

**CITY OF FERGUSON  
OFFICE OF THE CHIEF OF POLICE**

**Index as:**

Field Training  
Field Training Officer  
Field Training Officer's Guidelines  
Training, Probationary Officer  
Training Phases

---

**FIELD TRAINING PROGRAM**

206.00 PURPOSE

The purpose of this General Order is to assure probationary officers from the academy are properly trained and prepared for police duties. Probationary officers and recent graduates from the police academy will be assigned to work with a Field-Training Officer (F.T.O.) for nine training weeks. This program is designed to provide a set of guidelines for the F.T.O. to use in creating a favorable atmosphere for learning and that the probationary officer is evaluated in a fair and consistent manner.

206.01 DEFINITIONS

- A. ***Field Training Officer (F.T.O.)*** - A field-training officer will be certified through a State certified police academy. Upon completion of this training a copy of the certification will be maintained in the F.T.O.'s personnel file.
- B. ***Training Day*** - A training day is one in which the probationary officer is under the direct supervision of the F.T.O.

206.02 POLICY

The field training programs primary purpose is to effectively teach the probationary officer to apply what was learned in the academy to the daily activities encountered by officers in the field. At the completion of the field training the recruit should be capable of functioning successfully as a police officer with a limited amount of supervision.

- A. To complete the field training evaluation program, the probationary officer must have completed eight training weeks and one evaluation week.
- B. Probationary Officers with previous law enforcement experience may be moved into Phase III after a four (4) week period, if recommended by the F.T.O., Sergeant and Watch Commander with the D.F.O. Commander's approval.

- C. The F.T.O. will be supervised by the squad sergeant. The normal chain of command will be followed during the field training process.

206.03 FIELD TRAINING OFFICER SELECTION

- A. Those officers wishing to participate in the Field Training Officer Program should so indicate on a memorandum through the chain of command. The minimum qualifications are as follows:
  - 1. Minimum of three (3) years experience as a Police Officer.
  - 2. One year with the Ferguson Police Department.
  - 3. Possess above average police skills.
- B. Officers indicating their preference and possessing the minimum requirements will participate in a selection process when positions are available.
- C. The selection process will be as follows:
  - 1. A Field Training Officer Review Board consisting of the D.F.O. Commander, a Watch Commander and a Sergeant will conduct interviews for those officers meeting the requirements of Field Training Officers.
  - 2. The D.F.O. Commander shall submit a recommendation to the Chief of Police for F.T.O. selections.
  - 3. One F.T.O. per squad should be selected. Other F.T.O.'s will be assigned as support personnel.

206.04 FIELD TRAINING PROGRAM

A. ***Phase Training***

The Field Training Program consists of three phases divided into nine weeks. The intent of this procedure is to standardize the training of the probationary officer.

1. PHASE I – 6 Weeks

The first week shall be a familiarization week. The following five weeks will be evaluated by a weekly observation report showing strengths and deficiencies. Meetings with the Sergeant and Watch Commander will be held on an as needed basis. During this time, the probationary officer will be exposed to the areas of support units, i.e. dispatch, corrections and detective bureau.

2. PHASE II -7 to 9 Weeks

The first two weeks the Probationary Officer will be evaluated by a weekly observation report. The original Field Training Officer will conduct training. During the final week, the Field Training Officer will act only as an observer except in emergency situations.

3. PHASE III – Evaluation Phase is a minimum of 43 weeks and will be designated as Phase III. The officer will assume all patrol responsibilities.

a. Probationary Officers with previous law enforcement experience may be moved into Phase III after a 4 week period, if recommended by the F.T.O., Sergeant and Watch Commander with the DFO Commander's approval.

b. Four weeks prior to the end of the officer's probation, all documents relevant to the End of Probation Reporting Procedure Checklist (Appendix 5), will be forwarded to the Chief of Police for review, The Chief of Police may conduct a personal interview with the probationary officer. If deemed necessary, the Chief of Police may consult the F.T.O., Sergeant, Watch Commander and DFO Commander.

c. At the conclusion, the Chief of Police will make a recommendation concerning the disposition of the officer.

B. ***Extended Training***

1. When the probationary officer does not meet standards in all evaluation areas, the training and evaluation period may be extended under the following conditions:

a. There are specific, identifiable problems that are essential to performing the job;

b. During the training and evaluation period, the officer has shown little or no progress in the problem areas that were identified;

c. There is a specific remedial training plan at the squad level to correct the problem(s) which may be managed either at the same squad or better served with another squad under the guidance of another Field Training Officer;

d. It is reasonable to believe that the remedial training plan would correct the problem(s).

