POLICE TRAINING OFFICER PROGRAM

**Purpose:** To establish procedures for post academy field training of new police officers utilizing modern training methods such as problem-based learning, to produce well trained, productive and professional officers.

**Policy Statement:** The North Little Rock Police Department recognizes the importance of a well-trained police force. Effective training prepares officers to act decisively and correctly, enhances officer safety, professionalism and productivity, and fosters cooperation and unity of purpose in pursuit of the agency's goals and objectives.

**Summary of Changes:** Adds criteria for pre-certified officers (sec. 1.6). New format.

**Definitions:**
- **Board of Evaluators (BOE):** Consists of the PTC, PTS’s, selected PTO’s and PTE’s that review the performance of both the trainee and the PTO during the PTO Program.
- **Field Training Officer (FTO):** Arkansas Commission on Law Enforcement Standards and Training (CLEST) designation for any police officer certified to conduct one-on-one training of new officers in the field. The NLRPD designated Police Training Officer (PTO) is a version that is recognized by the Arkansas CLEST as an FTO.
- **Learning Activity Package (LAP):** A learning tool designed to address consistent areas of weakness in a trainee’s skills or knowledge.
- **Learning Matrix:** A learning guideline containing 15 core competencies describing the required skills, procedures, responsibilities, and outcomes necessary to perform essential police functions. The matrix is a continually evolving learning tool that can be added to or deleted from as required and should be utilized by the trainee as a resource to work through specific problems.
- **Neighborhood Portfolio Exercise (NPE):** A detailed geographical, social, and cultural understanding of the trainee’s assigned area and is designed to provide the trainee a sense of the community and encouragement to develop community contacts that are vital to the community policing philosophy.
- **Problem Based Learning (PBL):** Method of teaching that presents trainees with real life, ill structured problems with no easy solutions. This method is designed to encourage trainees to ask questions, hypothesize, research, and solve problems as well as develop their critical thinking skills.
- **Problem Based Learning Exercise (PBLE):** An ill structured problem that the trainee must attempt to solve through a pattern of discovery whereby he/she expresses ideas to resolve the problem.
- **Program Journal:** A binder that contains a copy of paperwork completed by the trainee and their PTO during the PTO Program.
- **Police Training Coordinator (PTC):** A lieutenant who coordinates the PTO program and monitors the performance of the trainees, PTO’s and PTS’s.
- **Police Training Evaluator (PTE):** Any Arkansas Commission on Law Enforcement Standards and Training certified FTO who performs the trainee’s final evaluation check ride. PTE’s will not include PTO’s who were assigned to the trainee previously during the program.
- **Police Training Officer (PTO):** An experienced officer assigned to one of the four patrol areas, skilled at training and coaching new trainees who is an Arkansas Commission on Law Enforcement Standards certified FTO.
- **Police Training Supervisor (PTS):** Any PTO with supervisory rank assigned to one of the four patrol areas, who monitors the performance of the trainee and the assigned PTO. PTS’s will be certified FTO’s by the Arkansas Commission on Law Enforcement Standards and Training.
- **Task Manual:** A training check list intended to serve as a curriculum guide to assure the trainee is given appropriate instruction in all of the required fields associated with the duties of patrol officers.
- **Trainee:** A probationary police officer who has completed the Police Academy and is participating in the PTO Program.

