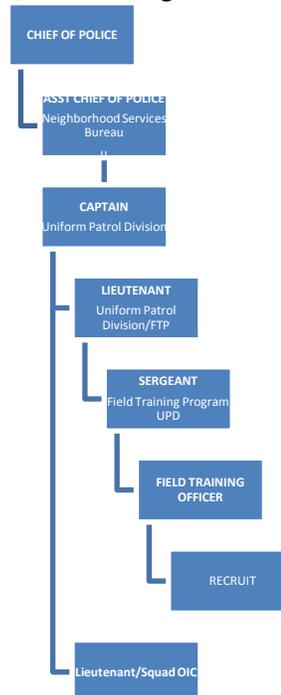
The fact that the San Jose Program has been regarded as valid by the courts and by the E.E.O.C. should greatly assist in the determination of validity for the Lakeland Police Department's Field Training Program. Additionally, this Department has also identified four other criteria to be measured that are specific to LPD's mission.

In summary, a Recruit Officer's performance in each of the 34 specific areas of job behavior has been shown to be critical to a police officer regarded as competent. The Lakeland Police Department's Field Training Program will use these 34 areas of job behavior to train and evaluate each Recruit Officer.

ADMINISTRATION

2.0 Chain of Command

The Chain of Command is basic to the structure of the Field Training Program. As in all chains of command, you should not violate the basic tenet of how communications flow between the various levels. The procedure is necessary to insure proper training and absence of conflicting information.



2.1 CHIEF OF POLICE

The Chief of Police, as Commander of the Lakeland Police Department, will make all final determinations as to the operation of the Field Training Program. The Chief of Police has final authority in determining the dismissal of any recruit officer.

2.2 Assistant Chief of Police/Neighborhood Services Bureau

The Assistant Chief of Neighborhood Services Bureau will oversee the operation of the Field Training Program, and monitor said operations with the Captain of Uniform Patrol Division 1.

2.3 Captain/Uniform Patrol Division (CO/UPD)

The Captain of Uniform Patrol Division 1 will assist the Assistant Chief of Neighborhood Services Bureau in monitoring the operations of the Field Training Program within the Division. Additionally, upon notification by the Field Training Sergeant that a Recruit is released from training, the CO/UPD1 is responsible for assignment to Squad.

2.4 Lieutenant/Uniform Patrol Division (OIC/UPD/Field Training Program)

The Field Training (FTL) Lieutenant is responsible for the overall operation of the Field Training Program, to include the following duties:

1. Supervise the Field Training Sergeant.
2. Post announcements for acceptance of FTO applications.
3. Assist in determining the final selection of FTO candidates.

2.5 Lieutenant/Shift Commander (Squad OIC)

The Lieutenant/Shift Commander is responsible for assisting in monitoring the status and progress of new recruits while the recruit is under the Lieutenant's command. This status report can be accomplished through consultations with the Sergeants who are the Field Supervisors. The OIC may designate one of his/her Squad Sergeants to do these responsibilities.

1. Make any recruit reassignment to an alternate FTO and notify the FTS and FTL of the move via email or memorandum.
2. Supervise the day to day operations of the Field Training Program for his/her squad.
3. Review evaluation reports on all police recruits.
4. Monitor performance of all Field Training Officers on the squad.
5. Accept and review FTO applications and forward for review.
6. Make recommendations on each recruit at the end of the training program.
7. Document any areas of concern in reference to recruits' performance.
8. Conduct an interview with recruit and the FTO once every four weeks to discuss recruit's progress.

2.6 FIELD TRAINING SERGEANT / UPD

The Field Training Sergeant (FTS) must insure that training and evaluation processes are accomplished while coordinating the efforts of the FTP with the needs of the Department. The Sergeant must recognize the importance of documentation in addressing both deficient and acceptable performances of the recruit's training. The Sergeant's duties include the following:

1. Maintain liaison with Mini- Academy staff to address the strengths and weaknesses of new recruits.
2. Supervise the FTOs and Recruit Officers in the direct implementation of the Field Training Program.
3. Submit documentation on new FTO applicants.

4. Review Recruit Officer's performance evaluation reports and forward through the Chain of Command to the appropriate UPD Captain as needed.
5. Observe the recruit's performance on a continual basis in field situations.
6. Confer on a frequent basis with the FTO regarding the recruit's performance.
7. Submit suggestions or request for remedial training of the Recruit Officer.
8. Submit to the Field Training Lieutenant recommendations for FTP revisions, reorganization and evaluation.
9. Maintain rapport with Recruits to ensure they are being trained properly and that there are no issues with a specific FTO that may need to be handled.

2.7 Field Training Officer (FTO)

The Police Academy and Mini-Academy prepares the recruits through classroom instruction and simulation exercises. The Field Training Program, being the next step in training, is designed to provide each recruit the necessary instruction and guidance to meet the standards of the Department. The FTO will complement and build on this preparation through intensified field instruction as part of the total process of preparing the recruit to become a nonprobationary Lakeland Police Officer. The FTO's duties include:

1. Orient the recruit to the Chain of Command.
2. Continue to perform full patrol responsibilities while training the recruit.
3. Supervise the recruit in the direct implementation of the Field Training Program.
4. Demonstrate, direct and explain the fundamentals of police work to the recruit.
5. Observe the behaviors and responses of the recruit to insure they perform patrol duties safely, efficiently, and equitably.
6. Maintain sufficient emotional distance from the recruit so evaluations are objective.
7. Utilize Standardized Evaluation Guidelines to prepare Daily Observation Reports.
8. Review Daily Observation Reports with the recruit concerning his progress.
9. Counsel the recruit in his deficient areas.
10. Recommend or conduct remedial training as needed.
11. Inform the supervisors of the FTP of the recruit's progress.
12. Notify the supervisor promptly if the recruit exhibits a lack of performance in the area of officer safety.
13. Submit Recruit Incident reports, as needed.
14. Submit written documentation through the Chain of Command to support any recommendation for disciplinary action and/or termination of the recruit.
15. Submit to the Field Training Sergeant recommendations on Field Training Program revisions, reorganization and evaluation.
16. Complete the recruit Checklist in the FTO Book with the "Explanation Section" of each category being the minimum and demonstration and proficiency being the STANDARD

2.8 Recruit Officer

The recruit is assigned to a Field Training Officer by the Field Training Sergeant (FTS) and FTOs are one of group of experienced officers selected for their qualities as professional police officers. The following are recommended suggestions for successful completion of the Field Training Program.

1. Follow directions of the FTO.
2. Ask questions on any directions not fully understood or comprehended.
3. Observe departmental rules and regulations, policies and procedures.
4. Accept constructive criticism or comments in a positive manner to improve deficient areas.
5. Read and ask questions regarding all Recruit Evaluation Reports before signing. (The recruit has the right to dispute the contents of the report and receive a copy.)

