

In House Training and FTEP Restructuring

May 8, 2023





The Field Training and Evaluation Program (FTEP) Restructuring has been developed to:

- Support Strategic Initiatives **2.5: Enhance hiring process by expanding year-round hiring, onboarding, FTO and training cycles** and **5.2: Evaluation and restructure of the FTO program for Law Enforcement**
- to reduce the number of weeks needed to complete In-House FTEP, while expanding the recruit's exposure to experienced Field Training Officers (FTOs).
- Reduce the potential for FTO burnout.

In-House Training Modifications



- Schedule was adjusted from 9 weeks to 6 weeks (initially 5).
- No changes were made to high liability courses.
- No changes were made to courses required by accreditation and/or policy.
- Timeframes for section overviews were reduced.
- Training blocks were scheduled to allot an appropriate amount of time for each topic, rather than having standard blocks of time and then working to fill them.

FTEP Overview



- Training shifts are 60 DORs adjusted from 12 hours to 8 hours which results in shortening the FTEP by 30%.
- Changes are expected to be mutually beneficial for recruits and FTOs. Although the quantity of time is reduced, the quality of training is expected to improve.
 - Working during peak hours eliminates some of the downtime experienced during a shift.
 - Working 5 consecutive days rather than 2 or 3 facilitates reinforcement and retention of training and improves orientation.
 - Provides an opportunity to pair an experienced FTO with a new FTO which will facilitate FTO development as well.

8hr vs. 12hr Comparison



12hr Shift Model	8hr Shift Model
Recruit and FTO both work 12-hour shifts. 80-hour pay period (23 hours one week and 57 hours the other week).	FTO works 12-hour shifts. Recruit works 8-hour shifts. Result in a 40-hour week / 80-hour pay period for recruit.
No standardization in the number of DORs recruit receives per phase due to the shift schedule.	Recruit receives 15 DORs per phase.
Standard FTEP completed in 17 weeks. Accelerated FTEP completed in 13 weeks .	Standard FTEP completed in 12 weeks. Accelerated FTEP completed in 9 weeks .
Recruit receives training from 3 FTOs.	Recruit receives training from 6 FTOs.
FTO has a recruit 100% of the time during the assigned phase.	FTO has 3.5 hours per training shift and 2 days each two-week cycle without a recruit.
Recruit receives 690 field training hours.	Recruit receives 480 field training hours.

Additional Benefits to the Program



- Recruits are not as fatigued working 8-hour shifts.
- FTOs can use the independent shift time for planning and completing DORs. This provides an enhanced focus on quality training during the 8 hours they have a recruit in the car.
- Each FTO completes 7-8 DORs per phase rather than 15.
- Increased coordination between FTOs and FTO Sergeants on Alpha and Bravo rotations will enhance communication, teamwork, and standardization of program.
- Having two FTOs reduces the opportunity for blaming poor performance evaluations on personality conflicts between a recruit and FTO.
- Potential for identifying deficiencies quicker, with two FTOs responsible for training and evaluations.

Additional Considerations



- Changes are in line with accreditation standards and current policy.
 - CALEA requires field training of at least 160 hours for trainees, outside of the required classroom training (Standard 33.4.3)
 - General Order 41.2 -Field Operations states: The FTEP is structured to last a minimum of twelve weeks. The duration may be adjusted by the FTEP Commander to meet the needs of the agency.
- A recruit has two FTOs per phase, creating potential to improve consistency in training and evaluating recruits, while focusing on the Standardized Evaluation Guidelines (SEGs).
- The 8-hour shift model provides the potential for overlapping FTEPs (have not done this).

Key Performance Indicators (KPI)



- Number of members completed Recruit Orientation Training
 - Class 2-21; 6 recruits began ROT/5 completed (1 recruit resigned)
 - Class 1-22; 11 recruits began ROT/9 completed (2 recruits did not complete due to Covid)
 - Class 2-22; 5 recruits began ROT/5 completed
 - Class 3-22; 7 recruits began ROT/7 completed
 - Class 1-23; 8 recruits began ROT/8 completed

Key Performance Indicators Cont.



- Number of members completed FTEP
 - Class 2-21; 5 recruits began FTEP/5 completed
 - Class 1-22; 9 recruits began FTEP/8 completed (1 recruit resigned, went back to FSU PD)
 - Class 2-22; 5 recruits began FTEP/4 completed (1 recommended to be reassigned back to Detention)
 - Class 3-22; 7 recruits began FTEP/6 completed (1 requested reassignment back to Detention)
 - Class 1-23; 6 recruits began FTEP/5 completed (1 recruit resigned/recommendation for termination)

FTO Personnel Pro & Con Feedback



- Uniform Patrol FTO Personnel Pros:
 - FTO solo time each shift; work on DORs/paperwork or prepare training day
 - FTOs get two days without recruit every other week; Recruits off Wed. and Thurs.
 - Fosters communication b/t FTOs on different shifts; FTOs team concept
 - Recruits exposed to more FTOs; Training styles, two FTOs per phase
 - 5 straight training days; Higher retention, finish training faster, 3 recruit classes per year

FTO Personnel Feedback Cont.



- Uniform Patrol FTO Personnel Cons:
 - 5-day schedule difficult for recruits; Recruits fatigued by day 4 and 5
 - Fewer calls for service per shift; cuts time for proactive work
 - Recruit receives 210 hours less training hours
 - 6 FTOs per recruit causes inconsistency in training; too many FTOs possibly causing confusion for recruit

Lessons Learned and Considerations



- Agency's Objectives and Goals (Strategic Planning)
- Agency Needs
- Empower personnel/seek input from program personnel
- Recruit Success/Completion Rate
- Number of FTO Personnel
- Evaluating/Scoring Recruits
- Lines of Communication
- Flexibility/Willingness to Adjust (e.g., Ext. DORs)
- IT DOESN'T ALWAYS WORK

Agency Specific FTO Program



- **Autonomy:** Independence or freedom, ability to implement action
- **Agency Culture:** Set of beliefs and customs that guide your employees' actions
 - Ethics
 - Values
 - Goals
 - Attitudes

Southeastern Field Training
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Questions?

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