



POLICE DEPARTMENT

**FIELD TRAINING &
EVALUATION
PROGRAM**

**PERSONNEL
PROCEDURE #306**

Responsible Executive:
Chief of Police
Responsible Office:
Vice President for Public Safety
Approved by:
Dr. Branville G. Bard Jr.
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Policy Statement

The Johns Hopkins Police Department (JHPD) is committed to providing entry-level trainees and new lateral police officers with an on-the-job training experience that fosters positive learning outcomes aligned with the JHPD’s vision, mission, and guiding principles, while providing a successful transition of those learned skills from the classroom to their new role as probationary police officers. Beyond task-based instruction, the field training process is structured to inspire self-confidence, innovation, and community collaboration in a problem-solving-based atmosphere that ensures new officers’ first experiences are reflective of professional, 21st-century policing.

Who Is Governed by This Policy

All sworn police officers, as defined by MD Code, Public Safety, § 3-201, in service with the JHPD are governed by this Directive.

Purpose

The purpose of this Directive is to establish a framework for developing highly trained, ethical, service-minded police officers, providing each officer with on-the-job training under the guidance, direction, and evaluation of specially trained, experienced officers and supervisors.

Definitions

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| Daily Observation Report (DOR): | A performance checklist against which field training officers (FTOs) rate their trainees on a daily basis. The DOR is the primary form for documenting a trainee's daily progress through field training. |
| Field Training and Evaluation Program Coordinator (FTEC): | Member of the Public Safety Training Section who is responsible for implementing field training and conducting all business required for trainees to be certified through the Maryland Police Training and Standards Commission (MPTSC). The FTEC also assists in the development and refinement of FTO training materials, program evaluation, training of supervisors, maintenance of field training records, and audits of other field training personnel. |
| Field Training and Evaluation Program Trainee Handbook ("the Handbook"): | Contains all documents pertaining to the performance of a trainee, including DORs, duty status reports, disciplinary actions, remedial training, supervisory reports, phase evaluations, copies of completed field reports, and other performance products. |
| Field Training Officer (FTO): | A nonprobationary police officer who has met all of the qualification and training standards, including certification by the MPTSC, to mentor, coach, train, and evaluate police officer trainees. |
| Field Training Officer Manual ("the Manual"): | A document provided to FTOs that defines the standards, Standardized Evaluation Guidelines (SEGs), and operational protocols for field training. |
| Lateral Police Officer: | A law enforcement officer with a current MPTSC certification or other certification that is recognized by the MPTSC who qualifies and is hired by the JHPD to become a police officer without having to attend an entry-level training academy. |
| Member: | All members of the JHPD, including employees, officers, and volunteers, unless the term is otherwise qualified (e.g., member of the public, member of the Baltimore Police Department, etc.). |
| Officer: | All sworn police officers, at any rank, as defined by MD Code, Public Safety, § 3-201, in service with the JHPD. |
| Patrol Supervisor: | A sworn member of the patrol section who has been designated the primary supervisor during a trainee's shift with an FTO. At the end of each shift, the on-duty Patrol Supervisor is responsible for verifying that each FTO has properly completed and submitted their DORs. The Patrol Supervisor is also charged with relaying any performance concerns brought to their attention by FTOs to the Deputy Chief of Police and FTEC. |

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| Police Officer Trainee (“Trainee”): | A person who has met the MPTSC requirements for basic police academy training and is qualified to enter field training. For purposes of this Directive, “trainee” includes a lateral or probationary police officer. |
| Probationary Police Officer: | A provisional status codified in Code of Public Local Laws of Baltimore City § 16-10(e)(2), Probation. All appointments of police officers to the JHPD shall, during the first year of service following completion of entry-level training, be known and regarded as probationary. |
| Standardized Evaluation Guidelines (SEGs): | A series of behavioral descriptions organized into certain functional areas of policing, according to which trainees are evaluated during field training. SEGs provide for a rating scale of one through five, with five representing superior performance in a given area. |

Policy

The JHPD is committed to enhancing the education and training that entry-level and lateral officers receive, building on police academy and comparative compliance classroom training. This commitment involves assigning entry-level and lateral police officers to specially trained, experienced police officers and using established adult-learning principles to provide on-the-job training, coaching, and evaluation.

