



## Cover Memorandum

### Field Training & Evaluation Program, JHPD Directive #306

---

#### **Purpose of the Directive**

The purpose of this Directive is to establish the Johns Hopkins Police Department (JHPD) field training and evaluation program (FTEP), which is designed to develop highly trained, ethical, service minded police officers through on-the-job training under the guidance, direction, and evaluation of specially trained, experienced officers and supervisors.

#### **Summary of Directive Requirements**

This Directive establishes the JHPD field training and evaluation program (FTEP). The goal of FTEP 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 (JH) community. FTEP is an extension of the on-boarding and orientation process for JHPD officers that builds on entrance 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.

The FTEP period for entry level police officer trainees will be a minimum of twelve (12) weeks, totaling more than five hundred (500) hours and consisting of three (3) phases. The FTEP will involve at least one (1) night shift rotation. All days missed by the trainee during the FTEP will be made up before completion of FTEP, regardless of the reason for the absence (sick, military, etc.). During Phase 1, entry level trainees will be assigned to a primary Field Training Officer (FTO) for the first four (4) weeks, who will be responsible for providing instruction and daily assessment and completing a final evaluation of the trainee. During Phase 2, which begins in week five (5), entry level trainees will be assigned to a second FTO, who will be responsible for providing instruction and evaluation. During Phase 3, the final two (2) weeks, the entry level trainee will be reassigned to their primary FTO. This phase is primarily an evaluation phase.

The FTEP period for lateral police officer trainees will be four (4) weeks or 160 hours, at minimum. During this time, each JHPD lateral officer trainee will be assigned to work with a primary FTO who will assist in obtaining familiarity with JHPD policies and procedures, as well as training and evaluation.

This Directive delegates the responsibility for the administration of the FTEP to the Director for Public Safety Training. Those responsibilities include the selection and assignment of the Field Training & Evaluation Program Coordinator (FTEC) and FTOs, and evaluations of the FTEP. This Directive establishes the selection and training standards for FTOs. In addition, this Directive establishes the assessment, evaluation, and reporting requirements for the FTEP, including the responsibilities of the JHPD patrol

supervisors and commanders and the process for remedial education of trainees. Finally, this Directive mandates a program evaluation after each FTEP session.

### **Blueprint for the Policy Development Process**

The draft JHPD policies (hereinafter referred to as “directives”) shared for community feedback are based on examples of 21st century best practices in public safety policy, identified through extensive benchmarking of university and municipal law enforcement agencies across the nation. Taken together, they represent a comprehensively progressive approach to policing that prioritizes equity, transparency, accountability, and community-based public safety strategies.

The JHPD’s draft directives embody approaches that community advocates and leading experts have championed locally and in law enforcement reform efforts across the nation. The draft directives have also been developed based on input received through robust community engagement in prior phases of JHPD development, including suggestions received in the legislative process as well as last fall’s Memorandum of Understanding (MOU) public comment period and feedback opportunities.

In addition, the directives were drafted to exceed the minimum requirements of the Constitution and laws of the United States and the State of Maryland, to align with the Community Safety and Strengthening Act (CSSA) and to fulfill the requirements of the MOU between the Johns Hopkins University and the Baltimore Police Department. The Hopkins community and our neighbors throughout Baltimore can help improve and strengthen these directives further through their feedback and input.

Material that was considered in the drafting of the Directive and Procedure Manual, include:

- a. **Publicly available policies from municipal police departments that have undergone substantial reform efforts**, including: the New Orleans Police Department; Seattle Police Department; Portland Police Department; Detroit Police Department; Ferguson Police Department; and Baltimore Police Department;
- b. **National guidance on best practices and model policies from criminal justice reform efforts, social science research centers, and civil rights organizations**, including: the Leadership Conference on Civil and Human Rights; American Civil Liberties Union (ACLU), including the ACLU of Massachusetts’s “Racially Just Policing: Model Policies for Colleges and Universities”; the International Association of Chiefs of Police (IACP); the Police Executive Research Forum (PERF); U.S. Department of Justice Office of Community Oriented Policing Services (COPS Office); The Justice Collaboratory (The JC) at Yale University Law School; and The Center for Innovation in Community Safety (CICS) at Georgetown Law School.
- c. **National and local higher education institutions that are based in comparable environments and make policies publicly available**, including: Carnegie Mellon University; Morgan State University; Towson University; University of Chicago; University of Cincinnati; University of Maryland, Baltimore County; University of Pennsylvania; and Yale University.