FIELD TRAINING OFFICERS

3.0 FTO Qualifications & Selection Process

The selection process of a Field Training Officer is the most critical aspect of the Field Training Program. Training a recruit is as big a responsibility as there is within the Police Department. An FTO shapes the skills and attitudes of a recruit that will affect the quality of job performance for the rest of the recruit's career. The training given on the street has the most influence on the way he will do his job, because the training is taking place under real conditions. Because of the importance of the training an FTO must do, it is imperative to have the most qualified and motivated individuals as FTOs.

The Field Training Officer must have the combined skills of an experienced police officer and a patient, teacher/coach. He must be a leader and a "role model", not only for the recruit, but his peers as well. The FTO's job is particularly difficult because he will be required to supervise the recruit, while tempering this supervisory image with empathy for the new employee. In addition, motivation and innovation are two other character traits that the FTO should possess, as well as pass on to the recruit. With these responsibilities in mind, one can see why the selection process is vital and must cover numerous aspects of the officer's past and present career, as well as his attitudes and expectations for the future.

The Field Training Officer Selection Process will allow all officers the opportunity to apply for the position of FTO.

3.1 Announcement of Openings

The first step in the selection process occurs when the Program Administrator posts an announcement that applications are being accepted for the position of Field Training Officer. Included in the announcement should be the final date and time for submission of applications and a copy of the minimum requirements/qualifications as set out in this directive. In addition, if an Officer would like to become a FTO, the officer may submit an FTO Application at anytime for review and can be added to the current FTO List if approved.

3.2 Qualifications & Minimum Requirements

Qualifications:

1. Must satisfactorily complete the FTO school, as approved by the Florida Criminal Justice and Standards Training Commission
2. Ability to effectively communicate as an Officer.
3. Ability to write clearly and effectively
4. The FTO applicant must exhibit a professional appearance and demeanor.

Minimum Requirements

1. Three (3) full years active non-probationary patrol duty with the Lakeland Police Department. This requirement may be waived provided the following apply:
 - a. Applicant has at least three (3) years consecutive service with another law enforcement agency, AND
 - b. Applicant has at least one (1) year patrol duty with the Lakeland Police Department.
2. A minimum number of sustained complaints filed with the department.
3. An exemplary safety record.
4. No excessive absenteeism or tardiness.
5. Must submit application to immediate supervisor and receive a positive recommendation from that supervisor.

3.3 Field Training Officer Application

The “Field Training Officer Application” form (LPD Form FTP 015) is designed to elicit basic information that demonstrates the applicant’s eligibility for the position.

1. An application form may not be submitted until the applicant has met all minimum requirements.
2. After completing the form, the applicant will submit the application to his Sergeant in accordance with the suspense date established by the FTP Lieutenant or FTP Sergeant.
3. The Sergeant will complete the Supervisor’s Appraisal portion of the Application, attach it to the Application, and forward both documents via chain of command to the FTP Sergeant in accordance with the established suspense date.
4. Applications submitted after the established cut-off date will not be considered unless unusual circumstances justify the late submission.
5. Applicants successfully completing the FTO school will be placed on an eligibility list where they will remain until appointed to FTO positions or until removed through eligibility list revision.
6. **See FTP 015 FTO Application for further.**

3.4 Supervisor’s Appraisal Form (Now part of FTP 015)

The one person best knows the character and performance of the applicant is his immediate supervisor, the Sergeant. Therefore, his input is critical in the Field Training Officer Selection Process. The “Supervisor’s Appraisal of FTO Application Form” requires the Sergeant to list statistics of the applicant’s employment record, as well as rate his present performance. Further, the form asks the Sergeant to rate the applicant’s potential as a trainer in six different areas and give his recommendation for selection. It then solicits concurrence and comments from the chain of command through the Uniform Patrol Captain. The importance of this form cannot be over-stressed.

1. Upon receiving an officer’s FTO application, the Sergeant will complete the Supervisor’s Appraisal Form, attach it to the application and forward both documents through the chain of command to the CO/UPD.
2. If the applicant has worked for this Sergeant for less than 90 days, the Sergeant will be responsible for obtaining and submitting an appraisal from the applicant’s previous supervisor.
3. The Sergeant is responsible for submitting these forms in a timely manner so they reach the CO/UPD in accordance with the established suspense date.
4. The applicant must receive a favorable recommendation from the supervisor with concurrence through the chain of command or he will not be selected.
5. The CO/UPD will cause the applicant to be notified of an unfavorable recommendation.
6. Any applicant not recommended should be told of the areas requiring improvement to receive a favorable recommendation on a future application.
7. Any applicant not recommended may reapply during the next selection process.
8. Applicants receiving favorable recommendations from their chain of command will be forwarded to the Program Administrator for further consideration.

TRAINING PHASES

4.0 Training Program Phases

The Field Training Officer Program is designed to supplement academic instruction through field experience. It serves as an important step in the process of a recruit becoming a non-probationary Lakeland Police Officer. The recruit who satisfactorily completes all phases outlined in the program

will be completely trained to handle a wide range of situations with both confidence and insight. Those recruits who are unable to successfully complete the program will be identified and can be dealt with on an individual basis. The FTP is designed on the concept of “screening in” rather than “screening out” Recruit Officers. A brief explanation of the foregoing statement is as follows:

Recruits entering the phases of the FTP will be accepted as having all the necessary qualifications academically to be competent officers.

During the training program, any deficiencies that are discovered must first be documented, and then attempts to correct or overcome these deficiencies must be proposed, put into effect, and again documented. If attempts to correct deficiencies fail, Recruit Officers will be recommended for termination. Throughout the Field Training phase, every attempt will be made to develop all officers in a thorough, consistent and fair manner.

The administration of the Field Training Program as discussed in this section is intended to guide and aid in the coordination of the program. Only by employing the guidelines set out in this section can the objectives be achieved.

4.1 Field Training Program Phases

The Lakeland Police Department’s Field Training Program is structured in such a manner so as to achieve their objectives through a process known as Phase Training. This process is designed to achieve the following goals:

1. A systematic, step-by-step approach to field training.
2. Consistent and standardized training.
3. Early detection of weaknesses in an officer’s performance, and specific documentation of training given to overcome these weaknesses.
4. An introduction to different areas of the Uniform Patrol Division as well as an opportunity to work on more than one patrol district.
5. The opportunity to train with various FTOs, thereby receiving diverse techniques while operating within standardized guidelines.
6. A means of insuring recruit capability in performing basis tasks and skills necessary for competent operation as a single officer unit.

NOTE: A Lakeland Police Recruit Officer is a probationary employee for a minimum of 52 weeks from the date he becomes a sworn police officer. Upon satisfactory completion of the evaluation and training period, the recruit will enter a period of “solo” assignment. During this solo assignment, the recruit will not receive and additional training or evaluation (exception being regular in-service training and first semi-annual evaluation), and will still be considered probationary. The successful completion of the full 52 weeks probationary period will culminate in the recruit being removed from probation. At this time, the recruit will be assigned to meet the needs of the Department.

See Field Training Procedures for Phase Training information.