Procedures

I. Program Objectives

- A. The JHPD Field Training and Evaluation Program (FTEP) is an extension of the on-boarding and orientation process for police officers that builds on entry-level, comparative compliance, and General Acceptance Program (GAP) instruction through supervised hands-on, in-field training, skills demonstration, evaluation, and constructive feedback to promote achievement of the standards of a just, ethical, and competent law enforcement officer.
- B. The goal of the field training and evaluation process is to ensure the equitable delivery of quality, community-oriented police services through the development of highly trained, professional officers who demonstrate the standards and ethics valued by the Johns Hopkins campus community. This is accomplished by:
 - Introducing lateral and probationary officers to the challenges police officers experience in the daily work environment through regular, real-time interactions that promote their continued development.
 - The FTEP provides an environment that is supportive of community and officer safety, wherein individual lateral and probationary officers may apply and demonstrate

- job-related skills under the direct guidance of a specially trained, experienced FTO.
- FTOs guide lateral and probationary officers in the development of the knowledge, skills, and abilities needed to perform patrol duties through the practical application of classroom instruction.
- Fostering the development and long-term retention of highly competent police officers and valued skills through continuous, timely feedback between the FTO and individual, lateral, and probationary officers.
 - The FTEP incorporates an appraisal system that is valid and job related, utilizing a standardized uniform approach for documenting individual lateral and probationary officer performance.
 - Feedback provided by FTOs affirms positive achievements while identifying and remedying deficient performance and behaviors.
- Providing FTOs with advanced training and mentorship opportunities to develop positive leadership and supervisory skills that enhance job performance, satisfaction, and development.
- Establishing a procedure that provides a review process to measure the effectiveness of the JHPD selection and training processes by allowing feedback regarding lateral and probationary officer strengths and weaknesses.

II. Organization & Responsibility

The Director for Public Safety Training is responsible for the administration of the FTEP, to include the selection and assignment of the FTEC and FTOs.

- A.** Assignments as the FTEC will be made by the Director for Public Safety Training and approved by the Police Chief, with the FTEC being assigned prior to the hire date of an entry-level academy, comparative compliance class, or other lateral officers.
 - The FTEC serves as the official point of contact for each class of lateral and probationary officers, beginning with their first day of employment and leading them from new hire orientation through academy and GAP training, the FTEP, and the capstone.
- B.** The FTEC will establish liaison with representatives from Human Resources, training academy staff, the JHPD Deputy Chief of Police, and others to provide formal liaison, facilitate scheduling, and ensure an awareness of the subjects and skills taught while identifying any specific

field training or other needs of individual lateral and probationary officers. (Commission on Accreditation for Law Enforcement Agencies (CALEA) 33.4.3.d)