To ensure that the proposed directives captured national best practices in community-focused public safety services, the development team collaborated with independent experts from two organizations: National Policing Institute (the Institute), a non-profit dedicated to advancing excellence in policing through research and innovation, and 21CP Solutions, an expert consulting team of former law

enforcement personnel, academics, civil rights lawyers, and community leaders dedicated to advancing safe, fair, equitable, and inclusive public safety solutions. Each directive was reviewed by experts selected by both organizations, who provided feedback, suggestions, and edits that were fully incorporated into the current draft.

Finally, individuals and organizations representing the diversity of the Johns Hopkins University community provided feedback to ensure the policies and procedures reflect and respond to the values of our institution and to our community's public safety service needs.

Now they are available for your review. Johns Hopkins is committed to adopting, incorporating, or otherwise reflecting recommended changes and feedback in the final version of policies so long as feedback is aligned with our values and commitments, permissible within legal parameters, and supported by national best practices for community policing and public safety.



# 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.  
Issued: [full date]  
Revised: [full date]

## Table of Contents

**POLICY STATEMENT .....1**

**WHO IS GOVERNED BY THIS POLICY.....1**

**PURPOSE .....2**

**DEFINITIONS.....2**

**POLICY.....2**

**PROCEDURES.....3**

**POLICY ENFORCEMENT .....15**

**RELATED RESOURCES .....15**

**CONTACTS .....16**

## 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 a new officers first experiences are reflective of professional, 21<sup>st</sup> 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

<b>Daily Observation Report (DOR):</b>	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.
<b>Field Training Evaluation Coordinator (FTEC):</b>	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 and Correctional Training Commission (MPCTC). The FTC also assists in the development and refinement of FTO training materials, program evaluation, training of supervisors, maintenance of field training records, as well as audits of other field training personnel.
<b>Field Training Officer (FTO):</b>	A non-probationary police officer who has met all of the qualification and training standards, including certification by the Maryland Police and Correctional Training Commission (MPCTC), to mentor, coach, train and evaluate police officer Trainees.
<b>Field Training Officer Manual:</b>	A document provided to FTOs that defines the standards, Standardized Evaluation Guidelines, and operational protocols for field training.
<b>Lateral Police Officer:</b>	A current Maryland Police and Correctional Training Commission (MPCTC) certified law enforcement officer, or other law enforcement officer with a certification that is recognized by the MPCTC who qualifies and is hired by the JHPD to become a Police Officer without having to attend an Entry Level Training Academy.
<b>Member:</b>	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.).
<b>Officer:</b>	All sworn police officers, at any rank, as defined by MD Code, Public Safety, § 3-201, in service with the JHPD.
<b>Police Officer Trainee ("Trainee"):</b>	A person who has met the MPCTC requirements for basic police academy training and is qualified to enter field training. For purposes of this Directive, a "Trainee" includes a Lateral or Probationary Police Officer
<b>Probationary Police Officer:</b>	A provisional status codified in Public Local Law §16-10(e)(2), <i>Probation</i> . All appointments of police officers to the JHPD shall, during the first year of service following completion of entrance level training, be known, and regarded as probationary.
<b>Patrol Supervisor:</b>	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 Operations and FTEC.
<b>Standardized Evaluation Guidelines (SEGs):</b>	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.
<b>FTEP Trainee Handbook (“Handbook”):</b>	Includes 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 or other performance products.

## 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 to provide on-the-job training, coaching and evaluation. 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 entrance 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 ensures 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 JH 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.
    - o 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

- o direct guidance of a specially trained, experienced Field Training Officer (FTO).
- o 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.
  - o 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.
  - o Feedback provided by FTOs affirm 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 Field Training & Evaluation Program (FTEP), to include the selection and assignment of the Field Training & Evaluation Program Coordinator (FTEC), and Field Training Officers.