**Procedure:**
1. **PTO Program Structure**
   1.1 Upon successful completion of basic training as designated by the Training Unit, police trainees will begin their five month field training in the PTO program. [CALEA 33.4.3a]
   1.2 The program consists of five phases: 1 thru 5.
      1.2.1 Each Phase is one month in length.
      1.2.2 Patrol Area assignments for Phases 1 thru 5 will be made by the PTS’s in consultation with the PTC.
   1.3 Phases 1, 2, 3, and 4 consist of one month of on the job training assigned to a PTO.
1.3.1 The trainees will be assigned PBLE’s during each of these four phases.
1.3.2 Each phase will have a designated section of the task manual to be completed by the end of the phase.
1.3.3 Journals, Task Manuals, and PBLEs will be submitted to the PTS and PTC within one week of the preceding phase for review.
1.3.4 Trainees will be assigned to a different PTO for each phase. [CALEA 33.4.3f]
1.4 Phase 5 consists of three parts: two one-week evaluation check rides and an NPE assignment.
1.5 The trainee’s NPE assignment will be made upon completion of Phase 4 and upon assignment to a patrol area.
1.5.1 The Patrol Division Commander will determine the trainee’s Patrol Area assignment for Phase 5.
1.5.2 The NPE assignment will be made by the trainee’s Phase 5 PTS and will be based on the trainee’s assigned patrol area and beat assignment.
1.5.3 The trainee will have the remainder of the month after completion of the check rides to complete the NPE assignment.
1.5.4 NPE presentations will be presented to the BOE as soon as practical after the completion of Phase 5.
1.5.5 Patrol supervisors will allow the necessary free time for the trainee to complete the NPE in the time available.
1.6 Phases 1 through 5 can be completed in three total months instead of five if the following criteria are met:
1.6.1 The officer in training is a pre-certified officer.
1.6.2 The officer in training must display the competency of an officer of his/her respective tenure.
1.6.2.1 This will be determined during the first month of training by the PTO and the PTS directly supervising the officer in training.
1.6.3 If it is determined that the officer in training has the level of competency required for advance placement in the program, months 2, 3, 4, and 5 will be condensed into eight weeks, with the final week being the final evaluation check ride.
1.7 A trainee’s PTO program should start on their phase 1 PTO’s first scheduled work day of the month.
1.7.1 Trainees who have completed advanced recruit training prior to the beginning of a month may be assigned to intern within any division or ride with a senior officer until the start of phase 1 or any combination therein.
1.8 Trainees and their assigned PTOs will attend a minimum of one crime watch meeting in each patrol area they are assigned during the PTO program.
1.8.1 Area supervisors may adjust the trainee’s schedule when necessary.

2 PTO Selection Process [CALEA 33.4.3b]
2.1 Patrol officers desiring to be a training officer in the PTO Program will:
2.1.1 Have at least five (5) years of experience with the NLRPD or a combination of a minimum of 30 months with the NLRPD plus remaining required experience from other law enforcement, military and/or related experience.
2.1.2 Submit a training request form per PD 06-01, section 3, through the chain of command to their division commander requesting consideration for PTO training; and
2.1.3 Send a copy of the request to the PTC.
2.2 The PTC and PTS members of the BOE will convene and select PTO candidates when a PTO school becomes available.
2.3 Selection of PTO candidates will be based on but not limited by the following criteria:
2.3.1 The ability to effectively communicate and fulfill the Department’s mission statement and goals;
2.3.2 Work performance and attendance records;
2.3.3 Seniority and years of law enforcement experience;
2.3.4 Problem solving skills;
2.3.5 Recommendation(s) from member’s supervisors;
2.3.6 Ability to get along with peers and citizens;
2.3.7 Prior career experience;
2.3.8 Results of oral interview conducted by supervisory members of the BOE.
2.4 It is the member’s responsibility to obtain letters of recommendation from supervisors and any other relevant documentation they may want considered by the BOE.

3 PTO Training
The North Little Rock Police Department Training Unit will provide training for the PTO class utilizing problem based learning methods. [CALEA 33.4.3e]
3.1 The class will consist of a minimum of 32 hours of classroom instruction.
3.2 PTO training class instruction will include but not be limited to:
3.2.1 Problem based learning methods;
3.2.2 Ill Structured Problems (ISP);
3.2.3 PBLE-Problem Based Learning Exercises;
3.2.4 Use of training journals;
3.2.5 LAP- Learning Activity Package;
3.2.6 NPE- Neighborhood Portfolio Exercise;
3.2.7 Responsibilities and requirements for supervising trainees; and
3.2.8 Effective methods and use of counseling and critiquing trainees.

3.3 Annual PTO training – All PTO’s, PTE’s and PTS’s will attend an annual refresher course at least two hours in duration. [CALEA 33.4.3e]
3.4 PTO’s should attend an instructor development course prior to or within a year of being certified as a PTO.