2. The F.T.O. shall forward a memorandum requesting extension of training through the chain of command to the D.F.O. Commander. If there is a Non-concurrence (on approval or disapproval) within the field training chain of command, the non-concurrence will be documented in writing and attached to the request. A probationary officer who has been granted an extension would be assigned to an F.T.O. who shall best accomplish the goal of extended training.
3. The Extended Training, if granted, shall be evaluated by a Weekly Observation Report, the Watch Commander's Evaluation, and ending with a meeting with the F.T.O., probationary officer, Sergeant, Watch Commander, and D.F.O. Commander.
4. The D.F.O. Commander, shall forward all of the End of Probation Reporting Package to the Chief of Police along with a recommendation to either return the probationary officer to Phase III training or to terminate the officer's employment. A personal interview may be conducted by the Chief of Police with the probationary officer. If deemed necessary, the F.T.O., Sergeant, Watch Commander and D.F.O. Commander may also be interviewed by the Chief of Police.

C. ***Training Completion***

If a probationary officer is released from training, it has been determined that the field-training program has successfully been completed. The probationary officer can now function alone as a police officer and should be capable of handling those duties required of a trained police officer without direct supervision of his F.T.O.

D. ***Termination***

If any time prior to or upon completion of training it is recommended that the probationary officer be terminated, the F.T.O. should be very specific in identifying the reasons. The F.T.O. should be thorough throughout the probationary officer's training in identifying problem areas and specifying the attempted corrective measures taken. Good records and documentation should be made to show justification for this action.

206.05 **FIELD TRAINING OFFICER RESPONSIBILITIES**

- A. All F.T.O.'s will be supplied with the **Ferguson Police Department's Field Training Officer's Rules and Procedures** outlining the program in more detail. The training guide is a listing of basic police responsibilities, tasks and procedures. The Training Officer will use this guide during the field training of a new officer.
- B. When applicable, Field training Officers will maintain liaison with the St. Louis County and Municipal Police Academy to keep current of field training procedures

and legal training issues. They will complete in-service F.T.O. programs when offered.

- C. The Field Training Officer will explain each item, and whenever practical, demonstrate the task or procedure to the new officer. When the Field Training Officer believes that the new officer is capable of handling a specific task, he/she will require the new officer to perform the task while he/she observes.
- D. The Field Training Officer should pace themselves to ensure that sufficient time is allotted for explaining and/or performing each and every task. When an item has been satisfactorily completed, the Training Officer will enter the date of completion in the proper column. This is not an all-inclusive list, and when unlisted situations arise, the Field Training Officer should demonstrate the proper procedure for handling the situation and record such action at the end of the guide.
- E. At the conclusion of field training the F.T.O. will ensure that the Probationary Officer has reviewed the completed the Ferguson Police Department's Field Training Officer's Rules and Procedures and has entered his name indicating that he has received instruction in all areas contained within the guide. The completed guide will then be forwarded through the chain of command to the Office of the Chief of Police and then placed in the officer's personnel Jacket.

APPENDIX

<b>206.06 WEEKLY OBSERVATION REPORT GUIDELINES</b>	
The following "1", "4", AND "7" scale value should be used as a basis to complete the Weekly Observation Report. The task of evaluating and rating a probationary officer's performance should be based on these definitions. As guidelines, these definitions serve as a means of program standardization and continuity.	
A. <i>CRITICAL PERFORMANCE TASKS</i>	
1.	<u>Driving Skill: Stress Conditions</u>
	(#1) <u>Unacceptable</u> : Involved in accident(s). Unnecessary use of red lights and siren. Excessive and unnecessary speed. Fails to slow for intersections and loses control on corners.
	(#4) <u>Acceptable</u> : Maintains control of vehicle. Evaluates driving situations and reacts properly; (i.e., proper speed for conditions).
	(#7) <u>Superior</u> : High degree of reflex ability and competence in driving skills.