- 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, FTEP and the capstone.
- B. The FTEC will establish liaison with representatives from Human Resources, Training Academy staff, the JHPD Deputy Chief of Operations and others to provide formal liaison, facilitate scheduling, and to 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 (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 FTET, devising training for FTOs, and input into the rotation and assignment of FTOs to specific lateral or probationary officers. (CALEA 33.4.3c)
- D. **Field Training Officer (FTO):** 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 JHPD's vision, mission, 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, and
- 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 Trainee(s) 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 FTET will be judged and evaluated against standardized evaluation guidelines that clearly define acceptable and unacceptable performance, additional expectations include but are not limited to:
- 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 FTET Trainee Guide 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 Field Training Officer.

- Should a law enforcement emergency arise while off duty, trainees should instead call 911, or otherwise summon on-duty law enforcement personnel, maintain a safe position of observation, and help direct responding personnel.
    - o 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. Field Training Officer 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 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 towards the job, the program, and the JHPD,
  - Presents a consistently professional appearance,
  - Demonstrated strength in interpersonal communications,
  - Completed a minimum of two (2) years of cumulative police service, with no breaks in that service, immediately prior to appointment as an FTO,
  - No pending misconduct investigations (s), and may not have received any administrative charges for misconduct in the past year,

- No minor discipline in the past 2 years,
  - No serious discipline, JHPD Directive #351, Disciplinary Matrix, Category C and above,
  - No complaints of discrimination and/or harassment toward an individual based on racial, religious, ethnic, or other groups or classes of individuals protected by law,
  - No preventable accident within the past year,
  - Successfully completed all training mandated by the JHPD and MPCTC,
  - Recommendation by their shift commander and/or supervisor, and
  - Approval of Deputy Chief of Operations and, the Director of Public Safety Training.
- B.** Certification and assignment as an FTO may be rescinded by the Director for Public Safety Training during the following circumstances:
- Upon the voluntarily request of the FTO,
  - On recommendation for removal by the Deputy Chief of Operations, 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 Maryland Police and Correctional Training Commission, (MPCTC). Instruction includes but is not limited to:
- Understanding the purpose and objectives of the FTETP,
  - Understanding the duties, responsibilities, and work performed by an FTO,
  - Identifying the key elements which are essential to the success of FTETP participants,
  - Understanding of the JHPD written Directives, their unique approach to problem solving, and community engagement.
  - Demonstrating a thorough understanding, and be a model, of 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 and demonstration of the various aspects of instruction techniques which can be used by the FTO and remedial training procedures.
- B.** Certified FTOs must attend and complete a minimum of eight (8) hours of refresher training every three (3) years. The purpose of this training is to re-familiarize 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, Vehicle Pursuits and, 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 of Training for Public Safety for placement in the trainee's personnel, and training file. (CALEA 4.3.4, 12.2.2.a, 12.2.2c)
- B.** The FTEP period for entry level police officer trainees will be a minimum of twelve (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 (1) night shift rotation.
  - All days missed by the trainee during the FTEP will be made up before completion of FTEP, regardless of the reason for the absence (sick, military, etc.).
- C. During Phase 1,** entry level trainees will be assigned to a Primary Field Training Officer for the first four (4) 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 (3) workdays of field training. Daily evaluations will be conducted on the remaining field training workdays.