SKILLS AND ABILITIES

The duties and responsibilities of a Lakeland police officer have been carefully studied and identified through a process known as a Job Task Analysis (JTA). A group of Subject Matter Experts (SME) went through the process of identifying all the various skills and abilities used by a police officer. The group then went one step

further and prioritized these skills based on frequency of use and criticality of importance. From that list of JTAs, the following Skills and Abilities were developed to determine what Recruit Officers needed to be competent with before being released from the FTP.

The Recruit Officer's Skills and Abilities Checklist is designed to serve as a method for recording the learning progress of recruit officers and becomes a road map for FTOs to plan training experiences for the recruits. The checklist identifies the skills necessary for recruits. It also has sections for FTOs and recruits to initial whenever a skill has:

1. Been explained by the FTO
2. Has been demonstrated by the FTO
3. The Recruit has demonstrated proficiency.

FTOs and Recruits will initial in the appropriate section of the form whenever the skill has been explained, demonstrated, or proficiency by the Recruit has been shown. **This checklist is crucial to the FTP and it must be completed by FTO's in its entirety.**

SKILLS AND ABILITIES LEARNING & PERFORMANCE OBJECTIVES

Critical Tasks to be performed by Recruit. These tasks are a few of the many required to be a law enforcement officer. More are found in the recruit checklist.

Affidavits (Arrest)

- Proper form identification
- When to use based on when an "arrest" is made

Affidavits (Complaint)

- Proper form identification and recognition
- When to be used based on when a "Complaint Affidavit" can be filed

Affidavits (Notice to Appear)

- Proper form identification
- Limitations on when a NTA can be used based on General Order 18-2

Alarm Calls (Bank Alarms)

- Proper officer response code to bank alarms
- Determine quickest route to bank
- Determine safest tactical positions to take so officers can observe activity at the bank
- Proper procedure for Comm Center to phone a bank and speak to a rep
- Proper procedure for officers to make contact with bank representatives and determine the scene is safe.

Alarm Calls (Business Alarms)

- Proper officer response code to business alarms
- Determine quickest route to the business
- Determine safest tactical positions to take so officers can observe activity at the business
- Proper procedure for Comm Center to phone inside and speak to a representative
- Proper procedure for officers to make contact with business representatives and determine the scene is safe.

Alarm Calls (Residential Alarms)

- Proper officer response code to residential alarms
- Determine quickest route to the residence
- Determine safest tactical positions to take upon arrival at residence
- Proper and safe means for checking a residence to determine if entry has occurred

Alarm Calls (False Alarm Reports – FAR)

- Proper form recognition and identification
- Determine when a FAR is to be completed
- Determine when an alarm can be excused due to weather or other extenuating circumstances
- Determine how to submit a FAR for supervisory review

Arrest Procedures (Book-In)

- Officer safety and prisoner transport in salley porte area
- How to safely secure firearms before entering the holding facility
- Proper prisoner search procedures
- Proper completion of Book-In Form
- Proper method for taking inked fingerprints, to include palm prints
- Proper method for taking book-in photographs
- How to obtain medical assistance, depending on severity of the condition
- How to properly secure a prisoner in a holding cell

Assault/Battery

- Determine elements of each crime
- Determine difference between felony and misdemeanor crimes of assault and battery
- Write a correct report that contains the necessary elements of each crime, and demonstrate ability to put facts of a case in proper chronological order
- Accurately describe injuries, if any
- Accurately describe crime scene, if any
- Properly obtain photographs of a victim and crime scene, to include requirements of LRMC for obtaining injury photographs

Asset Forfeiture

- Understand the basic principles of asset forfeiture as defined in F.S. 932.
- Understand the requirement of a nexus between forfeitable property and a felony crime
- Identify the department's limitations on when cash can be seized
- Understand the proper procedure for seizing cash, as outlined by General Order
 - Specifically understand that supervisory approval is required before any seizure occurs
- Identify the department's limitations on when a vehicle can be seized
- Understand the proper procedure for seizing vehicles, as outlined by General Order, to include:
 - Impounding procedures and inventory searches (to include vehicle entry into FCIC/NCIC)
 - Requesting a wrecker service, if needed
 - Submitting paperwork to ORS

Auto Theft (Initial Report of Theft)

- Understand the elements of the crime
- Understand the department's policy regarding response to the scene or telephone reporting of the crime
- Write a correct report that contains the necessary elements of each crime, and demonstrate ability to put facts of a case in proper chronological order
- Understand proper procedure to call in to Comm Center reported stolen vehicles for entry into FCIC

Auto Theft (Recovered Stolen Vehicles)

- Write a correct report that contains the necessary facts documenting the vehicle's recovery
- Demonstrate ability to properly process a recovered stolen vehicle to obtain all available physical evidence and submit same properly
- Understand proper procedure to call in to Comm Center to cancel recovered stolen vehicles
- Understand proper procedure to notify victim's of their vehicle's recovery (to include victims in the Lakeland jurisdiction and in other jurisdictions)

Baker Act / Mental Health

- Identify the conditions by which a police officer can take someone into custody under the Baker Act (F.S. 394.)
- Demonstrate proper methods for restraint and transportation, to include using a second officer
- Know where subjects taken into such custody are to be transported:
 - If a medical condition requires immediate attention
 - If no medical condition exists that requires immediate attention
- Understand the paperwork necessary in Baker Act cases, to include event reports and Baker Act forms

Bomb Threats

- Understand General Order 23-3
- Demonstrate proper officer response to bomb threat scenes
- Understand proper radio and telephone procedures at bomb scenes
- Demonstrate proper methods for searching for unusual devices
- Understand procedures to follow if an unusual device is located, to include:
 - Notify supervisor
 - Evacuation procedures
 - Activation of regional bomb squad
- Write a proper event report documenting the threat received, actions taken by police and other involved parties, etc.

Burglary Calls (In progress)

- Proper response to scene
- Select correct officer safety tactical position
- Use of police canines
- Safely clear a structure or conveyance when canine not available
- Proper establishment of perimeter to contain fleeing subject(s)
- Write a proper event report, documenting elements of crime, actions of suspect(s), and actions of officers

Traffic

- Abandoned Vehicle
- Vehicle Impounds
- Traffic Crash Investigations
- Completion of Long Form, Short Form and Hit and Run Crash Reports
- DUI and understanding of the DRE Program
- Parking Violation
- Pedestrian and Bicycle Violations

Station Duty Office (SDO)

- Release of Impounds
- Types of calls allowed to be handled by the SDO
- Monitoring of Book-In

PROGRAM OPERATION

INTRODUCTION

The specialized nature of police work is widely recognized. Formal classroom training and limited demonstrations cannot impart to the recruits all they need to know. Therefore, the recruit needs formal on-the-job training.

Field Training is intended to give new recruits instruction, direction, supervision, and experience. This training is structured to produce a police officer who is able to work a solo assignment in a safe, skillful, productive and professional manner. The field training period also serves to aid in determining if the recruit has all the requisites to become a permanent member of the department.