2.	<u>Orientations Skill: Stress Condition</u>
	(#1) <u>Unacceptable:</u> Becomes disoriented when responding to stressful situations. Is unable to relate present location to desired destination. Is unable to use map under stress.
	(#4) <u>Acceptable:</u> Aware of present location. Is able to utilize map effectively under stressful conditions. Demonstrates good sense of direction in tactical situations.
	(#7) <u>Superior:</u> Always responds quickly to stressful calls by the most appropriate route. Does not have to refer to map. Rarely disoriented during tactical situations
3.	<u>Field Performance: Stress Conditions</u>
	(#1) <u>Unacceptable:</u> Becomes emotional and panic stricken, unable to function, loses temper.
	(#4) <u>Acceptable:</u> Exhibits calm and controlled attitude, does not allow situation to further deteriorate.
	(#7) <u>Superior:</u> Maintains control and takes appropriate action under any circumstance.
4.	<u>Officer Safety: General</u>
	(#1) <u>Unacceptable:</u> Frequently fails to exercise officer safety. Exposes weapons to suspect (i.e., ASP Baton, mace, handgun). Fails to keep gun hand free during enforcement situation. Stands directly in front of violator's car door. Fails to control suspect's movements. Does not maintain sight of violator while writing citation. Fails to use illumination when applicable. Fails to advise dispatcher when leaving vehicle. Fails to maintain good physical condition. Fails to utilize or maintain personal safety equipment properly. Does not foresee potentially dangerous situations. Points weapon at other officers. Stands too close to vehicular traffic. Stands in front of door when knocking.
	(#4) <u>Acceptable:</u> Understands principles of officer safety and applies it.
	(#7) <u>Superior:</u> Sets good example of lawful, courteous driving while exhibiting good manipulative skill required of police officer; (i.e., operate radio – utilize spotlight).

5.	<u>Officer Safety: Suspects/Prisoners</u>
	(#1) <u>Unacceptable:</u> Frequently violates officer safety standards as detailed in (#1) and in addition, fails to “pat search” or confronts suspicious persons while seated in police vehicle, fails to handcuff potentially hazardous prisoners or felons, and fails to thoroughly search prisoners or their vehicles. Fails to maintain position of advantage with prisoners to prevent attack or escape.
	(#4) <u>Acceptable:</u> Displays awareness of potential danger from suspicious persons and prisoners, maintains position of advantage.
	(#7) <u>Superior:</u> Always maintains position of advantage and is alert to changing situations.
6.	<u>Control of Conflict: Voice Command</u>
	(#1) <u>Unacceptable:</u> Improper voice inflection; i.e., too soft, too loud, confused voice command or indecisive, poor officer bearing.
	(#4) <u>Acceptable:</u> Speaks with authority in calm, clear voice.
	(#7) <u>Superior:</u> Always give appearance of complete command through voice tone and bearing.
7.	<u>Control of Conflict: Physical Skill</u>
	(#1) <u>Unacceptable:</u> Cowardly, or uses too little or too much force for given situation. Unable to use proper restraints.
	(#4) <u>Acceptable:</u> Maintains control without excessive force.
	(#7) <u>Superior:</u> Excellent knowledge and ability to use restraining holds. Always prepared to use necessary force, and possesses above average physical conditioning.
<b>B. FREQUENT AND OTHER PERFORMANCE TASKS</b>	
1.	<u>Driving Skill: Non-Stress Conditions</u>
	(#1) <u>Unacceptable:</u> Continually violates traffic code (red light, stop signs). Involved in preventable accidents, lacks dexterity and coordination during vehicle operation.

(#4) Acceptable: Has ability to maintain control of vehicle while being alert to activity outside of vehicle. Practices good defensive driving techniques.

(#7) Superior: Sets good example of lawful courteous driving while exhibiting good manipulative skill required of police officer; (i.e., operate radio – utilize spotlight).

2. Orientation Skill: Non-Stress Conditions

(#1) Unacceptable: Unaware of his location while on patrol. Does not understand proper use of map. Unable to relate current location to destination. Not familiar with the sector and sector structure.

(#4) Acceptable: Has knowledge of current location in most situations. Can quickly use map to find streets and then determine shortest route to get there.

(#7) Superior: Retains prior street information and is able to get destination by shortest route.

3. Report Writing: Organization/Details/Classification

(#1) Unacceptable: Totally incapable of organizing events into written form, unable to determine proper report classifications.

(#4) Acceptable: Converts field situations into a logical sequence of thought to include all elements of the situation, knows standard report classifications.

(#7) Superior: A complete and detailed account of what occurred from beginning to end, written and organized so as to assist any reader in comprehending the occurrence, consistently classifies report correctly.

