



# OFFICE OF THE COUNTY SHERIFF

Montgomery County, Maryland

*Darren M. Popkin, Sheriff*



## GENERAL ORDERS/PERSONNEL PROCEDURES

<u>Subject:</u>	<u>Number:</u>	<u>Effective Date:</u>
Field Training & Evaluation Program	2.28.A	07/22/13

**Policy:** The Field Training & Evaluation Program (FTEP) is an integral part of the overall training provided to *newly sworn deputy sheriffs transitioning from an academic setting to field training, where they gain direct hands on experience*. It is the policy of the Office to provide each *newly sworn* deputy with field training under the guidance, direction, and evaluation of experienced deputies and supervisors. The Sheriff's Office strives to maintain the highest standard of professionalism. To this end, the development of highly trained deputies remains a fundamental goal of the Office.

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**I. Responsibilities and Guidelines**

- A. The Administrative Division Captain has oversight responsibility for *the Field Training & Evaluation Program*. The *Training Coordinator is designated as the FTEP Coordinator and* is directly responsible to the Administrative Division Captain for the operation and supervision of *the FTEP*. Responsibilities include, but are not limited to, identifying and modifying problems *with the FTEP*, devising training for participants, liaison with the *Montgomery County Public Safety Training Academy* and oversight of the *Field Training Officer (FTO)* selection process. (33.4.3.c, 33.4.3.d)
- B. The *FTEP* Coordinator, in conjunction with the Division Captains and *the* Chief Deputy, determines the parameters of training and evaluation. These parameters must be carefully scrutinized on a regular basis to ensure they are relevant, job related and provide both standardized training and unbiased evaluation for all *newly sworn* deputies. The standards of proficiency set by the FTEP *are* designed to ensure that each deputy receives the necessary instructions and guidance under field conditions to meet the standards of the Office. These guidelines also serve, in part, as standards that must be met by a probationary deputy to attain merit system status at the end of the probationary period. (33.4.3.g)

## II. Program Objectives

The FTEP is designed to meet the following objectives:

- A. To develop highly trained and positively motivated deputies capable of meeting or exceeding standards of performance required by this Office by providing *them instruction and guidance under field conditions*.
- B. To provide consistent standardized training for all *newly sworn* deputies and to provide remedial training in those areas where deficiencies are identified.
- C. To establish an appraisal system, which is valid and job-related, utilizing a standardized uniform approach for documentation of a *newly sworn* deputy's performance.
- D. To provide qualified Field Training Officers (FTO) with additional training and opportunities to develop leadership skills in order to enhance job performance and satisfaction.
- E. To increase the efficiency and effectiveness of the Office and provide the highest level of service to the members of the Office and the community by developing highly trained, professional deputy sheriffs capable of meeting standards and ethics required by the community.

## III. Selection of Field Training Officers (16.2.2, 33.4.3.b)

- A. The minimum number of FTO's needed to support the FTEP is contingent upon the size of an academy class. One of the goals of the FTEP is to have a pool of qualified FTO's available to meet training needs. *When it is determined that there is a need for new FTO's, a position vacancy announcement will be posted within the Sheriff's Office and by electronic mail.* The announcement will include qualifications and selection criteria for assignment as a FTO. Eligible deputies must submit a written request to the Chief Deputy to be considered for *this* assignment.
- B. All deputies the rank of Deputy Sheriff II, Deputy Sheriff III, and Sergeant are eligible for consideration for assignment as a FTO. Criteria for selection includes, but is not limited to:
  - (1) *Satisfactory work performance, seniority, and relevant knowledge, skills and abilities.*
  - (2) The performance history and service record of the deputy, with emphasis on the deputy's motivation, judgment and leadership *skills*.
  - (3) The deputy's interpersonal communication skills including the ability to clearly convey instructions, policies and procedures.
  - (4) Requests for *FTO* consideration will be reviewed by the following:
    - (a) Chief Deputy.
    - (b) Division Captain.
    - (c) Section Lieutenant(s).
    - (d) FTEP Coordinator.