- C. The FTEC supervises the FTOs in their role as trainers. Additional responsibilities of the FTEC include but are not limited to coordinating alignment with classroom training, identifying and modifying problem aspects of the FTEP, devising training for FTOs, and providing input into the rotation and assignment of FTOs to specific lateral or probationary officers. (CALEA 33.4.3.c)
- D. **Field Training Officer:** The largest function of an FTO is that of teacher, providing lateral and probationary officers with instruction, direction, and guidance to develop their good judgment, conduct, and performance in accordance with the JHPD's vision, mission, and principles. The FTO must also be able to objectively evaluate the behavior and performance of their trainee, addressing deficiencies in a consistent, fair, and reassuring manner that inspires positive correction and confidence, as well as performing the following tasks:
- Identify remedial training needs of trainees, design customized plans to address those needs, and document trainee progress, success, or inability to meet standards.
 - Complete DORs and provide weekly updates to their supervisor and the FTEC on any missing elements or experiences in a trainee's DOR.
 - Coordinate the respective training plans of their trainees with FTECs.
 - Seek guidance and instruction from supervisors and training staff on how to improve their performance as an FTO.
 - Continue to fulfill the complete duties and responsibilities of a police officer assigned to the JHPD Patrol Section.
- E. **Police Officer Trainee:** Probationary and lateral police officer trainees assigned to the FTEP will be judged and evaluated against SEGs that clearly define acceptable and unacceptable performance. Additional expectations include but are not limited to the following:
- Perform the duties of a police officer under the guidance of an FTO.
 - Commit to learning as much as possible from every assigned FTO.
 - Complete entries in the FTEP Trainee Handbook on a regular and timely basis.
 - Communicate promptly to the FTO any training or performance concerns or repeated mistakes or problems, including any level of

discourtesy, so that issues may be addressed in a forthright and prompt manner.

- Actively participate in any special training sessions scheduled by their FTO and/or FTEC.

F. Off-Duty Action Prohibited: Officer trainees are prohibited from engaging in any law enforcement activity while not on duty and not in the presence of their assigned FTO.

- Should a law enforcement emergency arise while a trainee is off-duty, the trainee should instead call 911 or otherwise summon on-duty law enforcement personnel, maintain a safe position of observation, and help direct responding personnel.
 - The trainee will notify the on-duty JHPD Patrol Supervisor of the incident, the agency summoned, and a summary of their actions.
- Police officer trainees shall not participate in any secondary employment or extra-duty overtime assignments until successful completion of the FTEP.
- Police officer trainees shall not operate or accept assignment of a JHPD patrol vehicle for take-home use or commuting purposes until successful completion of the FTEP.

G. For operational purposes, an FTO and entry-level or lateral officer team will always be considered a one-officer unit. An entry-level or lateral officer in field training will never be utilized as a solo patrol officer.

III. FTO Selection (CALEA 33.4.3.b)

The JHPD will maintain a pool of FTOs at all times to ensure that organizational training needs are met. The total complement of FTOs at any given time is contingent upon the size of the graduating entry-level or comparative compliance training classes and the minimum number of FTOs needed to support those graduates throughout their FTEP experience.

- A.** All officers of the ranks of Police Officer I through Sergeant are eligible for consideration and assignment as an FTO. Eligible officers are generally appointed for the next available training session following their completion of initial probation and after having met the following qualifications:
- Superior, demonstrated knowledge of JHPD written directives and job tasks via written examination and interview,
 - A positive attitude toward the job, the program, and the JHPD,
 - A consistently professional appearance,

- Demonstrated strength in interpersonal communications,
 - A minimum of two years of cumulative police service, with no breaks in that service, immediately prior to appointment as an FTO,
 - No pending misconduct investigations and no administrative charges for misconduct in the past year,
 - No minor discipline in the past two years,
 - No serious discipline (JHPD Directive #353, Disciplinary Matrix, Category C and above),
 - No complaints of discrimination or harassment toward an individual based on racial, religious, ethnic, or other characteristics of groups or classes of individuals protected by law,
 - No preventable accident within the past year,
 - Successful completion of all training mandated by the JHPD and MPTSC,
 - Recommendation by their shift commander and/or supervisor, and
 - Approval of the Deputy Chief of Police and the Director for Public Safety Training.
- B.** Certification and assignment as an FTO may be rescinded by the Director for Public Safety Training under the following circumstances:
- Upon the voluntarily request of the FTO,
 - On recommendation for removal by the Deputy Chief of Police, and
 - At any time by order of the Chief of Police.
- C.** During an absence of the FTO and when no other FTO is available, the on-duty supervisor will assume responsibility for the trainee for the duration of the shift.