It is the Lakeland Police Department's intent to supplement the training of the recruit with balanced, objective evaluations and documentation of his/her performance. This is accomplished by utilizing Standardized Evaluation Guidelines to complete the Daily Observation Report form. This Daily Observation Report is supplemented by a Final Recruit Evaluation, and as needed, by a Recruit Incident Report form and other written documentation. The adherence by the FTO to these guidelines, and the correct usage of all forms will insure consistent and fair training and evaluations of all recruits.

The FTO is required to also identify and describe the "most acceptable: and the "least acceptable" performance during the day. The reason for this requirement is that documentation of these performances may be needed for future reference. Recording the most and least acceptable performances also gives the recruit knowledge of the best and worst areas of performance each week.

The overall performance rating of satisfactory/unsatisfactory will be based upon the recruit receiving a minimally acceptable rating of "4" as averaged from the recruit's score of observed behaviors taken from the Daily Observation Report form. Any behavior not observed during the day will be indicated by checking the "Not Observed" box.

The recruit shall read the Daily Observation Report report. The FTO will explain all unacceptable ratings to the recruit and answer any questions. The recruit has the right to dispute the contents of the report with the FTO Sergeant. Space is provided on the evaluation form for written comments by the recruit. The report will be signed by both the FTO and the recruit and then forwarded through the Chain of Command. The recruit will receive a copy of the evaluation report.

FIELD TRAINING PROGRAM OBJECTIVES AND PROCEDURES

OBJECTIVES

- A. The following are objectives of the Field Training Program for police officer recruits and public safety aide recruits:
 1. To report information about the Recruit in a fair and objective manner.
 2. To identify the Recruit's skill, knowledge and ability levels.
 3. To document the Recruit's progress or lack of progress.
 4. To verify that the Recruit's training is standardized, valid and job-related.
 5. To document remediation efforts when the training has failed to meet minimum acceptable standards.
 6. To evaluate the FTO's interest, skill, and methodology.
 7. To evaluate the quality of the basic recruit academy training and to build on that foundation.
 8. To validate the pre-FTO selection and hiring process.
 9. To determine Recruit status, extend or terminate.

- B.** Police officer recruits or public safety aide recruits are members assigned to an FTO for training purposes in order to fulfill the objectives of the FTP process which are as follows:
- 1.** To provide standardized training to all newly hired members (police officers and public safety aides) and to provide remedial training in those areas where deficiencies have been identified by the FTO and have been recorded on the LAKELAND POLICE DEPARTMENT DAILY OBSERVATION REPORT form.
 - 2.** To produce a highly trained and positively motivated police officer or public safety aide capable of meeting or exceeding the standards of performance identified in the Job Task Analysis (JTA) and as required by this department;
 - 3.** To create an environment in which the recruit may develop new skills as well as expand upon the foundations of knowledge given at the Criminal Justice Academy or accrued by the member during service at another law enforcement agency;
 - 4.** To expand upon the selection and screening process by affording the FTO the opportunity to observe, record and evaluate the recruit's on-the-job, JTA-related performance on the Daily Observation Report;
 - 5.** To measure a recruit's performance by utilizing Standardized Evaluation Guidelines (SEGs) which list the criteria, in job-related behavioral terms, for the parameters that constitute acceptable and/or unacceptable recruit performance. These Guidelines provide the standard, definitive, job-related criteria for the FTO to appraise the recruit regarding appearance, attitude, knowledge, and performance skills;
 - 6.** To provide career development to the FTO cadre by providing additional training and opportunities to develop leadership skills;
 - 7.** To ultimately enhance the efficiency and effectiveness of the Lakeland Police Department.

POLICE OFFICER RECRUITS

- A.** Police officer recruits shall be trained in department procedures in accordance with the following objectives:
- 1. Instruction:** To provide the police officer recruit with a realistic opportunity to learn and master the essential duties and tasks described in LPD Job Task Analysis (JTA) for Police Officer. This standardized training not only transcends basic standards academy academics, but exposes the police officer recruit to job-related procedures that distinguish LPD officers from law enforcement officers employed by other agencies;
 - 2. Application:** To afford police officer recruits the opportunity to apply learned skills and abilities in incrementally responsible phases under the supervision, training and encouragement of a selected, experienced officer assigned as a Field Training Officer (FTO); and
 - 3. Evaluation:** To provide the FTO with the criteria to conduct a scheduled, intense appraisal designed to measure whether the police officer recruit has the knowledge, skills and abilities delineated in the JTA.

PUBLIC SAFETY AIDE RECRUITS

- A.** Public Safety Aide recruits shall be trained in department procedures in accordance with the following objectives:
- 1. Instruction:** To provide the public safety aide recruit with a realistic opportunity to learn and master the essential duties and tasks described in LPD Job Task Analysis (JTA) for Public Safety Aide. This standardized training exposes the public safety aide recruit to job-related procedures;
 - 2. Application:** To afford public safety aide recruits the opportunity to apply learned skills and abilities in incrementally responsible phases under the supervision, training and

encouragement of a selected, experienced public safety aide/officer assigned as a Field Training Officer (FTO); and

3. **Evaluation:** To provide the FTO with the criteria to conduct a scheduled, intense appraisal designed to measure whether the public safety aide recruit has the knowledge, skills and abilities delineated in the JTA.

THE FIELD TRAINING PROGRAM (FTP) PHASES

[CALEA 33.4.3]

- A. The Field Training Program (FTP) is a training sequence consisting of a Mini-Academy and four phases for police officer and two phases for PSA, designed to enhance and maintain the Lakeland Police Department's Commitment to Excellence. The program is designed to expose the recruit to a multitude of experiences and facilitate the transition from a recruit to that of a proficient police officer or public safety aide. In the Mini-Academy, the recruit is provided an all-inclusive classroom phase consisting of approximately two to three weeks (police officer) and three weeks (PSA) of specific job-related training. Upon the completion of classroom training, the recruit advances to Phase 1 and is exposed to a rigorous street training process. Phases 2 - 4 consists of increasing proficiency levels, and is designed to provide the recruit with suitable practical experience to enable them to effectively enter into service as a police officer or public safety aide. Upon completion of the FTP, the new police officer or public safety aide will commence their probationary employment period.

MINI-ACADEMY:

Police Officer Recruits: This phase is approximately a two or four week academic and performance-oriented training phase designed to provide structured classroom instruction enabling the police officer recruit to transition to the LPD from a Criminal Justice Standards Academy or from another law enforcement agency. During this phase, the recruit will be given a number of assignments which will orient the them to department General Orders, Lakeland City Ordinances, patrol zones and geographic area characteristics, communications procedures, Report Writing procedures, administrative functions, weapons qualifications, and a review of Florida criminal statutes. Recruits will be evaluated as to their progress through daily evaluations, which will record individual proficiency and progress. Those recruits who successfully complete the Mini-Academy will progress to Phase 1 at the recommendation of the Field Training Sergeant (FTS). Those recruits who are not recommended for Phase 1 will either be given remedial training or terminated from employment, as directed by the Chain of Command.

