




**WINCHESTER POLICE DEPARTMENT OPERATION ORDER**

**NOTE: This directive is for internal use only, and does not enlarge an employee’s civil liability in any way. It should not be construed as the creation of a higher standard of safety or case in an evidentiary sense, with respect to third party claims. Violation of this directive, if proven, can only form the basis of a complaint by this department, and then only in a non-judicial administrative setting.**

<b>Number</b> 2-34		<b>Effective Date</b> February 8, 2023	<b>Review Date</b> February 1, 2023	<b>Reviewing Division</b> Administration
<b>Subject</b> <b>FIELD TRAINING AND EVALUATION PROGRAM</b>		<input type="checkbox"/> New Directive <input type="checkbox"/> Amends <input type="checkbox"/> Replaces: WPD GO 424 <input checked="" type="checkbox"/> Revised:		<b>This directive shall apply to personnel assigned to the following divisions:</b>  <input type="checkbox"/> All Personnel <input checked="" type="checkbox"/> Patrol Division <input checked="" type="checkbox"/> Administration Division <input checked="" type="checkbox"/> Investigation Division <input type="checkbox"/> ECC Personnel
<b>References</b>  VLEPSC: TRN.01.01-.02  CALEA				
 _____ Chief of Police or Designee		_____ February 8, 2023 Date		

**I. PURPOSE**

The purpose of this directive is to establish guidelines and procedures for the Field Training and Evaluation Program (FTEP).

**II. POLICY**

The Winchester Police Department recognizes its responsibilities to orient, integrate, and field train newly hired, reassigned, or recently promoted sworn officers. Such training, monitoring, and feedback are critical to the officer’s development within the department, the quality of their performance, and their contribution toward realizing the department’s mission. The department therefore has developed a comprehensive and fully effective Field Training and Evaluation Program that exceeds the Department of Criminal Justice Services 100 evaluated hours mandate. In addition, the department requires all newly sworn police officers to successfully complete a training program prior to any routine assignment in any capacity in which the officer is allowed to carry a weapon and/or is in a position to make an arrest, except as part of a formal field training program.

The Winchester Police Department also recognizes the importance to orient, integrate and field train officers re-assigned to the patrol division after an extended absence from patrol duties and newly promoted detectives and supervisors. It is the expectation of the division captains to develop a comprehensive and fully effective Field Training and Evaluation Program in a Standard Operating Procedure (SOP).

**III. DEFINITION**

A. Field Training and Evaluation Program (FTEP) Coordinator

An officer appointed by the Chief of Police to oversee the Field Training and Evaluation Program. The FTEP coordinator is responsible for the development and compliance of the program and performance of field training officers and trainees. The coordinator is the liaison to ensure all identified personnel are apprised of program changes and trainee status.

B. Field Training Officer (FTO)

One who provides training in the field, serves as guide, model, instructor, mentor, teacher, and counselor to personnel newly assigned to a position. The field training officer provides fundamental orientation on the how, why, where, and when of operating in the new position, documents the training and performance of the assigned person, and works with the training supervisor to coordinate, develop, and assure effective and comprehensive training.

C. Trainee

A newly hired, reassigned, or newly promoted police officer that has sworn police authority, but is assigned to the FTEP with a field training officer for instruction, evaluation, oversight, and guidance.

**IV. FTEP DESCRIPTION**

A. FTEP Goals

The primary goals of the FTEP are:

1. To enable and assist recently selected, reassigned, and promoted officers in learning how to perform effectively in their new position within the department;
2. To familiarize the newly placed officer with the relevant policies and procedures of the department;
3. To clarify department performance expectations for the position, primarily based on tasks of the most frequent assignments within the position;
4. To provide the opportunity for the trainee to learn how to apply the knowledge and skills obtained at the basic law enforcement academy, and to learn applicable legal requirements relevant to the performance of his or her duties;
5. To provide an objective assessment of the trainee's performance strengths and weaknesses within the new position, through the use of evaluation techniques designed to measure competency in the required skills, knowledge, and abilities; and

6. To generate thorough records documenting performance, including details in support of further training, reassignment, or ending the particular assignment or the probationary officer's employment with the department.

