



# Field Training Officer (FTO) Program Special Project

June 28, 2021

The background image shows a cityscape of Minneapolis, Minnesota. On the left is the tall, modern Foshay Tower. To its right is the historic, ornate City of Minneapolis Building, which features a prominent clock tower and a green copper roof. In the foreground, there are trees with pink blossoms and a paved plaza area. The entire image is overlaid with a semi-transparent green filter.

# Background

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- MPD requires all new officers to first pass a field training program
- First opportunity for potential officers to work in the field
- Phased approach to responsibilities, instructors
- Daily grading and mentoring



# Background

## Objective

- Review the FTO Program to evaluate current practices and identify potential process improvements

## Scope

- Criteria for selecting Field Training Officers
- Ongoing monitoring of Field Training Officers
- Appraisal of Recruits/Officers in Training (OITs)



# Terms

- OIT: Officer in Training
- FTO: Field Training Officer
- FTS: Field Training Sergeant
- ROPE Form: scoring sheet for officer in training








# Results

# Identified Issues

1. FTO Program staffing and structure (HIGH)
2. Communication and information flow within the FTO Program (HIGH)
3. FTO selection and oversight process (MEDIUM)
4. Enhancements to the officers in training (OITs)' evaluation process (MEDIUM)





A photograph of a park in winter. The ground is covered in snow, and several bare trees are scattered throughout. A frozen pond is visible in the middle ground. In the background, a city skyline with various high-rise buildings is visible under a clear sky. The text "1. Staffing and Structure" is overlaid in white on the left side of the image.

# 1. Staffing and Structure



# Staffing and Structure

- Decentralized, main responsibility for oversight and monitoring on precinct supervisors
- Inconsistency in experience for OITs
- High turnover rate has impacted the FTO-to-OIT ratio
- Training for FTOs inconsistent



# Management Action Plan

- Research alternate Field Training Program structures, benchmarking:
  - Models
  - duration and topics
  - similarly situated departments



# Management Action Plan

- Develop an updated manual for the FTO coordinator and FTOs
- Visible acknowledgement and incentive pay for fully trained FTOs in good standing
- Mirror training expectations and outline field training practices in a written guide for new officers.





# Management Action Plan

- Evaluate and recommend for budget approval a software solution to improve record keeping, analysis and reporting
  - Target Remediation Date: January 1, 2022, for actions not needing budget approval
  - Responsible Party: Commander Darcy Horn



## 2. Internal Communication

# Internal Communication

- Decentralized program, communication can be missed at both ends
- Concerns expressed at precinct, could be raised to FTO management or handled there
- Reasons for management decisions not always communicated to FTOs





# Management Action Plan

- Develop communication channels, create a schedule for regular meetings
- Update all documentation outlining expectations for officers in training and their Field Training Officers
- Communicate changes to the training plan, establish a clear set of expectations for completing ROPE forms



# Management Action Plan

- Schedule quarterly training and development meetings for all Field Training Officers
- FTO management will create a means for communicating priority feedback to the FTO coordinator
  - Target Remediation Date: October 1, 2021
  - Responsible Party: Commander Darcy Horn



# 3. Selection and Oversight Process





# Selection and Oversight

- Current needs make it difficult to standardize process
- FTOs formally and informally selected, receive different levels of training
- No performance review process for FTOs



# Management Action Plan

- Develop a process to alert the FTO coordinator when a temporary substitution is made
- Work with precinct commands to identify officers who will act as a reserve
- Check disciplinary history, review by the Deputy Chief of Professional Standards



# Management Action Plan

- Identify strategies to limit consecutive training rotations
- Create a performance review process for Field Training Officers
- Update and maintain the FTO roster
  - Target Remediation Date: January 1, 2022
  - Responsible Party: Commander Darcy Horn





# 4. Evaluation Process



# 4. Evaluation Process

- ROPE form categories and ratings not current
- Scoring 'average' results in less work, no opportunity for documented feedback



# Management Action Plan

- Incorporate Chief Arradondo's vision for the MPD, the department values and our procedural justice work.
- Obtain internal and external stakeholder feedback
- Revise the ROPE form to include newly identified categories and remove those which are outdated



# Management Action Plan

- Update evaluation training for Field Training Officers.
  - Obtain feedback from Field Training Officers and officers in training during.
  - Evaluate software options for improving evaluation record keeping and make a recommendation for the budget process.
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- Target Remediation Date: June 1, 2022
  - Responsible Party: Commander Darcy Horn