IV. Training (CALEA 33.4.3.e)

- A.** Upon selection, newly appointed FTOs will attend and successfully complete a program of instruction in the necessary knowledge, skills, and abilities to perform the tasks of an FTO that is approved by the MPTSC. Instruction includes but is not limited to:
- Understanding the purpose and objectives of the FTEP,
 - Understanding the duties, responsibilities, and work performed by an FTO,

- Identifying the key elements that are essential to the success of FTEP participants,
- Understanding the JHPD written directives, their unique approach to problem solving, and community engagement,
- Demonstrating a thorough understanding, and being a model, of the JHPD's mission, vision, and core principles and the practical application of those principles in daily activities,
- Demonstrating a working knowledge of departmental forms and field reporting procedures,
- Obtaining a working knowledge of the FTEP evaluation process, and
- Developing an understanding of and demonstrating the various aspects of instruction techniques that can be used by the FTO and remedial training procedures.

- B.** Certified FTOs must attend and complete a minimum of eight hours of refresher training every three years. The purpose of this training is to refamiliarize all designated FTOs with the requirements of the FTEP. (CALEA 33.4.3.e)

V. FTEP Operations & Scheduling (CALEA 33.4.3.f)

Following orientation and the successful completion of any required academic or skills training, but prior to assignment to solo patrol responsibilities, each trainee shall be required to successfully complete a period of field training under the supervision of a certified JHPD FTO.

- A.** Immediately upon assignment to the FTEP and prior to an entry-level or lateral police officer trainee being authorized to carry any weapon or operate a marked JHPD patrol vehicle in public, the FTO and trainee shall review the JHPD written directives pertaining to de-escalation, use of force, emergency driving, and vehicle pursuits, as well as **all** directives governing authorized defensive weapons.
- Following review, the trainee and FTO must complete and forward the JHPD Written Directive Familiarization Memorandum to the Director for Public Safety Training for placement in the trainee's personnel and training file. (CALEA 4.3.4, 12.2.2.a, 12.2.2.c)
- B.** The FTEP period for entry-level police officer trainees will be a minimum of 12 weeks, totaling more than 500 hours, and will consist of three phases. (CALEA 33.4.3.a)
- The FTEP will involve at least one night shift rotation.

- All days missed by the trainee during the FTEP will be made up before completion of the FTEP, regardless of the reason for the absence (sick, military, etc.).
- C. During Phase 1**, entry-level trainees will be assigned to a primary FTO for the first four weeks who will be responsible for providing instruction and daily assessment and completing a final evaluation of the trainee.
- Entry-level trainees will not be evaluated during their first three workdays of field training. Daily evaluations will be conducted on the remaining field training workdays.
- D. During Phase 2**, which begins in week five, entry-level trainees will be assigned to a second FTO, who will be responsible for providing instruction and daily assessment for the next four weeks, except for first day, which will be a nonevaluation day.
- E. During Phase 3**, or the final two weeks, the entry-level trainee will be reassigned to their primary FTO. This phase is two weeks long and is primarily an evaluation-only phase.
- The FTO will intervene in the entry-level trainee’s handling of an incident only if they fail to meet the criteria set forth in the Field Training Officer Manual (hereafter referred to as the Manual).
- F. Lateral Police Officer Trainees:** The FTEP period for lateral police officer trainees will be four weeks or 160 hours, at minimum, during which:
- Each lateral officer trainee will be assigned to work with a primary FTO who will assist in obtaining familiarity with JHPD policies and procedures, and
 - Training and evaluation will take place during all four weeks, with the exception of the first three workdays of the phase, which will be nonevaluation days.
- G.** The Deputy Chief of Police, after consultation with the Director for Public Safety Training, may extend the FTEP period for lateral officers, consistent with the following guidelines:
- The FTEP period for lateral and entry-level police trainees with performance deficiencies deemed to be remedial may be extended for a maximum of six weeks beyond the standard program length, and
 - The decision to extend the training period will be made by the Deputy Chief of Police based on the evaluations completed by the FTOs. The Director for Public Safety Training and Public Safety Human Resources Director will be consulted in this decision.