B. FTEP Characteristics

1. For trainees with no prior law enforcement experience, the FTEP will generally last a minimum of twelve (12) weeks, **with a minimum of 42 acceptable Daily Observation Reports (DOR).**
  - a. Trainees who are demonstrating competent ability to meet the requirements of the Department standards of performance may be recommended for solo release after a minimum eight (8) weeks and at least 240 training hours.
2. For trainees with prior law enforcement experience, the FTEP will generally last a minimum of four(4) training weeks. Trainees with prior law enforcement experience must demonstrate competent ability based upon the expectations and requirements of the department standards of performance.
3. The FTEP coordinator, in conjunction with **administration and patrol supervisors**, will make all decisions regarding the FTEP duration for a trainee, including program extensions or reductions.
4. Where possible, trainees will be assigned to FTOs on different shifts to maximize the training opportunity and exposure to variations of calls for service.
5. Rehired officers and officers who are reassigned to patrol duty after long term non-patrol duties are subjected to entering FTEP. The duration of the FTEP, as well as the areas to be covered, will be determined by the **FTEP Coordinator in conjunction with the Captain of Professional Standards.**
6. Any phase of the FTEP may be extended by the appropriate division captain on recommendation from the FTEP coordinator **and FTO.**
7. At any time during the FTEP, the FTEP coordinator may recommend to the Captain of the Professional Standards and the Chief of Police, that the employment of a probationary officer be terminated. Recommendation for termination of employment shall be based on documented ongoing problems, and in conjunction with the trainees' non-responsiveness to training initiatives designed to overcome the documented deficiency.
8. Upon successful conclusion of phase three of the FTO program, the trainee will return to the assigned FTO from phase one for a two shift final evaluation phase. During the final evaluation phase the FTO may elect to dress in plain clothes to encourage all attention to the trainee.
  - Upon conclusion of the second shift of the final evaluation phase, the FTO will make a recommendation for solo release or

extension of training for the trainee. This evaluation will be included in the Daily Observation Report (DOR).

9. If the trainee is recommended for solo release at the end of the final evaluation phase, a Solo Release Board will convene. The Board will consist of the FTEP Coordinator, an FTO and a supervisory representative. The focus of the Board will center on “assigned duties and responsibilities during the FTE,” per General Order 2-34.
  - At a minimum, the Solo Release Board will question the trainee on General Orders, including Use of Force, Code of Conduct, Firearms, Vehicle Operations, Arrests, Domestic Violence, Victim Services, Mentally Ill Persons, Use of Electronic Control Devices and Less Lethal Impact Devices.
  - Upon successful completion of the Solo Release Board, the Board will make a recommendation to the Chief of Police for solo release or extension of training. The Chief of Police will make the final determination on the trainee’s status.
10. Upon receiving approval from the Chief of Police authorizing final solo release of the trainee, the FTEP coordinator will address a final letter to the trainee, detailing his or her assignment within the Patrol Division. This letter will be based on the Captain of the Patrol Division’s decision regarding the trainee’s assignment, based on the needs of the department.
11. The Administration Division representative specifically assigned to training programs will insure compliance with state training mandates for police officers and keep the FTEP coordinator up to date on changes in policy or procedure.

C. FTEP Components

1. The Chief of Police or his/her designee will appoint an officer with the rank of corporal or above, to serve as the coordinator and supervisor of the FTEP. The appointed officer should have attended the initial FTO training program and have experience as a FTO.
2. Field training for patrol officer is the largest component of the FTEP. It involves the initial orientation and training of all newly hired officers. The minimum length of the FTEP varies depending on previous law enforcement experience. The main roles include:
  - a. An initial FTO that is assigned to the trainee during Phase 1 of the FTEP and is responsible for introducing the trainee to his or her career as an officer and beginning the formal FTEP training and evaluation; The trainee will proceed to Phase 2 of the FTEP with a recommendation of the FTO for advancement;
  - b. A second FTO that is assigned to further the trainee’s training and evaluation once they have successfully completed Phase 1 of the

FTEP; The trainee will proceed to Phase 3 of the FTEP with a recommendation of the FTO for advancement;