4 PTO Training Activities
4.1 PBLE-Problem Based Learning Exercises.
4.1.1 One PBLE will be completed for each of the first four phases: 1, 2, 3, and 4.
4.1.2 The PTO should use the PBLEs supplied by their PTS that when possible should be patrol area specific.
4.1.3 The PTO may deviate from the standard PBLE if a community specific problem exists, and it is authorized by the PTS.
4.1.4 Additional PBLEs may be assigned if additional training is warranted.
4.1.5 Trainees are allowed to discuss these exercises with other trainees.
4.1.6 Each trainee should present their PBLE conclusions to their PTS and area officers during their shift roll call.
4.2 LAP-Learning Activity Package contains effective teaching tools and can also be used to focus on deficient skills exhibited by the trainee.
4.2.1 PTO’s and their PTS should monitor the trainee’s performance closely and assign LAPs as needed to improve a trainee’s basic knowledge;
4.2.2 LAPs will be assigned if the trainee has a specific area of deficiency.
4.2.3 LAPs may be obtained from the PTS or developed as needed by the PTO.
4.3 Journals are used to record daily evaluation reports concerning trainee’s activities, experiences, improvements, deficiencies, and PTO observations relevant to the trainee’s learning process.
4.3.1 There will only be one journal for each trainee and it will be maintained on the Department’s roll call software often referred to as DHQ.
4.3.2 The journal will be utilized by each PTO and reviewed by all levels of the chain of command during the training process and must therefore be kept current.
4.3.3 Journals are discoverable for court purposes, and officers must remember to keep language and content at a professional level.
4.3.4 Journals will have daily entries by the PTO and by the trainee of at least one half of a typed page covering their impressions of the day’s events.
4.3.5 The PTS will review, date and initial journal entries weekly, or more often as needed.
4.3.5.1 The PTS should evaluate journal entries for content, length, grammar and spelling.
4.3.6 A copy of the PTO’s journal will be included in the Trainee’s permanent training file.
4.3.7 Journal entries will be hand written and kept in the trainee’s activity book when or if the server or DHQ software is inoperable.
4.4 NPE - Neighborhood Portfolio Exercise.
4.4.1 Pursuant to assignment to a patrol area, the area PTS will assign the trainee to specific grid(s) in that area in which to complete an NPE.
4.4.2 If at all possible, the assigned area should conform to the boundaries of one or two grids in order to facilitate the accurate assessment of crime data.
4.4.3 The assignment will be made immediately upon successful completion of their evaluation check rides.
4.4.4 The trainee will not be expected to start the NPE until successful completion of two check rides.
4.4.5 The NPE grid(s) assigned should be in a patrol area in which the trainee will be assigned for duty pursuant to completion of the program in-order to maximize the effectiveness of the NPE assignment.
4.5 Volunteering for calls.
4.5.1 PTO and trainees will volunteer for calls anywhere in the City when it will be beneficial to expose the Trainee to a new experience or improve their current abilities.
4.5.2 Supervisors will encourage and assist PTO’s in volunteering for calls, keeping in mind staffing needs.
4.6 Scenarios.
4.6.1 PTO’s, in consultation with their PTS, will utilize scenarios when appropriate to expose the trainee to situations they have little or no experience with, or have shown a weakness.
4.6.2 Scenarios should be utilized as staffing needs allow.
4.6.3 Safety must be the overriding concern when utilizing scenario based training.
4.7 Quizzes and Tests – PTOs are encouraged to use written quizzes and tests to record and evaluate trainee’s retention of the curriculum.
4.8 Learning Matrix - used as a reference guide by the PTO and the trainee. The Learning Matrix contains information pertaining to the skills and knowledge required to perform the essential functions of a police officer. [CALEA 33.4.3g]
4.8.1 The PTO should constantly refer to the matrix in order to determine what trainees have learned, what they need to learn, and what process the PTO will use to evaluate the trainee.
4.8.2 Since laws, policies, and procedures are continually evolving, the Learning Matrix must be modified as these changes occur.
4.8.3 PTO’s are encouraged to recommend changes to the matrix as needs arise.
4.8.4 The PTC will be responsible for updating the Learning Matrix as appropriate.

