

**DAYTON POLICE DEPARTMENT  
GENERAL ORDER  
POLICE TRAINING OFFICER  
PROGRAM**



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REV. 11/18

**POLICY STATEMENT**

The POLICE TRAINING PROGRAM (PTO) plays an important role in providing recruits with "hands on" experience and feedback from experienced veteran officers. The PTO program is maintained, updated and administered by the Patrol Operations Division's Night Watch Commanders.

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**I. POLICE TRAINING OFFICER PROGRAM**

The Department's Police Training Officer Program (PTO) is an extension of the police department selection process combining on-the-job training with objective performance assessment to ensure that the standards of a competent law enforcement officer are met. The entire PTO Manual is available on the "P" drive.

Objectives of the Program:

- To formulate learning opportunities for new officers that meet or exceed the training needs of both the community and the police agency
- To develop and enhance the trainee's learning from the academy within the community environment through a series of *real-life* problem-solving activities
- To foster a growing independence from the police training officer over the course of the program
- To produce graduates of the training program who are capable of providing responsible, community-focused police services
- To prepare trainees to use a problem-solving approach throughout their careers
- To promote the practice of using community members as partners in problem solving
- To design fair and consistent evaluations that address a trainee's skills, knowledge, application, and ability to problem-solve effectively

**II. PROGRAM PERSONNEL**

- Program Manager
- Division Program Coordinator
- Police Training Supervisor (PTS)
- Police Training Officer (PTO)
- Police Training Evaluator (PTE)
- The Board of Evaluators (BOE)
- Trainees

**A. Program Manager**

The Program manager, usually a Lieutenant assigned to a Patrol Operations Division, is responsible for the overall management of the PTO program. The Program Manager works closely with the Division Program Coordinator and Police Training Supervisors to ensure that members of the agency follow the policies and procedures of the program.

**B. Division Program Coordinator**

The Division Program Coordinator will be a Lieutenant assigned to each Patrol Operations Division where trainees are assigned. The Division Program Coordinator is responsible for managing and facilitating the program at the Division level on a daily basis. This person maintains all program records and reports, coordinates regular PTO monthly meetings, and facilitates and schedules all training and evaluation phases.

**C. Police Training Supervisor (PTS)**

Training Supervisors (PTSs) are usually police supervisors assigned to Patrol. The PTS will provide daily supervision and coaching to the PTO/trainee team and ensure that the needs of that learning team are met.

In the PTO Program the PTS will:

- Participate in the selection and evaluation of Police Training Officers and Police Training Evaluators.
- Provide training in adult learning to the PTOs and trainees.
- Administer the program according to local regulations.
- Meet regularly (weekly is recommended) with the PTO and trainee.
- Keep the Program Commander and Coordinator informed of any unusual problems or activities related to the PTO/trainee team and the learning experience.

**D. Police Training Officer (PTO)**

The PTO is the individual primarily responsible for guiding the trainee through the learning experience. The PTO provides daily coaching and training to the trainee, documents training provided, and keeps the Police Training Supervisors and Division Program Coordinator informed about any pertinent issues associated with the trainee and the learning experience.

During the training program, the PTO will:

- Take ownership of the training experience
- Provide a learning environment for the trainee.
- Provide a role model for the trainee.
- Learn how the PTO Model works.
- Complete a Coaching and Training Report with the trainee per phase.
- Prepare material for the trainee, such as relevant community problems, within which the trainee frames his or her learning.
- Assist the trainee with the neighborhood portfolio and PBL exercises.
- Advise and counsel the trainee through each of the problems provided in the manual.
- Record the teaching and coaching experiences with the trainee and bring forward any persistent concerns to a Police Training Supervisor (PTS).
- Act in accordance with any organizational regulations regarding the training experience.
- Maintain a training notebook that documents the trainee's progress.
- Maintain control of and inspect the trainee's PTO binder.

**E. Police Training Evaluator (PTE)**

Police Training Evaluators are experienced PTOs who have met qualifications established by individual agencies.