- c. A third FTO that is assigned to continue the trainee's training and evaluation once they have successfully completed Phase 2 of the FTEP. This FTO in conjunction with their immediate supervisor and the FTEP coordinator, will recommend the trainee for the Solo Review Board pending successful completion of all required FTEP objectives.
3. The field training for detective component of the FTEP is managed by the sergeant and/or lieutenant supervising the officer assigned to either the General Investigations Unit or the Special Investigations Unit. In the case of the General Investigations Unit, the field training shall last a minimum of four (4) weeks. A primary detective will be assigned as a FTO to the newly assigned officer or the supervisor may take a more active role.
4. The field training for sergeant component of the FTEP is for newly promoted sergeants. It is coordinated by the captain of the specific division in which the sergeant is assigned. This training shall last a minimum of four (4) weeks. The newly promoted sergeant will work closely with the captain and/or lieutenant of the division the sergeant is assigned.
5. The field training for animal control officer (ACO) component of the FTEP is supervised by the FTEP coordinator. In this component, the FTO will be a designated and approved ACO. The ACO trainee may also be assigned to a Patrol Division FTO to accomplish certain portions of the ACO FTEP. ACO field training will last a minimum of six (6) weeks.

## V. RESPONSIBILITIES

### A. FTO Responsibilities

1. The FTO serves his or her assigned trainee in the following capacities:
  - a. A role model who exemplifies excellence in carrying out the duties of general law enforcement;
  - b. A trainer who assesses the training needs of the trainee and is able to apply the training techniques appropriate to meet those needs;
  - c. An evaluator who gives critical feedback and clear direction to guide the trainee to a higher level of competence. Standardized evaluation guidelines will form the basis for the trainee's performance rating and must be strictly followed during this process;
  - d. A counselor who must develop a trusting and open relationship, be perceptive of the trainee's strengths and weaknesses as they relate

to job performance, and utilize positive performance management techniques to advise the trainee in professional development and career planning; and

- e. A supervisor who directs and coordinates training opportunities through law enforcement situations encountered each working shift.
2. While assigned to a trainee, if the FTO will be absent from duty, the FTO should make arrangements through his or her immediate supervisor for another FTO to train the trainee. If another FTO is not available when the regularly assigned FTO is absent, the trainee will be assigned to another officer or station duty at the supervisor's discretion. A daily observation report will be filed that day indicating, "FTO Unavailable." In addition, efforts should be made so that the FTO is not scheduled for any training that does not include the FTOs assigned trainee.
  3. On a weekly basis, the FTO will keep his or her immediate supervisor and/or the FTEP coordinator updated on the trainee's progress.
  4. FTOs will complete the following evaluations and reports in reference to any trainee they are assigned:
    - a. Daily Observation Reports (DOR). The DOR is:
      - (1) Designed with standards for evaluating the performance of the assigned trainee;
      - (2) Used to document all performance observations made during their duty tour, both positive and negative, and all applicable training conducted by the FTO;
      - (3) Submitted within twenty-four (24) hours after the end of the trainee's tour of duty;
      - (4) Reviewed by the FTO's shift supervisor, who must sign and date the DOR in addition to the FTO and trainee; and
      - (5) Reviewed by the FTEP coordinator on a routine basis.
    - b. End of Phase Evaluation: These forms are found in the trainee's training task list and must be completed prior to the trainee being allowed to advance to the next phase of training. The evaluation is to be completed by the FTO primarily assigned to the trainee during that phase of training. The evaluation will specifically identify all of the trainee's weaknesses and strengths, additional training needs, remedial efforts, and must include a recommendation by the FTO for advancement to the next level of training in the FTEP. Once completed, the evaluation must be reviewed by the FTO, the trainee, and the current immediate supervisor during a personal group discussion.

- c. Miscellaneous Memorandum: The FTO will complete a memorandum documenting anything out of the ordinary during his or her assignment with the trainee and/or any event that the FTO deems justifies additional documentation. These memorandums are addressed to the FTEP coordinator.
- d. Field Training Task List: This booklet is designed as a training aid or documentation tool for the FTO. The task list will be completed by the assigned FTO as the trainee's activities are performed. The guide must be completed by the end of the FTEP and before the trainee can advance to solo status. The task list will be completed for entry level officers, refresher officers and persons assigned to ACO positions.

