

FIELD TRAINING OFFICER (F.T.O.) PROGRAM

STANDARD NO(S):

NYSSA # 16

DATE:

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REFER TO:

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I. OBJECTIVE:

To provide a qualification, selection and training process for Field Training Officers.

II. POLICY:

It is the policy of the Seneca County Correctional Facility to train all officers in the duties that are expected of them.

III. GUIDELINES:

- A.** To provide correctional training to trainees who will be under the constant observation of a Field Training Officer for the purpose of determining if the trainee is capable of functioning in their assigned capacity.
- B.** To establish the organizational structure of the program, the duties and responsibilities of officers in the program, eligibility standards, and procedures for nominating, selecting, and training Correction Officers to be Field Training Officers (FTO).
- C.** To establish a system of assigning trainees to Field Training Officers on a rotating basis.
- D.** To establish procedures for the preparation of training performance progress reports regarding trainee development.

IV. PROCEDURES:

Duties and Responsibilities of the Field Training Officer (F.T.O.)

A. Definition of a Field Training Officer (F.T.O.) –

- 1.** The F.T.O. is a fellow officer who will provide on-the-job training to probationary, first year Correction Officers. This training will take place over the first five (5) weeks of the actual work experience of each trainee.

B. Duties of the Field Training Officer -

1. The F.T.O. will provide the trainee with immediate feedback regarding their on-the-job performance, act as their role model, introduce them to the operations of the correctional facility (including terminology), and other functions as noted.
2. The F.T.O. will be responsible for the training and evaluation of trainee assigned to them.
3. The F.T.O. will attend evaluation meetings scheduled by the F.T.O. Program Coordinator during the second, fourth, and fifth week of the training period to discuss the progress of their trainee. Retraining techniques will be discussed at this time to correct any deficiencies of the trainee, if required.
4. When a trainee's assigned F.T.O. is on leave, that F.T.O.'s trainee will be placed with another F.T.O. from the same shift. If an F.T.O. is not available, the FTO Program Coordinator or Shift Supervisor will assign the trainee to a senior officer to shadow them in observation mode only.

C. Purpose of the Field Training Officer –

1. To provide a transitional experience to the trainee which will hasten the independent functioning of the officer.
2. To allow the trainee to become familiar with both the layout of the facility and the Correction Officer role.
3. To provide specific initial performance feedback to the trainee that is crucial to the trainee's development as an officer.

Duties and Responsibilities of the Field Training Coordinator

A. Program Administration –

1. The F.T.O. Program Coordinator will be assigned by the Correction Training Coordinator and is directly responsible to the Correction Training Coordinator. The F.T.O. Coordinator will serve as the liaison between the Correction Training Coordinator and the Field Training Officers.
2. The F.T.O. Program Coordinator will be responsible for the administration and operation of the F.T.O. program.
3. The F.T.O. Program Coordinator will supervise all training officers and trainees during any F.T.O. training period.

4. The F.T.O. Program Coordinator will be responsible for the preparation, distribution and updating of the field training manual.
5. The F.T.O. Program Coordinator will be responsible for evaluating each field training officer's performance as trainers, and for reporting such performance to the Correction Training Coordinator.
6. The F.T.O. Program Coordinator may recommend to the Correction Training Coordinator that the training assignment of a trainee be continued beyond the standard timeframe if the need for further training is apparent and a reasonable expectation exists that improved performance will result.

B. Program Coordination –

1. The F.T.O. Program Coordinator is directly responsible for the activities and program supervision of each F.T.O. and will:
 - a. Maintain a roster of all training officers.
 - b. Monitor the placement of trainees with training officers.
 - c. Conduct evaluations and conferences with F.T.O.'s.
 - d. Consult with the F.T.O.'s to maintain standards, solicit suggestions and discuss new approaches to problems.
2. The F.T.O. Program Coordinator will be responsible for planning the activities of the F.T.O. and trainees for the duration of the program, and will:
 - a. Designate trainee/training officer assignments.
 - b. Change assignments.
 - c. Vary the length of assignments.
3. The F.T.O. Program Coordinator will monitor each trainee for the duration of their training and will:
 - a. Review each trainee's progress during training.
 - b. Regularly brief the Correction Lieutenant on all aspects of the trainee's performance and advise the Correction Lieutenant of all F.T.O. meetings.
 - c. Plan, direct and evaluate each trainee's training and assignments.
 - d. Monitor and evaluate the overall development of trainees during their training period to determine any deficiencies and attempt to resolve such deficiencies through additional training.
 - e. Prepare and present recommendations to the Correction Lieutenant for the continuance or termination of trainees while in the training program.
 - f. Summarize each trainee's development in a form submitted to the Correction Lieutenant at the conclusion of the trainee's training.