The PTE identifies, assigns, and records the daily performance of the trainee as it relates to the categories identified for each period of evaluation. This program offers two formal evaluation periods: mid-term and final evaluation. The PTE will evaluate the trainee during the mid-term evaluation on training received during Phases A and B. For the final phase evaluation, the PTE will evaluate the trainee comprehensively on training received in Phases A through D.

#### F. The Board of Evaluators (BOE)

The Board of Evaluators should consist of managers, supervisors, and trainers involved in the program. The BOE is responsible for the following:

- Review all trainee and PTO performance as directed by the Program Manager or Division Program Coordinator.
- Evaluate trainee and PTO performance. Evaluations may include a review of coaching and training reports, PTE reports, or other written material relative to the program. The BOE may also conduct interviews of PTO's and trainees before making any written recommendation to the Program Manager.
- Provide a written recommendation to the Division Program Coordinator and Manager on what action to consider regarding training, remedial training, or termination of a trainee or PTO from the training program.
- The BOE will conduct an exit interview of each trainee for the purpose of assessing the overall training experience.
- If needed, the PTO, PTE, or any program supervisor can request to convene a Board of Evaluators. This board will be responsible for reviewing the trainee's progress in the program as well as the performance of the PTO.

#### G. Trainees' Responsibilities

Trainees entering a PTO program are responsible for the following:

- Using the problem-solving method – Trainees must actively utilize the problem-solving processes in training. These include the Problem Based Learning Exercises (PBLEs), the Neighborhood Portfolio Exercises (NPE), Coaching and Training Reports (CTRs), Daily Observation Reports (DORs), and the learning matrix, and any other activities determined by the agency.
- Learning – PTO's can teach and train but they can't make a trainee learn. Trainees must accept responsibility for their own learning as it applies to the job of policing.
- Resourcefulness – Police trainees must learn how to utilize the many resources available to them inside and outside the agency.
- Initiative – Trainees must take the initiative in the learning process. Program managers and trainers should understand that mistakes will occur from time to time in any training program. It is the PTO's responsibility to help the trainee correct mistakes through the process of *failing forward*.
- Self-Evaluation and Note booking – Trainees will participate in self-evaluation and note booking. Honest self-evaluation will assist both the trainee and the PTO during the training process. Self-evaluation will also ensure that learning transfers from theory to practice. This process is vital to trainee development.

### III. Assignment of Trainees

#### A. The trainee will be assigned to uniformed patrol.

In case of an injury requiring the trainee to be assigned to Light Duty status, they may be temporarily assigned to a division other than uniform patrol.

#### B. The field training assignment will be predetermined and will be varied only when a trainee requires an extension of training and/or the pre-assigned PTO is unavailable.

The PTO Division Program Coordinator may continue the field training assignment beyond the predetermined Step should the need for further training evaluation be required (with the approval of the Chief of Police).

#### C. The PTO Program will be divided into the following phases (See Appendix A):

- Orientation
- Integration
- Phase A
- Phase B
- Mid Term Evaluation

- Phase C
- Phase D
- Final Evaluation

1. **Trainee/PTO Assignments**

The program recommends the trainee remain with their first PTO from Integration to the completion of Phase B. Following the successful completion of the mid-term evaluation, the trainee will be assigned to a second PTO for the remainder of the program. If the trainee does not successfully complete the mid-term evaluation, the BOE will determine the appropriate course of action.

The program is most effective when the trainee is assigned to one geographical area during the entire program. Problem solving is best accomplished when a trainee has the opportunity to work closely with the community to resolve problems.

2. **Orientation**

Following the successful completion of police academy training, the trainee will enter the PTO program. The following is an outline of how the program is designed.

Introduction to the PTO program in the academy. This introduction will provide the trainee with a clear understanding of the learning process, training phases, and evaluation processes.