5  Trainee Evaluation Process
5.1 Upon completion of phases 1 thru 4, the trainee must successfully complete two evaluation check rides.
5.1.1 Each check ride will be 40 hours in length.
5.1.2 Each check ride will consist of a minimum of three evening shifts and a minimum of one day shift.
5.2 Different PTEs will evaluate the trainee during each of the two evaluation check rides.
5.2.1 The PTE’s will be selected by the PTC and the PTS.
5.2.2 PTE’s will not discuss their evaluation of the trainee with each other prior to the completion of both check rides.
5.2.3 PTE’s should discuss their evaluations with the PTS and PTC.
5.3 The evaluation check rides will take place in two different areas:
5.3.1 One check ride will cover patrol areas A & D and the other, areas B & C.
5.4 The trainee will be the preferred primary call taker whenever possible for both the assigned patrol areas of the check ride.
5.5 If the two PTEs disagree significantly in their evaluation of the trainee’s ability to succeed in solo patrol as an ethical, effective, and/or competent police officer, the PTC and PTS can order a third check ride not to exceed three days in length.
5.5.1 If a third check ride is ordered it will be performed by a PTS.
5.5.2 It will consist of two evening shifts and one day shift.
5.6 PTEs will evaluate the trainee utilizing the appropriate learning matrix for the respective learning phases.
5.6.1 PTEs will document their evaluation on a PTE Evaluation form.
5.6.2 Documented results along with any recommendations and any deficiencies will be noted on the PTE Evaluation form and forwarded to the trainee’s PTS for review.
5.7 The PTS will review the PTE evaluation form to ensure the core competencies are addressed and sign the form if it meets program standards, add recommendations if any, and forward to the PTC.
5.8 At the end of the evaluation check rides, the PTC will determine the trainee’s suitability for solo patrol or need for remedial training based on their training records, the PTS, and the PTE evaluations.
5.8.1 The PTC will convene the BOE as needed to review substandard performance by a trainee if remedial training beyond 8 hours or a recommendation for separation of service is indicated.
5.8.2 Remedial training will not exceed one week (40 hours) in duration.
5.9 The BOE will determine if remedial training is expected to improve any existing deficiencies.
5.9.1 If it is determined that remedial training should improve or correct deficiencies, the trainee will be allowed a maximum of one week remedial training by a PTO or the Training Unit.
5.9.2 Upon completion of remedial training, the PTO or Training Unit as applicable will submit an evaluation of the trainee’s progress or lack thereof for final consideration by the BOE.
5.9.3 If it is determined that remedial training is unlikely to correct existing deficiencies, or if ordered remedial training failed to correct existing deficiencies, the BOE will recommend termination of employment.
5.9.4 All recommendations by the BOE that involve remedial training beyond 8 hours or separation of service, will be documented and forwarded to the Patrol and Professional Development Division Commanders and Chief of Police for review.

6  PTO Evaluation Process
6.1 During the PTO Program, the effectiveness of the PTO as a trainer will be assessed by supervisory members of the BOE.
6.1.1 Any deficiencies exhibited by the PTO will be addressed by the PTO’s, PTS and PTC.
6.1.2 In some cases the PTC may recommend that an ineffective PTO be scheduled for refresher training, remedial training, or removed from the program.

6.2 All recommendations by the PTC that involve remedial training or removal from the PTO program will be documented and forwarded to the Patrol and Professional Development Division Commanders and Chief of Police for review.

7 Trainee Responsibilities

7.1 Maintaining a journal is an essential process for reinforcing daily learning as well as facilitates creative thinking and self-evaluation. Trainees are therefore, required to make daily journal entries concerning the following:

7.1.1 Synopsis of subjects learned or reviewed;
7.1.2 Synopsis of calls for service;
7.1.3 Record questions that arise for future discussion or research;
7.1.4 Actions or responses that were performed correctly or incorrectly.

7.2 Trainees will complete all assigned LAP's and PBLE's in a timely manner and submit them to the PTO for evaluation. Trainees should utilize the Learning Matrix as a reference guide when completing these assignments.

7.3 Trainees should begin working on their NPE assignment as soon as it is assigned.

7.3.1 The trainee will give an NPE presentation to the BOE as soon after the completion of phase 5 as practical.

7.3.2 A trainee will not be considered finished with the PTO program until a satisfactory NPE presentation has been given.

7.4 A satisfactory NPE should demonstrate a thorough understanding of the community in the area to which they were assigned. The NPE should include but is not limited to the following:

7.4.1 Geographic and demographic characteristics of the area assigned;
7.4.2 Crime problems, historical as well as current trends;
7.4.3 Quality of life issues;
7.4.4 Problem solving efforts;
7.4.5 Community groups;
7.4.6 Available resources;
7.4.7 Other officers observations; and
7.4.8 Compiled in a format that makes it readily available for use by officers working in that area.