4. Report Writing: Grammar/Spelling/Neatness

(#1) Unacceptable: Illegible, misspelled words, incomplete sentence structure.

(#4) Acceptable: Grammar, spelling and neatness are satisfactory in that errors in this area are rare and do not impair understanding.

(#7) Superior: Very neat and legible, no spelling mistakes and excellent grammar.



5. <u>Report Writing: Appropriate Time Used</u>	
(#1) <u>Unacceptable:</u>	Requires excessive time to complete basic simple reports.
(#4) <u>Acceptable:</u>	Completes basic reports in acceptable time
(#7) <u>Superior:</u>	Completes simple basic reports in no more time than that of a skilled veteran officer (articulate this depending on the type of report, what you consider normal time to complete).
6. <u>Field Performance: Non-Stress Conditions</u>	
(#1) <u>Unacceptable:</u>	Seemingly confused and disoriented as to what action should be taken in a given situation.
(#4) <u>Acceptable:</u>	Able to access situations and take proper actions.
(#7) <u>Superior:</u>	Requires no assistance and always takes proper course of action.
7. <u>Self-Initiated Field Activity</u>	
(#1) <u>Unacceptable:</u>	Does not see, or avoids activity. Does not follow-up on situations, rationalizes suspicious circumstances.
(#4) <u>Acceptable:</u>	Recognizes and identifies suspected criminal activity, makes cases from routine activity.
(#7) <u>Superior:</u>	Catalogs, maintains and uses information given at briefings and from watch bulletins for reasonable course to stop vehicles and persons, and makes subsequent good quality arrests.
8. <u>Problem Solving/Decision Making Ability</u>	
(#1) <u>Unacceptable:</u>	Acts without thought or is indecisive. Relies on others to make decisions.
(#4) <u>Acceptable:</u>	Is able to reason out problems and relate it to what was taught. Has good perception and ability to make decisions.
(#7) <u>Superior:</u>	Excellent perception in foreseeing problems and arriving at advanced decisions.

9.	<u>Radio: Appropriate Use of Codes</u>
	(#1) <u>Unacceptable:</u> Misinterprets communication codes, definitions or fails to use it in accordance with set policy, fails or refuses to improve.
	(#4) <u>Acceptable:</u> Has good working knowledge of majority of communication code definitions.
	(#7) <u>Superior:</u> Uses communication codes with ease in all receiving and sending situations.
10.	<u>Radio: Comprehends Transmission</u>
	(#1) <u>Unacceptable:</u> Repeatedly misses car number and is unaware of traffic on adjoining sectors. Frequently has to ask dispatcher to repeat transmission or does not comprehend message.
	(#4) <u>Acceptable:</u> Copies most radio transmissions and is generally aware of adjoining sector radio traffic.
	(#7) <u>Superior:</u> Always comprehends radio transmissions and quickly makes a written record, always aware of, and quickly reacts to radio traffic on adjoining sectors.
11.	<u>Radio: Articulation of Transmission</u>
	(#1) <u>Unacceptable:</u> Does not preplan before transmitting message. Under or over modulation resulting in dispatcher constantly asking for repeat.
	(#4) <u>Acceptable:</u> Uses proper procedure with short concise transmissions.
	(#7) <u>Superior:</u> Always uses proper procedure with clear, calm voice even during stress situations.
<b>C.</b>	<b>KNOWLEDGE</b>
1.	<u>Knowledge of Department Policies and Procedures</u>
	(#1) <u>Unacceptable:</u> Has little knowledge of Department policies and procedures and makes no attempt to learn.
	(#4) <u>Acceptable:</u> Familiar with Departmental policies and procedures.

(#7) Superior: Exceptional working knowledge of Departmental policies and procedures.

2. Knowledge of Department Values, Mission Statement and Code of Ethics

(#1) Unacceptable: Has little knowledge of the Department Values, Mission Statement or Code of Ethics.

(#4) Acceptable: Familiar with Departmental Values, Mission Statement and Code of Ethics.

(#7) Superior: Exceptional knowledge of the Department Values, Mission Statement and Code of Ethics and how they relate to Department operations.

3. Knowledge of Neighborhood Policing Philosophy

(#1) Unacceptable: Has little knowledge of the Neighborhood Policing Philosophy.

(#4) Acceptable: Understands the philosophy of Neighborhood Policing and its importance to the overall mission of the Police Department.