3. **Integration Phase**

The integration phase lasts one week and is designed to prepare the trainee to:

- Begin geographical orientation
- Report for duty
- Acquire necessary equipment
- Become familiar with the organization
- Begin developing relationships within the organization
- Reinforce the PTO adult learning processes including evaluations

The trainee does not receive an evaluation during the integration phase. This is a period of time for the trainee to acclimate to a new environment while under the PTO's supervision. The trainee will notebook during this time period.

4. **Phase A - Non-Emergency Incident Response**

Phase A is the initial training and learning experience for the trainee and lasts for three weeks. The substantive topic in this phase is *Non-Emergency Incident Response*.

- The Neighborhood Portfolio Exercise (NPE) will be introduced during this phase.
- The first Problem Based Learning Exercise (PBLE) will be introduced during this phase and due at the end of Phase A.
- The trainee and PTO will complete a Coaching and Training Report at the end of Phase A.
- The PTO and the trainee will notebook each day of Phase A.
- The PTO and the trainee will complete Phase A Training Tasks before the end of Phase A.
- Key city locations will be introduced and worked on throughout the entire PTO program.
- The trainee and PTO will complete DORs daily

5. **Phase B - Emergency Incident Response**

Phase B is the second training and learning experience for the trainee. It also lasts for three weeks and covers the substantive topic of *Emergency Incident Response*.

- The Neighborhood Portfolio Exercise (NPE) will continue to be worked on during this phase.
- The second Problem Based Learning Exercise (PBLE) will be introduced during this phase and due at the end of Phase B.
- The trainee and PTO will complete a Coaching and Training Report at the end of Phase B.

- The PTO and the trainee will notebook each day of Phase B.
- The PTO and the trainee will complete Phase B Training Tasks before the end of Phase B.
- Key city locations will be worked on throughout the entire PTO program.
- The trainee and PTO will complete DORs daily

#### 6. **Mid-Term Evaluation**

The Mid-Term evaluation will last for one week. The PTO/PTE will evaluate the trainee during this time based on the core competencies within Phase A and B.

- At the end of the Mid-Term week, the PTO and trainee will complete the Mid-Term Evaluation form.
- The PTO/PTE will recommend if the trainee should or should not continue onto Phase C and Phase D.
- If the trainee is not recommended to continue to Phase C, refer to Section V. Failure of Evaluations.
- The PTO and trainee will notebook each day of the Mid-Term evaluation.
- Key city locations will be worked on throughout the entire PTO program.

#### 7. **Phase C - Patrol Activities**

Phase C is the third training and learning experience for the trainee. It lasts for three weeks. The substantive topic in this phase is *Patrol Activities*.

- The Neighborhood Portfolio Exercise (NPE) will continue to be worked on during this phase.
- The third Problem Based Learning Exercise (PBLE) will be introduced during this phase and due at the end of Phase C.
- The trainee and PTO will complete a Coaching and Training Report at the end of Phase C.
- The PTO and the trainee will notebook each day of Phase C.
- The PTO and the trainee will complete Phase C Training Tasks before the end of Phase C.
- Key city locations will be worked on throughout the entire PTO program.
- The trainee and PTO will complete DORs daily.

#### 8. **Phase D - Criminal Investigation**

The final phase of training and learning is Phase D. The duration of Phase D is three weeks. The substantive topic in this phase is *Criminal Investigation*.

- The Neighborhood Portfolio Exercise (NPE) will continue to be worked on during this phase.
- The fourth Problem Based Learning Exercise (PBLE) will be introduced during this phase and due at the end of Phase D.
- The trainee and PTO will complete a Coaching and Training Report at the end of Phase D.
- The PTO and the trainee will notebook each day of Phase D.
- The PTO and the trainee will complete Phase D Training Tasks before the end of Phase D.
- Key city locations will be completed by the end of Phase D.
- The trainee and PTO will complete DORs daily

#### 9. **Final Evaluation**

The final evaluation will last for two weeks. The PTO/PTE will evaluate the trainee on the core competencies of Phases A, B, C, and D.