7.4.9 The trainee will provide a written copy and a verbal presentation of the NPE to members of the BOE for assessment within four (4) weeks after the NPE was assigned. Additional time may be given by the PTS at their discretion.

7.5 The trainee will complete a self-evaluation for each of the 15 core competencies and submit it to the first assigned PTE prior to the trainee's first day of their evaluation ride.

7.6 Trainee's will maintain an activity book for the entire PTO program. The activity book will consist of 3 inch or larger black three (3) ring binder and the following will be stored therein:

7.6.1 All daily worksheets and any Intra-Departmental communication written by the trainee;
7.6.2 Examples of different types of uncorrected reports, Department forms and citations completed by the trainee;
7.6.3 The trainee’s PBLE’s and LAP’s;
7.6.4 The Task Manual and any other documents written by and/or pertaining to the trainee; and
7.6.5 PTS's initials and date confirming the weekly review of activity book entries.

7.7 Activity books will be submitted to the PTC at the conclusion of the training process for inclusion into the trainee’s permanent training file.

8 PTO Responsibilities [CALEA 33.4.3h]

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 PTS and PTC informed about any pertinent issues associated with the trainee and the learning experience.

8.1 PTOs will document training in a journal per section 4.3 of this directive. There is only one journal for each trainee.

8.1.1 Only the COP, Patrol Division Commander, PTC, Training Supervisors, and PTS’s will have unrestricted access to the electronic PTO journals.

8.1.2 This allows the chain of command and each subsequent trainer or evaluator to review the trainee’s progress while preventing others from accessing or changing journal entries.

8.1.3 Each time the trainee is assigned to a different PTO, the PTO journal password will be changed to lock out the previous PTO and give access to the current PTO. Therefore, it is imperative to keep journal entries up to date.

8.1.4 Journal entries will be a minimum of one half page typed (or one full page handwritten if the electronic journal is not accessible) in length per day of training to ensure adequate documentation.
8.2 PTO journal entries should include, but are not limited to the following:

8.2.1 Daily activities;
8.2.2 Synopsis of calls for service;
8.2.3 Trainee’s attitude, work ethic and character values;
8.2.4 Special Training (building searches, roll call training, etc.); and
8.2.5 Work performance.

8.3 The trainee and the PTO should jointly select recent incidents (within two weeks) that pertain to the respective phase (1, 2, 3, or 4) of training and complete one or more LAP(s) every month.

8.3.1 When completing a LAP, the PTO should ensure the trainee documents his/her learning rather than simply narrate the incident.

8.3.2 LAP's are mandatory and not optional when a learning deficiency exists that is significant enough to warrant concern that a trainee may not possess the requisite skills to perform the essential functions of patrol duties.

8.3.3 PTO's are responsible for the compilation of all pertinent documentation (field reports, worksheets, etc.) indicating deficient areas of learning.

8.3.4 This documentation will be submitted with the LAP to the appropriate PTS.

8.4 PTOs will answer calls for service in other areas to maximize training and exposure to various incidents.

8.5 PTSs will assign the trainee a PBLE for each learning phase.

8.5.1 The PTO will ensure that the trainee utilized the PBL method to complete the assignment.

8.6 The PTO will advise their PTS whenever a deficiency exists that requires additional training.

8.7 The PTO will adhere to the COPS PTO Manual in the application of the PTO principles utilized during the training process, provided it does not conflict with policy directives or state law.

8.8 PTO’s are responsible for ensuring that all required paperwork is submitted to the PTS in a timely manner.

8.9 PTO’s can submit overtime or comp time requests for training upon completion of each phase.

8.9.1 All O/T or C/T requests will be submitted to the PTS for approval.

8.9.2 O/T and C/T will not be approved until all mandatory paperwork has been submitted.

9 PTE Responsibilities

9.1 The PTE is responsible for evaluating the performance of the trainee upon completion of training phases 1 thru 4. Each evaluation period should consist of the following:

9.1.1 A completed PTE Evaluation Form that references the core competencies;
9.1.2 Copies of all paperwork completed by the trainee during the evaluation period;
9.1.3 The trainee’s self-evaluation;
9.1.4 PTE journal entries documenting the trainee’s daily activities, noting good and poor performance as well as attitude and work ethic; and
9.1.5 PTE journal entries that may be handwritten or typed, but must be submitted in hardcopy with the PTE packet; not included in the trainee’s electronic journal.