(#7) Superior: Exceptional knowledge of the Neighborhood Policing philosophy and the ability to use that knowledge while performing daily police functions.

4. Knowledge of Criminal Code

(#1) Unacceptable: Has little knowledge of basic sections, not able to learn, no attempt at improvement.

(#4) Acceptable: Working knowledge of commonly used sections, relates elements to observed criminal activity.

(#7) Superior: Outstanding knowledge of Criminal Code and ability to apply it to both normal and unusual criminal activity.

5. Knowledge of the Traffic Code

(#1) Unacceptable: Has little knowledge of elements of basic sections, not able to learn, no attempt at improvement.

(#4) Acceptable: Working knowledge of commonly used sections, related elements to observed traffic related activity.

	(#7) <u>Superior</u> : Outstanding knowledge of commonly used sections relates it and applies it to both normal and unusual traffic related situations.
--	---

6. Knowledge Reflected in Field-Performance Tests.

	(#1) <u>Unacceptable</u> : After receiving training, unable to apply training to practical situations.
--	--

	(#4) <u>Acceptable</u> : After the F.T.O. instructs in proper procedure, probationary officer is usually able to apply instructions.
--	--

	(#7) <u>Superior</u> : After training, probationary officer makes no mistakes.
--	--

**C. ATTITUDE/RELATIONSHIPS**

1. Acceptance of Feedback: Verbal/ Behavior

	(#1) <u>Unacceptable</u> : Rationalizing – argumentative – refuses to make corrections – considers criticism as negative.
--	---

	(#4) <u>Acceptable</u> : Accepts criticism in positive manner and applies it to further learning processes.
--	---

	(#7) <u>Superior</u> : Solicits criticism in order to improve performance, never argues or blames others.
--	---

2. Attitude Toward Police Work

	(#1) <u>Unacceptable</u> : Takes police work as only a job; uses job for ego trip, abuses authority (badge heavy), and no dedication.
--	---

	(#4) <u>Acceptable</u> : Expresses active interest toward the job.
--	--

	(#7) <u>Superior</u> : Utilizes time to further professional knowledge, maintains high ideals toward professional responsibilities.
--	---

3. Relationships with Citizens: (Specify)

	(#1) <u>Unacceptable</u> : Abrupt, belligerent, and overbearing, introverted and uncommunicative.
--	---

(#4) Acceptable: Courteous, friendly and empathetic, communicates in a professional and unbiased manner.

(#7) Superior: Establishes rapport and is always objective. Always appears to be at ease in any person-to-person situation.

4. Relationships with F.T.O.'s/Sergeants/Watch Commander

(#1) Unacceptable: Argues with F.T.O. or other superior officers. Belittles F.T.O./Supervisors in front of or to others. Fails to adhere to the chain of command. Insubordinate.

(#4) Acceptable: Is able to establish a good teacher-student relationship with F.T.O. Understands and adheres to the chain of command. Respects superior officers.

(#7) Superior: Establishes excellent teacher-student relationship. Possesses thorough understanding of chain of command and consistently adheres to it.

**D. GENERAL ATTRIBUTES**

1. General Appearance: (Specify if Necessary)

(#1) Unacceptable: Overweight, dirty shoes and uniform, long unkempt hair, dirty weapon, offensive body odor.

(#4) Acceptable: Neat, clean uniform and weapon, hair well groomed, shoes shined.


(#7) Superior: Tailored clean uniform. Military creases, professional bearing.

2. Observation of Work Hours

(#1) Unacceptable: Frequently late for work or other assigned appointments. Abuses meal periods. Improper use of duty time.

(#4) Acceptable: Observes work hours, meal periods, punctual for other assignments. Offers reasonable explanation when late.

(#7) Superior: Consistently observes work hours. Utilizes personal time to prepare for duty.

3. <u>Initiative</u>
(#1) <u>Unacceptable:</u> Unwilling to proceed with work without continual supervision. Does not strive to perform well or submit new ideas.
(#4) <u>Acceptable:</u> Recognizes job function and proceeds with work with minimal amount of supervision.
(#7) <u>Superior:</u> Recognizes work to be done, assumes responsibilities and takes appropriate action. Produces high volume of quality work due to self-initiative – suggests ways to improve operations.
By order of:

COLONEL THOMAS JACKSON
Chief of Police
<u>Distribution</u>
All Department Personnel
<u>MPCCF Reference 29.2</u>