- At the end of the final evaluation week, the PTO and trainee will complete the Final Evaluation form.
- The PTO/PTE will recommend if the trainee should or should not continue onto solo patrol.
- A Board of Evaluators (BOE) will be convened at the end of the final evaluation period.
- Trainees will identify their NPE neighborhood and be prepared to discuss their NPE with the BOE during the meeting.
- The NPE will be presented before the completion of probation and the trainee must successfully complete the task.

#### 10. Solo Police Assignment

- Following successful completion of the training and learning experience, the trainee is transferred to a solo police assignment.
- During the solo police assignment and until the trainee successfully completes the probationary period, the PTS will complete a monthly evaluation using Form RF-005, Officer Appraisal and Form RF-004, Monthly Performance Log. The monthly evaluations will be submitted to the Division Program Coordinator and maintained with the PTO training files.
- Near the conclusion of the solo police assignment, the trainee will present the NPE to the Division Command Staff and BOE as determined by the Division Commander and Watch Commanders. The completed NPE will be included in the PTO training files. The trainee must receive a passing evaluation.
- At the conclusion of the solo police assignment, the trainee will attend a probationary hearing with the Division Command Staff to receive formal notification of the Employment Confirmation Process.

### IV. PTO Forms

#### A. Daily Notebook

Trainees will use their notebooks to record relevant daily information on their learning process. This may include recording the various stages of the PBL process – ideas, known facts, research needed, etc. – as well as any information from their regular calls for service and patrol duties. These notebooks will also allow the trainee and the training officer to record instances where learning has or has not occurred during a shift. The trainee will also use their notebook to keep track of information needed for PBLs, CTRs and the NPEs. Notebooks are not part of the evaluation process. Notebooks are always discoverable for court purposes and officers must remember to keep the language and the content at a professional standard.

#### B. Daily Observation Reports (DOR)

Daily observation reports are used by the trainee and the PTO to document the daily activities. This report highlights what the trainee did that day that needs improvement and what they did well. This form is to be completed first by the trainee and then by the PTO.

#### C. Coaching and Training Reports (CTR)

PTOs do not complete daily evaluation forms. Instead, the PTO and the trainee each complete *coaching and training reports* (CTRs) that evaluate the trainee's performance. The CTRs are included in the manual for each phase. A CTR contains 15 core competency areas for comments by both the trainee and the trainer. The CTR process calls for the trainee to write more and the PTO to write less than in traditional training models. Also, the trainee takes more responsibility for learning while the PTO spends more time coaching and teaching and less time evaluating.

Because police work does not typically conform to regular patterns, different activities will naturally occur at all phases of training. This is one of the advantages of a flexible model. The coaching and training report has six steps:

1. The trainee and the trainer note their daily activities in their individual notebooks.
2. At the end of each phase the trainee and the PTO each select an event or events from the phase that pertains to the substantive topic area. If a significant incident did not occur in the phase during calls for service, the PTO may choose to pose a hypothetical incident.
3. The trainee then writes out a brief description of the event or events on the coaching and training report. This "narration" should be brief and outline only the key identifying elements.
4. The trainee will comment on all core competencies in the CTR evaluation. The material covered during that phase's chosen incident highlights, what was learned and what remains to be learned. The trainee should discuss his or her learning, rather than simply narrating the incident.
5. The police training officer will review the trainee's comments and will add his or her own comments and provide feedback and guidance where appropriate.

6. The police training officer will document any training deficiencies within the CTR and document the corrective action used.

The CTR form can be accessed in the Public drive. At the conclusion of each phase of training, the trainer and the trainee will review the coaching and training reports to determine what was done well and what areas require attention or improvement.

- C. Detective Critiques – forms are located on the “P” drive, addressing any training issues will be sent via email to the PTO and their supervisor.