Public Safety Aide Recruits: This phase is approximately a three-week academic and performance-oriented training phase designed to provide structured classroom instruction giving the public safety aide the basic skills for the position. During this phase, the recruit will be given a number of assignments which will orient them to department General Orders, Lakeland City Ordinances, patrol zones and geographic area characteristics, communications procedures, Report Writing procedures, administrative functions, and a review of Florida criminal statutes. Recruits will be evaluated as to their progress through daily evaluations, which will record individual proficiency and progress. Those recruits who successfully complete the Mini-Academy shall progress to Phase 1 at the recommendation of the FTS. Those recruits who are not recommended for Phase 1 will either be given remedial training or terminated from employment, as directed by the Chain of Command.

PHASE 1:

Police Officer Recruits: This phase is a four-week phase where the recruit should be assigned to a shift FTO. The recruit will be introduced to patrol orientation, radio procedures, and vehicle operations as guided by the FTO. The FTO will document all training covered on the checklist, the daily report log and the daily evaluations. Throughout this phase, the recruit will be involved in a student/teacher relationship with the FTO and is not considered a partner in a two-member unit. Each is expected to spend the entire time in this phase by demonstrating proficiency in all aspects of the Job Task Analysis. This phase is designed to give the

recruit instruction, direction, supervision, guidance and experience necessary to become a proficient police officer. Those recruits who successfully complete Phase 1 shall progress to Phase 2 at the recommendation of the FTS. Those recruits who are not recommended for Phase 2 will either be given remedial training or terminated from employment, as directed by the Chain of Command.

Public Safety Aide Recruits: This phase is a four-week phase where the recruit will be assigned to a FTO. The recruit will be introduced to patrol orientation, radio procedures, and vehicle operations as guided by the FTO. The FTO will document all training covered on the checklist, the daily report log and the daily evaluations. Throughout this phase, the recruit will be involved in a student/teacher relationship with the FTO and is not considered a partner in a two-member unit. Each is expected to spend the entire time in this phase by demonstrating proficiency in all aspects of the Job Task Analysis. This phase is designed to give the recruit instruction, direction, supervision, guidance and experience necessary to become a proficient public safety aide. Those recruits who successfully complete Phase 1 shall progress to Phase 2 at the recommendation of the FTS. Those recruits who are not recommended for Phase 2 will either be given remedial training or terminated from employment, as directed by the Chain of Command.

In theory, this phase will require 80% participation from the FTO and 20 % or more participation from the recruit if he/she is progressing well. However, if the recruit is being accelerated through due to past experience, this percentage should be adjusted to the appropriate level. By the end of this phase, the majority of the Recruit Checklist shall be completed so that the Recruit and Phase 2 and 3 FTOs can focus on demonstration and showing of proficiency throughout the rest training.

PHASE 2:

Police Officer Recruits: This phase is a four week phase where the recruit will continue training and learning the required skills as per the FTP checklist. The FTO will document all training covered on the checklist, the daily report log and the daily evaluations. Throughout this phase, the recruit will be involved in a student/teacher relationship with the FTO and is not considered a partner in a two-member unit. Each is expected to spend the entire time in this phase by demonstrating proficiency in all aspects of the Job Task Analysis. This phase is designed to give the recruit instruction, direction, supervision, guidance and experience necessary to become a proficient police officer. Those recruits who successfully complete Phase 2 shall progress to Phase 3 at the recommendation of the FTS. Those recruits who are not recommended for Phase 3 will either be given remedial training or terminated from employment, as directed by the Chain of Command.

Public Safety Aide Recruits: This phase is a four week phase where the recruit will continue training and learning the required skills as per the FTP checklist. The FTO will document all training covered on the checklist, the daily report log and the daily evaluations. Throughout this phase, the recruit will be involved in a student/teacher relationship with the FTO and is not considered a partner in a two-member unit. Each is expected to spend the entire time in this phase by demonstrating proficiency in all aspects of the Job Task Analysis. This phase is designed to give the recruit instruction, direction, supervision, guidance and experience necessary to become a proficient public safety aide. Those recruits who successfully complete Phase 2 shall progress to Phase 3 at the recommendation of the FTS. Those recruits who are not recommended for Phase 3 will either be given remedial training or terminated from employment, as directed by the Chain of Command.

In theory, this phase will require 60% participation from the FTO and 40 % participation from the recruit. However, if the recruit is being accelerated through due to past experience or progressing ahead of schedule, this percentage should be adjusted to the appropriate level.

PHASE 3:

Police Officer Recruits: This phase is a four week phase where the recruit will continue training and learning the required skills as per the FTP checklist. The FTO will document all training covered on the checklist, the

daily report log and the daily evaluations. Throughout this phase, the recruit will be involved in a student/teacher relationship with the FTO and is not considered a partner in a two-member unit. Each is expected to spend the entire time in this phase by demonstrating proficiency in all aspects of the Job Task Analysis. This phase is designed to give the recruit instruction, direction, supervision, guidance and experience necessary to become a proficient police officer. Those recruits who successfully complete Phase 3 shall progress to Phase 4 at the recommendation of the FTS. Those recruits who are not recommended for Phase 4 will either be given remedial training or terminated from employment, as directed by the Chain of Command.

Public Safety Aide Recruits: This phase is a two week shadow phase where the FTO shall ride as an observer/evaluator; shall maintain supervisory control over the recruit; and shall be responsible for the recruit's conduct and actions. Normally, the FTO shall not perform active job functions during these levels unless the recruit's lack of involvement would have an adverse impact on efficiency, public relations and/or officer safety. Upon the successful completion of the shadowing phase, the FTO and FTS shall evaluate the recruit's performance and recommend to the patrol captain whether the recruit should be advanced to probationary public safety aide status. Those public safety aide recruits not recommended for advancement to probationary status, will be recommended for remedial training or may be terminated from employment as determined by the Chain of Command.

In theory, this phase will require 10% participation from the FTO and 90 % participation from the recruit. However, if the recruit is being accelerated through due to past experience, this percentage should be adjusted to the appropriate level.

PHASE 4:

Police Officer Recruits: This phase is a four-week phase. The first two weeks will be directed towards traffic crashes, traffic enforcement, and DUI enforcement. The second two weeks will be in a shadowing mode and the FTO shall ride as an observer/evaluator; shall maintain supervisory control over the recruit; and shall be responsible for the recruit's conduct and actions. At times, the FTO may drive their own patrol car and respond to the recruit's call, however, this will be done on a case by case basis. Normally, the FTO shall not perform active law enforcement functions during these levels unless the recruit's lack of involvement would have an adverse impact on law enforcement efficiency, public relations and/or officer safety. Upon the successful completion of the shadowing phase, the FTO and FTS shall evaluate the recruit's performance and recommend to the patrol captain whether the recruit should be advanced to probationary police officer status. Those police officer recruits not recommended for advancement to probationary status will be recommended for remedial training or may be terminated from employment as determined by the Chain of Command.