9.2 All evaluation documentation will be submitted to the PTO Coordinator in a timely manner.

10 PTS Responsibilities [CALEA 33.4.3c]

10.1 The PTS is responsible for monitoring the performance and activities of the PTO’s and their trainees assigned to their patrol area.

10.2 As it pertains to their respective patrol area, the PTS will be responsible for ensuring:

10.2.1 That problem based learning is being effectively administered;
10.2.2 That the proper learning environment exists to maximize the training potential of the PTO Program;
10.2.3 The assignment of an NPE area to trainees;
10.2.4 The trainee’s progress is routinely checked;
10.2.5 That PTO’s are authorized to respond to calls outside their area for the purpose of maximizing the trainee’s exposure to learning outcomes.

10.2.6 Adequate documentation through routine review of the journals.
10.2.7 That LAP’s and PBLE’s are complete, signed, and forwarded to the PTC;
10.2.8 That all PTO Program O/T and C/T requests are forwarded to the PTC for approval

11 PTO Coordinator (PTC) Responsibilities

11.1 The PTC is responsible for managing and facilitating the PTO Program on a daily basis and ensures that members of this agency follow the PTO policies and procedures.

11.2 Specific duties include, but are not limited to, the following:
11.2.1 Facilitating and scheduling of all training and evaluation phases;
11.2.2 Maintaining all program records and reports;
11.2.3 Forwarding all training records to the Training Division upon trainee’s completion of the PTO Program;
11.2.4 Approving all PTO O/T and C/T requests;
11.2.5 Scheduling and monitoring NPE presentations;
11.2.6 Coordinating PTO and BOE meetings as needed;
11.2.7 Coordinate the selection process of new PTO and BOE members.
11.2.8 Provide written recommendations to the Chief of Police, Patrol and Professional Development Division Commanders on what action to consider regarding training, remedial training, or termination of a trainee or PTO from the program.

12 Board of Evaluators (BOE)
12.1 The BOE will consist of the PTC, a PTS from each of the four areas, a Training Unit supervisor, 2 PTE’s and 2 PTO’s.
12.2 The BOE will do the following:
12.2.1 Review all trainee and PTO performance as directed by the Coordinator;
12.2.2 Make recommendations to the Coordinator concerning training, remedial training, program procedures, NPE completeness, and new PTO selections;
12.2.3 Review all NPE presentations;
12.2.4 Conduct an exit interview of each trainee to assess the overall training experience; and,
12.2.5 Conduct interviews of each candidate for PTO training.
12.3 BOE members will be chosen by the PTC and PTS members of the BOE.
12.4 BOE members may be removed by the PTC for failing to attend four or more board meetings or NPE presentations in a 12 month period.

13 Training Unit Responsibilities
13.1 The Training Unit will be responsible for administering a PTO training class to all new Police Training Officers. [CALEA 33.4.3e]
13.2 The Training Unit will act as a liaison with the Arkansas Commission on Law Enforcement Standards in order to keep abreast of the current curriculum being utilized to train new recruits. [CALEA 33.4.3d]
13.3 The Training Unit will provide periodic in-service training to certified PTO’s concerning relevant training issues. [CALEA 33.4.3e]
13.4 The Training Unit commander and the PTC will cooperatively develop curriculum and scheduling the annual refresher training.
13.5 The Training Unit will be responsible for ensuring that PTO certifications are up to date.
13.5.1 The Training Unit will notify PTO’s at least 90 days prior to their certifications end date.
13.5.2 PTO’s will be responsible for submitting a signed F-12 to the Training Unit at least 30 days prior to the certification end date. Training will submit the signed F-12’s to CLEST.
13.6 The Training Unit will immediately notify the Patrol Division Commander and the PTC of any PTO whose certification has lapsed.
13.7 A PTO whose certification has lapsed may not be assigned a trainee during the PTO program.

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Mike Davis
Chief of Police