## V. Failure of Evaluations

In the event that a PTE does not recommend that the trainee advance to the next phase of training during the mid-term evaluation or final evaluation, the following actions will be initiated:

- A. All current and prior PTO's and PTE's will submit a Special Report to the Division Program Coordinator detailing specific incidents of concern to include dates, times, locations and DIBRS report numbers where applicable and if those incidents are not otherwise documented in CTR's.
- B. The trainee will repeat Phase B (for failure of the mid-term evaluation) or Phase D (for failure of the final evaluation). The repeated training will be conducted with a different PTO; the retraining PTO should be a PTO who has not previously trained with the trainee.
- C. During the retraining, the PTS will submit a weekly progress report via a Special Report to the Division Program Coordinator.
- D. Upon completion of the repeated phase of training and with the recommendation of the PTO and PTS, the trainee will complete either a second mid-term evaluation or a final evaluation with a different PTE. The PTE should be a PTE who has not previously evaluated the trainee.
- E. If the PTE recommends that the trainee advance to the next phase of training upon completion of the evaluation, then the Division Program Coordinator will make the appropriate assignment.
- F. If the trainee fails the second evaluation, then the evaluation and all supporting documentation will be immediately submitted to the Division Commander, The Assistant Chief of Police and the Chief of Police for their evaluation and response. This will include a recommendation by the BOE to either continue training or initiate employment termination procedures.

## VI. Employment Confirmation Process

The PTO Program Manager and Executive Command Staff will closely monitor the performance of probationary trainees. Formal action will be taken with respect to the following activities:

- A. To recommend an extension of the probationary employment period. (See Article 2, Section 5 of the current labor agreement between the Fraternal Order of Police John C. Post Lodge #44, Officer's Unit and the City of Dayton).
- B. Advancement of trainees from PTO to solo patrol performance.
- C. Required to advance the trainees' status from probationary status to permanent employment status.

## VII. Employment Status Process - Termination

- A. A recommendation for termination may be initiated at any time during the probationary period when performance is unacceptable.
- B. Memorandums and recommendations for termination are forwarded to the PTO Program Manager.

1. The PTO Division Program Coordinator will gather all memorandums and ensure that all supporting data is attached.
2. The PTO Division Program Coordinator will facilitate the preparation of a detailed Employment Status Report/ Recommendation for the Chief of Police.

### VIII. Police Training and Evaluation Documentation

- A. Upon recommendation of the Employment Status Board, the probationary trainee's PTO Program reports will be filed as follows:
  1. Placed in the employee's Law Enforcement personnel file:
    - *Employment Status Report*
  2. All other PTO Program files will be maintained in the Departmental Training Files by Officer Name at the Academy. Training documentation will be removed from the *Probationary Officer's Manual* and placed in the employee's agency training file.
- B. PTO Program files of **terminated employees** will be sealed/secured and maintained at the Academy under the strictest chain-of-custody protocols until such time as the statute of limitations for all personnel actions (e.g., appeals) have expired and no more than 10 years. This file will minimally include the original copies of:
  1. *Daily Notebook,*
  2. *Coaching and Training Reports,*
  3. *Performance Improvement Plans* (and all meeting notes),
  4. *Probationary Officer's Manual,*
  5. *Problem Based Learning Exercises,*
  6. *Mid Term and Final Evaluation Reports,*
  7. *Neighborhood Portfolio Exercise,*
  8. All official departmental memorandums and correspondence pertaining to the employee's employee status.
- C. The PTO Division Program Coordinators and/ or their designee will ensure that a complete set of all the above files (B: 1-7) are photocopied and "true copy" status is certified by a Notary Public before the original files are placed in the Departmental Training Files at the Academy. The photocopied file will serve as the "working copy."

Appendix A

WEEK	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16		
<b>DOR</b>		←→			←→				←→			←→						
<b>Notebook</b>		←→			←→				←→			←→						
<b>NPE</b>		←→			←→				←→			←→						
<b>CTR'S</b>		← 1 →			← 2 →				← 3 →			← 4 →						
<b>PBLE</b>		← 1 →			← 2 →				← 3 →			← 4 →						
<b>LAP/Training Task</b>		Phase A			Phase B				Phase C			Phase D						
<b>Key City Locations</b>		←→			←→				←→			←→						
		<b>INTEGRATION</b>			<b>MID - TERM EVAL</b>				<b>FINAL EVALUATION</b>									