- D. **During Phase 2**, which begins in week five (5), entry level trainees will be assigned to a Second FTO, who will be responsible for providing instruction and daily assessment for the next four (4) weeks, except for first day, which will be a non-evaluation 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 (2) weeks 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 FTEP Guidebook, hereafter referred to as the Manual.
- F. **Lateral Police Officer Trainees:** The FTEP period for lateral police officer trainees will be four (4) 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 (4) weeks with the exception of the first three (3) workdays of the phase which will be "non-evaluation" days.
- G. The Deputy Chief of Operations, after consultation with the Director of Public Safety Training, may extend the FTEP period for lateral officers, consistent with the following guidelines:
- The FTEP for lateral and entry level police trainees with performance deficiencies deemed to be remedial may be extended for a maximum of six (6) weeks beyond the standard program length, and
  - The decision to extend the training period will be made by the Deputy Chief of Field Operations based on the evaluations completed by the FTOs. The Director of Public Safety Training and Public Safety Human Resources 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 FTEP, trainees will receive a personalized FTEP Trainee 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 FTEP Trainee Handbook must be completed in its entirety by the end of the FTEP.
    - o Because of 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 experienced during the FTEP, but the guiding directives, reporting and other process responsibilities attendant to each task identified in the Handbook must be instructed and comprehension verified by the trainee and FTO.
  - When a task or topic is covered, either through discussion, presentation, and testing, or experienced in daily operations, the trainee must indicate their understanding and comprehension by initialing and dating on the line next to the covered task.
    - o The FTO must indicate their observation of understanding by initialing beside the trainee.
  - Maintenance, legibility and safekeeping of the Handbook is the responsibility of the trainee, 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:
    - o Review of DORs and Weekly evaluations,

- o Meet with FTOs and their trainees weekly to discuss performance and progress, and
  - o Assist 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 Operations, 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, complete an End of Phase Assessment, summarizing the performance of each trainee assigned to their shift.
  - Notify the Deputy Chief of Operations and FTEC of any use of leave by a trainee during the FTEP.
- F.** The Deputy Chief of Operations, assisted by the FTEC provides daily direction to the FTOs and trainees assigned to the FTEP. The Deputy Chief of Operations and Director of Training for Public Safety shall be notified immediately should any training and/ or performance issue involving an FTO or trainee participating in the FTEP arise.
- The FTEC will inform the Deputy Chief of Operations and Director of Training for Public Safety 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 Operations will provide the Chief of Police with periodic updates of trainees in the FTEP, including any that 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 Patrol Sergeant t and Shift Commander, shall assess if their trainee requires remedial training.
- The following factors shall inform their decision:
    - o Areas in which a Trainee failed to demonstrate required proficiency, and

- o 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 recommend training plan to the FTEC, which should include to include:
    - o The specific topics and/or skills to be remediated,
    - o An estimate of time needed for completion of the remedial training, and
    - o Be signed and dated by the administering FTO, their Trainee and 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 Operations may, after consultation with the Patrol Commander and the Director of Training for Public Safety, approve the remedial training of any entry level or lateral police officer trainee that may occur concurrently with and not extend their FTEP and/ or initial probationary period.
- The Deputy Chief of Operations will immediately notify the Chief of Police and Director of Human Resources for Public Safety of any entry level or lateral police officer trainee whose performance will require remedial training or other action that may extend that trainees FTEP and/ or probationary period.
- I.** The Chief of Police may authorize the extension of an entry level or lateral police officers FTEP and/ or initial probationary period.
- J.** Entry level and lateral police officers released from the FTEP will be evaluated every ninety (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 Operations, and
    - o A copy to the Director of Human Resources for Public Safety, who will retain them as part of the lateral/probationary officer's training records.
- K.** **Program Evaluation:** Within 180 days of the conclusion of a FTEP session, the Director of Training for Public Safety will report to the Chief of Police on the coordination and effectiveness of the FTEP. The E&T 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 Field Operations.

## Policy Enforcement

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

## Related Resources

<b>University Policies and Documents</b>
Administrative Procedure #202, Written Directive System Personnel Procedure #305, Training & Professional Development Operational Procedure #351, Disciplinary Matrix Operational Procedure #410, De-escalation Operational Procedure #402, Use of Force Operational Procedure #403, Authorized Defensive Weapons Operational Procedure #440, Emergency Driving Operational Procedure #441, Vehicle Pursuits
<b>External Documentation</b>
<b>Police Department Forms and Systems</b>
<a href="https://powerdms.com/ui/login">https://powerdms.com/ui/login</a>



## Contacts

<b>Subject Matter</b>	<b>Office Name</b>	<b>Telephone Number</b>	<b>E-mail/Web Address</b>
Policy Clarification and Interpretation			

DRAFT