Selection of the Field Training Officer (F.T.O.)

The F.T.O.'s will be selected from correctional officer applicants. Broad representation is encouraged relative to minority and gender selections for F.T.O. positions.

A. Application and Selection Criteria –

1. Interested officers may request to be nominated by sending a memo to their Shift Supervisor.
2. Interested officers who are not initially chosen may resubmit their request for nomination to their supervisor on a quarterly basis or as often as the F.T.O. Coordinator solicits volunteers.
3. An officer who meets the qualifications set forth below may be nominated to be a F.T.O. by the F.T.O. Program Coordinator, their Shift Supervisor or Correction Lieutenant.

B. The F.T.O. applicant should exemplify the following qualities and must:

1. Exhibit a positive attitude, high energy and motivation, and interest and concern for the success of fellow employees.
2. Possess the verbal and teaching skills required of a training officer including the ability to evaluate others objectively.
3. Be skilled in effective communication and be able to recognize and successfully manage adverse situations.
4. Possess the technical knowledge necessary for the successful performance of the trainee's tasks, be particularly adept at preliminary investigation and report writing, and be knowledgeable of the law and aware of correction officer responsibilities and other tasks with respect to the position a trainee may be training for.
5. Possess leadership capabilities, including the ability to provide constructive feedback.

C. Selection of Field Training Officers –

1. A panel comprised of the Correction Lieutenant, F.T.O. Program Coordinator, and the Correction Training Coordinator will be convened to select officers for acceptance into the program.
2. The selection panel will consider each nominee based on the following criteria:
 - a. Supervisory recommendation
 - b. Competency in the knowledge, skills, and abilities necessary to perform job assignments
 - c. Commitment to the values and philosophy of the facility and the Seneca County Sheriff's Office
 - d. Appearance and conduct on and off the job

- e. Interview
 - f. Attendance
3. A majority vote of the selection panel will be required before any nominee is recommended.
 4. Upon review of the criteria and subsequent interviews of the applicants, recommendations will be forwarded to the Chief Administrative Officer for final determination of the selection.
 5. Any officer designated as a Field Training Officer who does not perform adequately will, at the discretion of the Correction Lieutenant, F.T.O. Coordinator or his designee, be subject to removal from the program.

Training of the Field Training Officer (F.T.O.)

A. Initial Training –

1. The F.T.O. will be trained in the following areas:
 - a. Adult learning theory
 - b. Cultural sensitization
 - c. Effective communications
 - d. Conflict resolution
 - e. Policy and best corrections practices
 - f. Situational leadership
 - g. Ethical practices
 - h. Evaluation techniques
 - i. Employee performance evaluations
 - j. Other facility specific training
2. At the completion of the training program, the F.T.O. will be provided with a silver and blue colored insignia to be worn on the uniform to designate the F.T.O. status. The insignia will be the letters “F.T.O.” and will be worn centered above the right chest shirt pocket.
3. The names of officers satisfactorily completing the F.T.O. training will be placed on a roster of certified F.T.O.’s. Officers who are certified as F.T.O.’s will maintain their status only as long as they perform their responsibilities in a satisfactory manner.

B. Additional Training –

1. The F.T.O. is encouraged to participate in additional training that would develop their supervisor skills and leadership abilities during the appointment as an F.T.O.
2. The F.T.O. assignment may be considered a vehicle for promotional opportunity.

F.T.O. Program Specifications

The F.T.O. program consists of a progressive sequence of job-related knowledge, skills and abilities that all officers must possess in order to effectively and safely carry out their duties. Phase training implements a gradual introduction of trainees into a structured sequence of increasingly more complex training concepts and issues.

A. Program Duration –

1. All trainees must be assigned an F.T.O. The F.T.O. program will consist of three (3) phases, which including the Introduction, Intermediate and Advanced. The F.T.O. will:
 - a. Make contact with the trainee prior to their first shift.
 - b. Introduce the trainee to the immediate chain of command personnel.
 - c. Accompany the trainee for the duration of the F.T.O. program.
 - d. Act as a mentor to the trainee.

