





Background

- 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



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)



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

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

- 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.

- 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



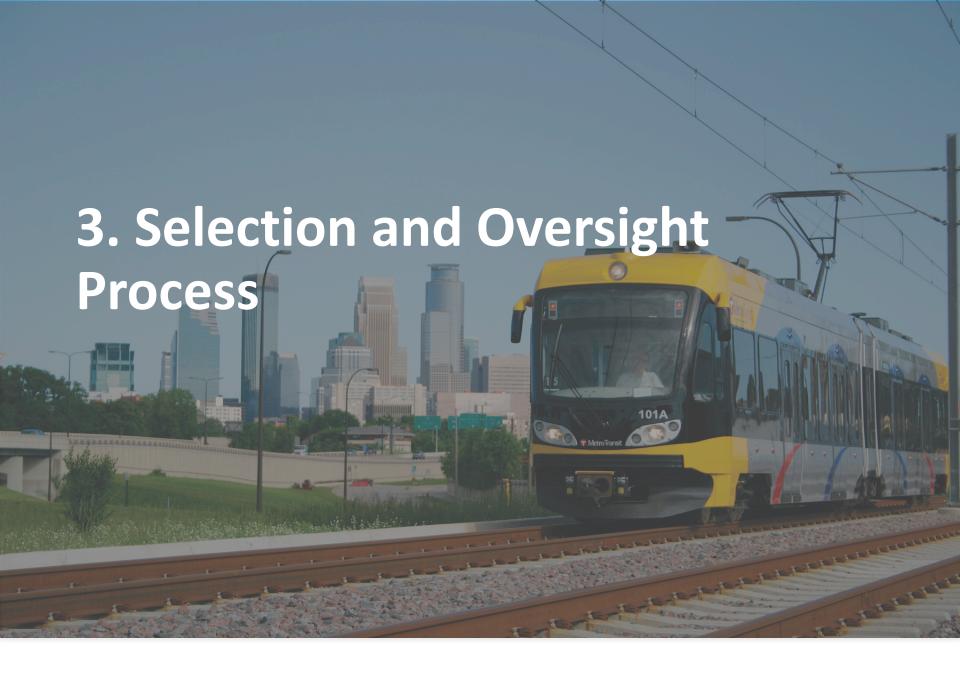
Internal Communication

- 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

- 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

- 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



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

- 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

- 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

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

- 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

- 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.
 - Target Remediation Date: June 1, 2022
 - Responsible Party: Commander Darcy Horn