- H. The Chief of Police will make the final decision regarding the dismissal of any entry-level or lateral police officer trainee.

VI. **Assessment, Evaluation & Reporting** (CALEA 33.4.3.h)

The SEGs utilized during the FTEP are reviewed and updated regularly to ensure that each entry-level and lateral police officer completing field training receives the necessary instruction and guidance under field conditions to meet established standards. The SEGs serve, in part, as standards that must be met by a probationary officer to attain permanent status at the end of the probationary period. (CALEA 33.4.3.g)

- A. At the start of the FTEP, trainees will receive a personalized FTEP Trainee Handbook (hereafter referred to as the Handbook), which includes the SEGs and Field Training Checklists that will be used as a guide by the FTO and trainees to track specific tasks requiring instruction.
- The Handbook must be completed in its entirety by the end of the FTEP.
 - Because of the JHPD's focus on de-escalation, certain topics or tasks such as the use of specific defensive weapons, vehicle pursuits, and other traffic procedures **will likely not** be encountered during the FTEP, but the trainee must be instructed in the guiding directives and reporting and other process responsibilities attendant to each task identified in the Handbook and comprehension must be verified by the trainee and FTO.
 - When a task or topic is covered, either through discussion, presentation, and testing or through experience in daily operations, the trainee must indicate their understanding and comprehension by initialing and dating on the line next to the covered task.
 - The FTO must indicate their observation of understanding by initialing beside the trainee.
 - The trainee is responsible for the maintenance, legibility, and safekeeping of the Handbook, which shall be available to the FTO and Patrol Supervisor at all times.
- B. Daily, FTOs will discuss performance with their trainees. Using the DOR as a performance evaluation tool, the FTO will review the completed DOR with the recruit, explaining the ratings and the reason for those ratings.
- The trainee will sign the DOR, acknowledging the review and discussion of their performance with the FTO. The completed and signed DOR will be submitted at the end of the shift by the FTO to their Patrol Sergeant.

- At the end of each week of training, the FTO will complete and submit an evaluation report summarizing the trainee's performance to their Patrol Sergeant.

C. Responsibilities of the Patrol Sergeant: The Patrol Sergeant, during the FTEP, is responsible for promoting the goals of the FTEP and:

- Providing daily supervision of the FTOs and trainees,
- Supporting the FTOs by providing assistance and technical guidance,
- Monitoring and evaluating the conduct of FTOs assigned to their shift,
- Monitoring and evaluating the performance and progress of trainees by:
 - Reviewing DORs and weekly evaluations,
 - Meeting with FTOs and their trainees weekly to discuss performance and progress, and
 - Assisting FTOs with developing remedial training that may assist the trainee with improving deficiencies.
- Assigning an alternate FTO or serving as an FTO when an alternate is not available during an absence of the primary or a secondary FTO.

D. After reviewing completed DORs and weekly summaries, the Patrol Sergeant will add their observations or comments from their performance discussion with the trainee before signing and forwarding them to the Shift Commander and FTEC for their review.

E. Responsibilities of the Shift Commander: After reviewing completed DORs and weekly summaries, the shift commander will add their observations or comments, if any, before signing and forwarding to the Deputy Chief of Police, not later than the close of the regular business week in which the reports were submitted. The shift commander will also:

- Meet with each trainee at the end of each phase to discuss their progress and complete an End of Phase Assessment, summarizing the performance of each trainee assigned to their shift.
- Notify the Deputy Chief of Police and FTEC of any use of leave by a trainee during the FTEP.

F. The Deputy Chief of Police, assisted by the FTEC, provides daily direction to the FTOs and trainees assigned to the FTEP. The Deputy Chief of Police and Director for Public Safety Training shall be notified

immediately should any training or performance issue involving an FTO or trainee participating in the FTEP arise.