B. Phase Training –

1. The introduction phase will last one (1) week and will mainly focus on housing unit duties and officer safety thereby reducing liability to the department and trainee. The trainee will work closely with an F.T.O. on the basic functions of their job duties, watch duty related training DVD's, read policies and procedures, be given tests on all covered topics, and perform hands-on tasks to demonstrate their ability to apply what they have learned.
2. The intermediate phase will last three (3) weeks and will be a transitional period where the trainee begins to perform some of the functions of the post while under the supervision of the F.T.O. Trainees will interact more with the housing unit population and its daily activities. The F.T.O. has the discretion to decide what functions the trainee will be allowed to perform. The trainee will gradually be given time in the housing unit alone, so that they can demonstrate and utilize their accumulated skills. By the end of this phase, the trainee will be performing much of the work while the F.T.O. monitors their performance and is available for advice and counseling.
3. The advanced phase will last one (1) week and is the final phase of officer development. Trainees will be required to demonstrate their accumulated knowledge and skill sets by competently performing all of the duties of a Housing unit Officer. The F.T.O. will monitor the actions of the trainee from Central Control and during check-ins throughout the day and provide specific feedback on the trainee's performance. The F.T.O. will make their final recommendation to the F.T.O. Program Coordinator at the end of this phase.

C. Performance Standards –

1. The F.T.O. will be concerned with the development of the trainee during the course of the program. The F.T.O. will constantly be evaluating the trainee to ensure that program goals are met.

D. Training Manual –

1. The F.T.O. Program Coordinator will develop, update and disseminate a training manual to each F.T.O. and trainee. The training manual will:
 - a. Be provided for use in the training and evaluation of trainees placed in training assignments.
 - b. Be used by trainees as a guide and to record their progress.
 - c. Be used by F.T.O.s and the F.T.O. Program Coordinator for review of the trainee's performance during evaluation meetings.
 - d. Consist of performance objective forms, program guides, training checklists and daily observation reports.
2. At the conclusion of training assignment the F.T.O. will deliver the manual to the program coordinator for review, evaluation and retention within department files.
3. Completed training manuals will be maintained in the Training Office for the duration of the trainee's probationary period, and will be made available for future review.

Evaluation of Trainees by the Field Training Officer (F.T.O.)

A. Verbal Evaluation –

1. The F.T.O. is encouraged to provide the trainee with verbal feedback as each task is completed and at the end of each shift.

B. Written Evaluation –

1. A written evaluation will be completed by the F.T.O. regarding the trainee after each phase of training:
 - a. During the final day of each training phase, a training performance evaluation meeting will be scheduled to discuss the progress of each trainee.
 - b. The meeting will be attended by the F.T.O. Coordinator and designated training officers who are, have been, or will be assigned to train trainees.
 - c. Training performance evaluation forms contained within the training manual will be completed by the F.T.O. prior to attendance at the evaluation meeting. The forms and reports on training progress will be submitted for review during evaluation meetings conducted for that training period.
 - d. Using the training manual's criteria, the progress of each trainee will be discussed and plans will be designed and implemented to correct deficiencies through additional training.

Quality Assurance

- A.** The F.T.O. Program Coordinator will be responsible for compliance and annual review of this procedure. The F.T.O. Program Coordinator will establish a quality assurance program that will, at a minimum, address the quality of the training materials, the quality of instruction and the performance of the F.T.O.

Chief Administrative Officer Duties

- A.** The Chief Administrative Officer is charged with the responsibility of reviewing the progress of all trainees and providing recommendations for acceptance or termination.
- B.** At the conclusion of the probationary period, the Chief Administrative Officer, the Training Coordinator and the F.T.O. Coordinator will determine whether or not the trainee has successfully completed said period. If the trainee was successful, the Chief Administrative Officer will notify the Sheriff through the chain of command of the trainee's successful completion. If the trainee was not successful, the Chief Administrative Officer will notify the Sheriff through the chain of command by written correspondence. The written correspondence will consist of all documented justification for the recommendation to release the unsuccessful trainee. The Sheriff will make the final decision whether to terminate the trainee.