**B. FTEP Coordinator Responsibilities**

The FTEP coordinator will manage the FTEP and perform the following:

1. Observation of trainees and FTOs;
2. Provide feedback to trainees and FTOs;
3. Review daily observation reports and other documentations;
4. Schedule and monitor trainee assignments and rotations;
5. When necessary develop, perform, and document FTEP and FTO evaluations;
6. Keep respective division captains notified of trainee status, training, and scheduling;
7. Act as a liaison with the basic law enforcement academy staff, visiting the academy and trainee to monitor the trainee's progress;
8. When necessary provide status reports to necessary administrative personnel while each trainee is in the basic law enforcement academy;
9. Coordinate extension and early release considerations; and
10. Coordinate and document termination considerations.

**VI. PROCEDURES**

**A. Trainee Assignment**

1. During the FTEP, trainees will be assigned to FTOs by the FTEP coordinator.

2. FTO assignments will be made as soon as possible to assist the FTO and his or her supervisor with scheduling vacations, special assignments, training, etc.
3. To facilitate scheduling, the FTEP coordinator or respective division captain should be notified by the Deputy Chief of Police as soon as possible when an ACO or officer is hired, an officer is assigned to the Criminal Investigations Division, or an officer is promoted to sergeant.
4. ACO and new officer trainees in the FTEP will not work any unsupervised or contractual overtime assignments.

B. FTO Selection Criteria

1. The following criteria will be required of all FTO candidates:
  - a. A minimum of satisfactory ratings in all rated categories of the City of Winchester Employee Performance Evaluation, with preference given to above average ratings for the previous two (2) years;
  - b. Continual demonstration of positive performance such as demonstrating responsibility, showing maturity, having an outstanding attitude toward their role in the community, and showing initiative;
  - c. Have the recommendations of their immediate supervisor and division captain; and
  - d. Profess a strong desire to mentor, guide, and counsel new or reassigned officers.
2. The following years of service criteria will be required for all FTO candidates:
  - a. For a FTO assigned to the Patrol Division, three (3) years minimum as a police officer, with a minimum of one (1) year with the Winchester Police Department;
  - b. For a FTO assigned to the Criminal Investigations Division, two (2) years minimum as a detective, with a minimum of one (1) year with the Winchester Police Department;
  - c. For a FTO to newly promoted sergeants, a minimum of three (3) years of supervision experience with the Winchester Police Department; and
  - d. For an ACO FTO, a minimum of one (1) year experience as an ACO.



C. Field Training Officer Selection Procedures

1. The process to select FTO's will be an announced process to all sworn department personnel
2. All department FTO's will be selected by a panel consisting of the FTEP coordinator, the respective division captain, and the Deputy Chief of Police. This panel may choose to conduct oral interviews with officers interested in becoming a FTO.
3. FTO applicants are generally selected based on their interest, maturity, trustworthiness, job knowledge, communication skills, employment history, performance evaluations, and positive written recommendation by an immediate supervisor.
4. Selection recommendations to advance as a FTO will be initially made by the FTEP coordinator to the respective division captain. The final selection decision shall be made by the Deputy Chief of Police.
5. Continued appointment and involvement as a FTO is subject to review by the FTEP coordinator, the respective division captain, and the Deputy Chief of Police.

D. Training for FTO

1. All FTOs must attend a department approved FTO training course on all related procedures and responsibilities before they are assigned as a FTO.
2. All new FTOs will additionally be required to participate in a department FTO seminar. The FTO seminar curriculum will minimally contain the following:
  - a. Organizational structure of the FTEP;
  - b. The FTO role and responsibility within the FTEP;
  - c. Responsibilities of the FTEP coordinator and the FTO's immediate supervisor;
  - d. Training liability issues;
  - e. The adult learning process;
  - f. Instructional techniques;
  - g. Leadership and ethical performance;
  - h. Daily observation records and activity logs;

- i. Standardization evaluation guidelines and evaluation rules;
- j. Documentation requirements and guidelines;
- k. Remedial and non-remedial training;
- l. Not responding to training;
- m. Retention and termination procedures; and
- n. Practical performance exercises on developing rating skills.