NOTE: The FTO PHASE 4 Phase shadow portion may or may not need to occur depending on the progress of the Recruit. This phase will be shortened if the recruit does not need to be shadowed for the full two weeks and will instead be released from training.

This phase training should have 50% participation from the FTO and 50% from the recruit due to this also being a training phase in traffic. However, in the shadow phase, the recruit should be performing at 100%. Additionally, the recruit can be released from training with limited or no shadowing if the recruit is performing at such a level that shadowing is not required and approved by the FTO, FTS and OIC of the Squad the recruit is assigned to.

B. Accelerated Field Training Program:

Newly hired police officers from another law enforcement agency or who were previous officers with LPD shall be eligible for the accelerated FTP process. Newly hired public safety aides who were previous PSA's with LPD shall be eligible for the accelerated FTP process. The FTS and OIC/SOS will evaluate the experience of the recruit and the level of proficiency. The FTP will then be evaluated and adjusted to meet the level of the PSA. The recruit must have successfully completed

the Mini-Academy, at least one additional four-week phase with an FTO, all of the required checklist items and all required examinations. The police officer recruit will then complete the two-week traffic/DUI phase. The recruit will then advance to the two weeks of the shadow phase. If at any point during this accelerated training, the FTO, FTS or recruit feels that more time is needed, the schedule can be adjusted.

C. Released from Training

When is ready to be released the FTS will be notified by the FTO of supervision from the Squad the recruit is currently assigned to. The FTO will then notify the CO/UPD1 and SOS/OIC of the recruit being released. The CO/UPD1 will then make the final decision of what squad the recruit will be assigned to depending on manpower, seniority, etc.

REMEDIAL TRAINING

- A. Recruits must successfully complete each phase of training prior to being released to the next phase. When a recruit is not recommended for advancement, the recruit, FTO, FTS, FTL and any other direct supervisors will meet and review all documentation. The deficiencies will be reviewed and the determination will be made if the recruit will be recommended for remedial training or termination. **If remedial training is recommended, the recruit will be allowed a total of four weeks of remedial training for the entire FTP. The Remedial Training will be given in no more than two 2-week increments.**

B. REMEDIAL TRAINING STRATEGIES BY TACTIC AND SUBJECT

FLASH CARDS

The making of flash cards by the recruit enhances the learning process because more than one “learning sense” comes into play. Flash cards are particularly effective with such subjects as radio codes, vehicle and criminal code sections and elements and report form selection.

COMMENTARY DRIVING

This technique involves the sense of touch, sight and hearing in the learning process. The recruit is advised to maintain a running commentary on what is observed while operating the vehicle (in the case of driving skill) or while acting as either the driver or passenger (in the case of patrol observation). When driving skills are being taught the recruit’s recitation should focus on street/traffic conditions, traffic control devices and defensive driving information. When patrol observation is being taught the recruit should direct their attention to people and things which would be of police interest. The intent of this training is to move the recruit from “looking” as a civilian to “seeing” as does a police officer.

Commentary driving is also excellent for teaching orientation. With this subject the recruit provides a commentary of (1) the direction of travel, (2) location by intersection and (3) the identification of landmarks.

COMMENTARY THINKING

This technique is especially useful for those recruits who know what to do but their thought patterns once subjected to stressful situations become muddled or disjointed. Commentary thinking is simply thinking out loud. The recruit is instructed to talk about his or her thoughts. They are not allowed to think silently. If they are enroute to a particularly stressful call then they must tell the FTO what the call is, how they will get there and once there what their actions will be. In this way they must order their thoughts and present them to the FTO in a clear and logical manner.

An important benefit from this exercise is not only the “putting in order” their thoughts and actions but to slow their thought process down and prevent “overload”. We have all been in situations where our minds raced so fast that our actions have not been able to keep up. An example might be when you try to write an interesting idea down on paper your thoughts flow much faster than you can write. This is what happens to some recruits when they are confronted with a situation with which they are not comfortable. By having them “talk out” their thoughts, their thinking will revert to a slower and more understandable pace. This process will also have a calming effect and reduce stress.

USING THE MAP BOOK

Also essential for teaching orientation is the map book. Perhaps the most effective use of this book is to ask the recruit to trace their intended route before proceeding to a call. Exercises can also be developed wherein the recruit is given simulated assignments involving movement from one location to another. Using a grease pencil to track a route on a piece of plastic placed over a map is an effective technique.

SPELLING QUIZZES

The FTO should be keeping track of words which are frequently misspelled. The FTO should provide the recruit with this list and schedule a test several days in advance. Perhaps the best method of teaching correct spelling is to have the recruit write the words over and over -- fifty or more times!!

ROLE PLAYING

This is a superb tool for a variety of performance problems including interview and interrogation, field interviews and officer safety issues.

ROLE REVERSAL

This method is essentially the same as role playing except that the FTO reverses roles with the recruit. The recruit then watches the FTO perform a task in the same incorrect manner that the recruit had done earlier. The recruit is then required to critique the FTO and offer suggestions for improvement.

SIMULATIONS

Similar to role playing but usually involving task achievement such as hand-cuffing techniques, vehicle positioning for car stops purposes and loading/unloading the shotgun or weapon in the dark. Simulations are pretend situations which are as realistic as possible but under controlled conditions. For example, the recruit’s eyes can be blind-folded to simulate loading the shotgun in darkness. Dummy rounds should of course be used.

Radio procedure and technique can also be taught with this method. The FTO may ask the recruit to respond to all radio calls as though he or she were actually the unit called. Some radio microphones can be turned off so that the recruit can use the microphone to increase the realism. Periodic questions by the FTO referring to previous transmissions are also effective in that they force the recruit’s attention to the radio.

OTHER TECHNIQUES

There are other techniques or strategies that are employed to deal with training issues that occasionally arise with some recruits.

Minority and/or female recruits are sometimes benefited by placing them with FTOs of the same ethnic or sexual group. An absence of a role model with which one can make an easy identification will sometimes impede the learning process.

Some recruit's occasionally develop the naive belief that "everyone out there is a bad guy" or they develop an aggressive approach to each person they contact. Many FTOs have recruits contact local businesses to complete an "emergency contact card" or to see "how things are going". These contacts are positive experiences for all concerned in that the recruit experiences contact with persons other than suspects and arrestees. Neighborhood watch meetings and attendance at similar group meetings also reduce the recruit's tunnel-vision approach to the citizenry.

SELF-EVALUATION

Another excellent technique especially valuable for use with a recruit who seems to be having difficulty accepting the criticism of the FTO. The FTO begins the watch by providing the recruit with a copy of the daily observation report advising him or her that they are to complete an evaluation report on themselves at the end of the shift. The FTO of course also completes one. The recruit's self-evaluation should be reviewed by both parties. Normally the recruit is at least as critical of himself or herself as the FTO. The technique has a way of opening the recruit's eyes to his or her problems. This technique should be employed infrequently (no more than once every two to three weeks) in that it will lose its effect if used all the time.