- The FTEC will inform the Deputy Chief of Police and Director for Public Safety Training of any performance concerns observed or reported in the DORs, weekly summaries, or phase assessments, to include recommendations for remedial training or other action.
- The Deputy Chief of Police will provide the Chief of Police with periodic updates of trainees in the FTEP, including any who may be in need of remedial training.

G. Remedial Training: At the end of each phase of training, or as otherwise needed, FTOs, along with the Patrol Sergeant and shift commander, shall assess if their trainee requires remedial training.

- The following factors shall inform their decision:
 - Areas in which a trainee failed to demonstrate required proficiency, and
 - Areas in which a trainee did not, as evidenced by their DORs, consistently perform at a superior level.
- If it is determined that a trainee requires remedial training, the FTO shall prepare and submit a remedial training plan to the FTEC, which should include:
 - The specific topics or skills to be remediated,
 - An estimate of time needed for completion of the remedial training, and
 - The date and signatures of the administering FTO, their trainee, and the Patrol Sergeant.
- During remedial training completed in the field, FTOs shall document their trainees' progress on a daily basis using the DOR.

H. The Deputy Chief of Police may, after consultation with the Patrol Commander and the Director for Public Safety Training, approve the remedial training of any entry-level or lateral police officer trainee that may occur concurrently with and not extend their FTEP or initial probationary period.

- The Deputy Chief of Police will immediately notify the Chief of Police and Public Safety Human Resources Director of any entry-level or lateral police officer trainee whose performance will require remedial training or other action that may extend that trainee's FTEP or probationary period.

I. The Chief of Police may authorize the extension of an entry-level or lateral police officer's FTEP or initial probationary period.

- J.** Entry-level and lateral police officers released from the FTEP will be evaluated every 90 days by their Patrol Sergeant until the end of their probationary period. These written evaluations are intended to track and inform the entry-level or lateral police officer of their development and needed improvement.
- Evaluations will be submitted through the chain of command to the Deputy Chief of Police, and
 - A copy shall be sent to the Public Safety Human Resources Director, who will retain them as part of the lateral or probationary officer’s training records.
- K. Program Evaluation:** Within 180 days of the conclusion of an FTEP session, the Director for Public Safety Training will report to the Chief of Police on the coordination and effectiveness of the FTEP. The Education and Training Division Commander will specifically consider:
- Compliance with this Directive and the procedures established in the Manual,
 - Structured, written evaluations from entry-level and lateral trainees completing the FTEP,
 - Structured, written evaluations from a random sampling of FTOs and their supervisors, and
 - Recommendations from the FTEC and Deputy Chief of Police.
- L.** The FTEP shall undergo an evaluation by an external public safety expert every three years, or sooner if directed by the Vice President for Public Safety.

Policy Enforcement

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| Enforcement | The Director for Public Safety Training for Johns Hopkins Public Safety (JHPS) is responsible for enforcing this Directive. |
| Reporting Violations | Suspected violations of this Directive should be reported to the Director for Public Safety Training for JHPS. |

Related Resources

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| University Policies and Documents |
| Administrative Procedure #202, Written Directive System |
| Personnel Procedure #305, Training & Professional Development |
| Personnel Procedure #353, Disciplinary Matrix |
| Operational Procedure #401, De-escalation |
| Operational Procedure #402, Use of Force |
| Operational Procedure #403, Authorized Defensive Weapons |

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| Operational Procedure #440, Emergency Driving Operational Procedure #441, Vehicle Pursuits |
| External Documentation |
| |
| Police Department Forms and Systems |
| https://powerdms.com/ui/login |

Contacts

| Subject Matter | Office Name | Telephone Number | Email/Web Address |
|---|-------------------|------------------|--|
| Policy Clarification and Interpretation | Policy Management | (667)306-8618 | jhpdpolicyinquiry@jh.edu |