IV. **FTO Training (33.4.3.e)**

Upon selection for FTEP, a deputy must successfully complete a FTO training program covering areas such as program operation, evaluation, supervision and training skills. Field training personnel will also receive annual training to remain current with their assigned responsibilities.

V. **Program Operation**

A. Implementation of the FTEP

- (1) Upon successful completion of entry-level training or lateral transfer, a newly sworn deputy must successfully complete a fourteen (14) week rotational Field Training Evaluation Program. During the *first seven (7) weeks of the* FTEP, the FTO and the newly sworn deputy must be considered one unit. *After consultation with FTO's and Section Lieutenants, the FTEP Coordinator may determine that the FTO and the newly sworn deputy may be considered one team for the final seven (7) weeks of the program. (33.4.3.a)*
- (2) The FTEP Coordinator must provide each Section Lieutenant a copy of the candidate's rotational schedule. Lieutenants and FTO's must ensure that the training program encompasses the widest possible range of assignments. **(33.4.3.f)**
- (3) During the FTEP, the newly sworn deputy will be assigned to work with a FTO. In the event the assigned FTO is absent from work, the newly sworn deputy must be assigned to another FTO or a senior deputy if another FTO is not available.

B. Daily Observation Report (DOR) **(33.4.3.h)**

A DOR must be completed on newly sworn deputies by their respective FTO.

- (1) Daily, FTO's must create a computerized entry in the Sheriff's Office FTEP DOR software. This report must address current training progress and problems in a detailed manner.
- (2) If the newly sworn deputy has been assigned to a senior deputy for the day due to the unavailability of a FTO, the senior deputy must maintain detailed notes of the day's instruction and provide the notes to the FTO, who will complete the DOR upon their return to work.

C. At the conclusion of each week, the Section Lieutenant must meet with each FTO and newly sworn deputy to discuss the performance of the prior week and develop plans for the next week. If it is determined that a newly sworn deputy is not responding to training, a remedial program of instruction must be formulated by the Section Lieutenant, Division Captain and FTO with input and guidance from the FTEP Coordinator. **(33.4.3.c)**

- (1) At the conclusion of the newly sworn deputy's rotation in a section, the Section Lieutenant must complete a Field Training & Evaluation Section Lieutenant's End Phase Report.
  - (2) Lieutenants may delegate these responsibilities to Sergeants only in circumstances when the lieutenant will not be present during the entire evaluation period, i.e. leave, training.
- D. Newly sworn deputies who are not satisfactorily responding to training at the end of the fourteen-week period may be extended in the program up to eight (8) additional weeks. If the newly sworn deputy is still performing at an unsatisfactory level at the end of the extension period, dismissal procedures may be initiated.
- E. At the conclusion of the FTEP, an End of FTEP Final Evaluation Report must be completed by the FTEP Coordinator for each newly sworn deputy. Copies of the End of FTEP Final Evaluation Report must be forwarded to the following:
- (1) Chief Deputy.
  - (2) Administrative Division Captain.
  - (3) The newly sworn deputy's assigned Section Lieutenant, who must maintain the evaluation in the deputy's Performance Planning and Evaluation file. This evaluation should be utilized in conjunction with the deputy's first Performance Planning and Evaluation.
- F. Additionally, the FTEP Coordinator must notify the Maryland Police and Correctional Training Commission (MPCTC) of the newly sworn deputy's successful completion of the Field Training and Evaluation Program.

**VI. CALEA Standards**

**16.2.2, 33.4.3.a, 33.4.3.b, 33.4.3.c, 33.4.3.d, 33.4.3.e, 33.4.3.f, 33.4.3.g, 33.4.3.h**

**VII. Cancellation**

This directive cancels and replaces General Orders/Personnel Procedures 2.28.A, Effective Date: 04/01/03.

AUTHORITY:

  
Darren M. Popkin, Sheriff  
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