Visits to the communication center for feedback from dispatchers regarding the recruit's radio procedure are sometimes valuable. The visit should be preceded by conversation with the dispatcher(s) to ensure that their opinion(s) about the recruit's problems are consistent with those of the FTO.

SUMMARY

The FTO should be constantly aware that "hands-on" training is far more effective than any other kind. In order to learn one must be involved in the learning process. The mere "telling" a recruit will not ensure that learning has taken place. Ask questions (which call for more than a "yes" or "no" answer) and present problems to the recruit. It is only in these ways that we can determine deficiencies, retention and task accomplishment. The preceding suggestions are not all the possible strategies that an FTO may use. The FTO is encouraged to use his or her imagination in that any training tactic is a valuable one if (1) it is not demeaning, dangerous or seen as harassment, (2) is designed to bring about learning and (3) does not expose the FTO or the police department to liability.

FORMS AND REQUIRED DOCUMENTATION

- A. The documentation of recruits is one of the most critical aspects of the FTO's responsibility. The following is a list of forms utilized with the FTP and when they are required for submission. These must be submitted to the appropriate supervisor the shift following the completion date. Department supervisors should work with the FTO to ensure that the appropriate time is allocated for the completion of required paperwork.
1. **LPD FTP 001 - FTP Recruit Checklist** – this is the detailed checklist of Departmental Policies, Procedures, Forms, and other necessary information that must be covered with the recruits prior to them being released from the FTO Program. This will be completed as the items are covered. It is broken down into columns for each item as it is explained, demonstrated, and that proficiency has been met. DORs with a revision date prior to 02/04 will not be accepted.
 2. **LPD FTP 002 - Daily Observation Report & Standard Evaluation Guidelines** (Police Officers) – must be completed on a daily basis by the FTO and submitted the next shift following the date of the report. The Standard Evaluation Guidelines provide the FTO with detailed rating instructions to be utilized to complete the daily observation report.

3. **LPD FTP 004 - Recruit Self-Evaluation form** – is a report that the recruit completes on his/her strengths and weaknesses at the end of each Phase. It will be turned in the first shift following the last day of the phase.
4. **LPD FTP 005 - End of Phase Evaluation Summary form** – this is report that summarizes the recruit's progress at the end of each phase. It states whether the recruit will be advanced to the next phase or will require remedial training. It will be turned in the first shift following the last day of the phase.
5. **LPD FTP 006 - Report Traffic Citation/DUI Report/Crash Log** – completed by phase, it is a log for all reports that the recruit writes during the phase, it should be completed throughout the day as reports are assigned. When there are disapproved reports, the FTO **shall attach a copy that shows the errors on it** to the Daily Observation Report. This will be turned in with other end of Phase paperwork, the first shift following the last day of the Phase.
6. **LPD FTP 008 - FTO Critique Form** – this is a form that is completed by the recruit on each FTO that they had during this phase. It will be completed at the end of each phase and submitted to the FTS the first shift following the last day of the phase. NOTE: This form should not be given back to the FTO until the recruit is released from training. They also should not be maintained in the recruits book.
7. **LPD FTP 009 - Counseling/Remediation/Incident Form** – this form will be used if the FTO has to formally counsel the recruit, recommend remediation for the recruit, or to document a major incident involving the recruit. It will be submitted the first shift following the date of the incident.
8. **LPD FTP 010 – Recruit Final Evaluation Form** – this form is used when the recruit has completed the FTP. It will recommend that the recruit is released from the FTP, given remedial training or terminated from LPD.
9. **LPD FTP 011 - Daily Observation Report & Standard Evaluations Guidelines** (Public Safety Aides) – must be completed on a daily basis by the FTO and submitted the next shift following the date of the report. The Standard Evaluation Guidelines provide the FTO with detailed rating instructions to be utilized to complete the daily observation report. **THIS DOR MUST HAVE A REVISION DATE OF 03/2004 TO BE APPLICABLE.**
10. **LPD FTP 013 – Recruit Field Training Tests** (Police Officer) – Consists of seven (7) tests that will be administered throughout the five (4) training phases for police officer recruits. Each assigned test administered during a specific phase will be submitted to the FTS the first shift following the last day of the phase.
11. **LPD FTP 014 – Recruit Field Training Tests** (Public Safety Aide) – Consists of four (4) tests that will be administered throughout the four (3) phases for public safety aide recruits. Each assigned test administered during a specific phase will be submitted to the FTS the first shift following the last day of the phase.
12. **LPD FTP 015 – Field Training Officer Application** – this form will be completed by all interested personnel in accordance with the Field Training Program General Orders 6-4 outlining the minimum requirements, qualifications, and eligibility status for training Officers.
13. **LPD FTP 016 – Public Safety Aide Recruit Checklist-** this is the detailed checklist of Departmental Policies, Procedures, Forms, and other necessary information that must be covered with the recruits prior to them being released from the FTO Program. This will be completed as the items are covered. It is broken down into columns for each item as it is explained, demonstrated, and that proficiency has been met.

14. **LPD FTP 017 – Phase Paperwork Chart** (Police Officer) - this form consists of a chart outlining what forms are required during each of the five (5) training phases for police officer recruits.
15. **LPD FTP 018 – Phase Paperwork Chart** (Public Safety Aide) – this form consists of a chart outlining what forms are required during each of the four (4) training phases for public safety aides.

TERMINATION PROCEDURES

The goal of the Lakeland Police Department Field Training Program is to produce a qualified police officer who can perform his/her duties in a safe, productive and professional manner. In the event a recruit is unable to meet these standards as specified in the training program, it may become necessary to initiate termination procedures.

THE DECISION TO TERMINATE

Not all programs achieve their desired goals nor are all people successful in their endeavors. The field training and evaluation program is designed to train new officers so that they can function successfully on their own. This level of competency is unfortunately not always reached. Some people realize the expectations they had when they entered into law enforcement were unrealistic or unreachable. Others can perform many but not all of the multiple tasks required. Still others are unable to deal with the stress present in the job. Regardless of the cause(s) the unfortunate fact is that some people just do not make it. We must be prepared to deal with this circumstance if it happens.

Termination is stressful not only for the recruit but for the FTO and the organization as well. Despite this in some cases termination is not only necessary but obligatory. If a recruit is not progressing in the program and it has been determined that progress to a satisfactory level is not possible termination is the only logical step. FTOs sometimes go to extremes to save new employees who are failing. This is laudable but not always fruitful. We should never give up on a recruit who has the slightest chance of success but we must be realistic towards those who do not. Organizationally, the retention of an employee who is not capable of performing the job would place us and the recruit in an untenable position. Not only would liability be present but such a decision would cost us in terms of image, money and effectiveness. In coming to grips with a recruit's failure the stress, the recruit would no doubt be experiencing, would be reduced and the transition to another career would be made easier.

Before a decision to terminate is made some questions must be asked:

1. What are the problems of the recruit?
2. What is causing these problems?
3. What have we done to overcome these problems?
4. How much remediation has been completed?
5. Has there been any improvement after remediation?
6. What are the chances that the recruit will improve in the future?
7. Have we fully documented these problems and our remedial efforts?

Once the answers to these questions have been reviewed, and the determination remains to recommend termination, a meeting should be held between the FTO who has trained the new officer, the present field training lieutenant and the patrol commander lieutenant. The purpose is to discuss the recruit's performance and to ensure that everything has been done to help the recruit make it through the program successfully. If a consensus to terminate is reached a termination recommendation will be made.

The field training lieutenant will then forward this information through the chain of command to the patrol commander lieutenant. The patrol commander lieutenant and the administration will make the final decision to terminate.

TERMINATION PACKAGE

A recommendation for termination of a recruit may be initiated at any time during his probationary period. Examples of unsatisfactory performance which can support such a recommendation are as follows:

1. Demonstrated gross incompetence
2. Serious misconduct
3. Serious liability to the City of Lakeland
4. A demonstrated inability to perform the job satisfactorily despite remedial training
5. Conduct that places the public, other officers, or the recruit in danger
6. Any other incident or combination of incidents which can substantiate grounds for termination

Documentation of a recruit's performance is essential to the termination process. Examples of such documentation may include, but not be limited to, the following:

1. Daily Observation Report
2. Final Recruit Evaluation
3. Recruit Incident Reports
4. Disciplinary Action
5. Internal Affairs records
6. Accident reports
7. Any other pertinent departmental forms

An FTO may initiate a recommendation for termination of a recruit using the "Recruit Final Evaluation" report or the "Recruit Incident Report" form.

1. The Recruit Final Evaluation form provides the FTO a means of recommending termination for a recruit whose performance is substandard, and efforts to remediate have failed.
2. The Recruit Incident Report Form (LPD FTP009) is used for documentation of repeated or extreme violations in any particular area of police work. On this form, a recommendation for termination may be made in the section titled "Disciplinary Action Taken" if the incident warrants such action. This form may be used by the recruit's immediate supervisors (FTO, Sergeant, Lieutenant, Captain) or any officer who may have reason to submit it.

When completed, all forms concerning termination should flow through the recruit's Chain of Command. The recruit's immediate supervisors (Sergeant and/or Lieutenant) shall review the recommendation of supporting documentation and then forward to the FTP Sergeant and FTP Lieutenant who will review and forward through the Chain of Command. A meeting shall also occur between the FTS, FTO, and the recruit to discuss the issues at hand to notify the recruit that a termination packet is being completed. In addition, they shall review the recruit's complete performance record, discuss the status of the recruit with the FTO, and make independent observation on the recruit's performance. If a concurrence is reached, the recruit will be notified of the recommendation, and the recommendation will then proceed through the chain of command to the Captain. If a concurrence is not reached, the Sergeant and/or Lieutenant may recommend an alternate means of remediation or disciplinary action.

The Captain of Uniform Patrol shall review all documentation presented and make final recommendation to be forwarded to the Assistant Chief of Police for Neighborhood Services Bureau, who will submit all documentation regarding termination, additional training, etc. The Chief of Police will make the final decision concerning the recruit's termination, and when the Recruit Officer is informed of his pending termination from the Department, he/she should also be informed of his alternative of termination, which is resignation. Even though an officer may elect to resign, all documentation shall be completed and maintained on file for possible future reference.

The information that is forwarded to the Uniform Patrol Division Captain will be contained in a termination packet. The preparation of this packet will be the responsibility of the technical services commander and shall consist of:

1. All reports and documents from the FTO to whom the recruit was assigned. The documentation shall reflect the recruit's strengths, weaknesses, improvement, lack thereof and the remedial efforts provided. A chronological or category-by-category format may be used. The memo will close with the FTO's recommendation.
2. The Field Training Sergeant will then prepare a memorandum summarizing the report(s) forwarded by the FTO. This memorandum will include a recommendation by the sergeant.
3. The FTS will attach a cover sheet including a recommendation to the termination packet and forward it to the Field Training Lieutenant and UPD Captain.
4. The packet may include daily observation reports, alternate evaluations, training charts and other information contained in the recruit's program packet.

DAILY OBSERVATION REPORT

The Daily Observation Report (DOR) is completed each day by the FTO. This report is a permanent record of the Recruit's progress as well as problem areas and remedial efforts to resolve them. The DOR is normally completed and discussed with the Recruit just before or at the end of the shift, however, there may be times in which additional time is needed.

The DOR reflects five major areas which are divided into thirty-four categories. These categories cover the range of skills necessary to become a proficient police officer. By the end of the program the Recruit is expected to master these skills to a minimum acceptable level four per the standardized evaluation guidelines. A recruit's performance may be evaluated through actual performance of a particular skill or by verbal, written or simulated testing.

Narratives: When writing narrative portions of the evaluations it is important to remember several key factors. The narrative should be: clear, concise, complete, and correct. The following suggestions will aid the writer in accomplishing these goals:

1. Set the state by giving a description of the situation or conditions present thereby placing the recruit's actions in context.
2. Use verbatim quotes. It is sometimes clearer to report what was said than to attempt to describe the effect of the words.
3. Report the facts and let them speak for themselves.
4. Remember your audience and who is going to read this report. What is it that you are trying to accomplish.
5. Watch your grammar, spelling and legibility.
6. Speak to performance not personality. Criticize the act and not the person.
7. Use lists if appropriate.
8. Avoid slang, jargon, swearing, etc.
9. Think remedial!!!

Writing narratives should be no mystery to any officer selected to be an FTO. If a FTO can write an acceptable police report they can write a good evaluative narrative!!

FORMS

All forms associated with training new Recruits to include the Daily Observation Report, Final Recruit Evaluation, and Corrective Action Form are located on the Power DMS.

COMPENSATION

Per LPD Policy all FTOs are allowed compensation when training a Recruit. The compensation is either one hour of overtime or comp time for each shift the FTO has a Recruit. The Recruit must be with the FTO for the minimum of half the shift for the FTO to receive compensation. Refer to the LPD FTO SOP 6-4 for further information.

CONCLUSION

In conclusion, it must be remembered that this manual is a guide and does not include all teaching practices that may be utilized. Some Recruits will respond better to other teaching methods effectively turning problem Recruits into better officers.

What is a rule in this manual is how to complete the Field Training Program paperwork and procedures associated with that. Keep in mind that all of this is done to establish a foundation for a history on the recruit and all documentation is done for valid reasons.

As the current Field Training Sergeant, I truly appreciate help from everyone in updating this manual and all the other associated paperwork. This project would have taken much longer without contributions from the Field Training Officers.

The Field Training Program thanks each you for you hard work and dedication.

Lieutenant Hans Lehman & Sergeant Steve Pacheco
Field Training Program Supervisors
Lakeland Police Department

NOTE:

See attached Standardized Evaluation Guidelines in your Manual for further information.

See the LPD FTO SOP on the Team LPD Website for further information regarding the Field Training Program.