

NORTH WILKESBORO POLICE DEPARTMENT F.T.O. PROGRAM

TEN REASONS FOR IMPLEMENTING A FIELD TRAINING OFFICER PROGRAM

1. Provides for an evaluation process.
2. Increased support for administrative policy through FTO Program instruction.
3. The likelihood of negligent hiring and retention suits is greatly reduced.
4. Cost-effective in that non-qualified and non-productive persons are no longer retained in the organization.
5. Cost-effective in that Probationary Officers get “up to speed” faster than before.
6. The position of FTO represents an additional career path for the officer.
7. An agency-wide standardization of policy, training and procedure ultimately develops.
8. Motivation and morale increases as FTOs work in a particular climate and have a “say” in an important decision-making process.
9. FTOs practice supervisory skills before promotion; enhancing the quality of candidates eligible for advancement.
10. FTOs become more competent, knowledgeable and safer employees as a result of their role model responsibilities.

FTO PROGRAM GOALS & OBJECTIVE

The FTO Program has been adopted with the goal of improving the overall effectiveness and efficiency of training the Probationary Officer. To achieve this goal, the FTO Program will establish the following objectives:

1. To produce a highly trained and positively motivated officer capable of meeting or exceeding standards of performance required by the Department.
2. To provide equal and standardized training to all newly hired officers and to provide remedial training in those areas where deficiencies are identified.
3. To build on the foundation of knowledge given in BLET, thereby creating an environment in which the Probationary Officer may develop new skills, as well as increase proficiency in those acquired in the academic setting.
4. To improve the Department's screening process by providing on-the-job observation of each Probationary Officer's performance.
5. To establish an appraisal system which is valid and job-related, utilizing a standardized and systematic approach to the documented measurement of the Probationary Officer's performance.
6. To establish career paths within the department by providing qualified officers (FTOs) with additional training and opportunities to develop leadership skills.
7. To ultimately increase the overall efficiency and effectiveness of the department by enhancing the climate of professionalism and competency demanded by the ethical standards of law enforcement.

The purpose of this manual is to provide direction regarding the Field Training Officers Program for Probationary Officers. The FTO Program is designed to introduce Probationary Officers to the realities and responsibilities of Police Officers and to produce members capable of providing service to the public under both routine and emergency conditions. The FTO Program is guided by a job-related, standardized training curriculum and utilizes fair and objective techniques to evaluate and document each Probationary Officer's progress.

THE FTO TRAINING PHILOSOPHY

We, as Field Trainers, have been entrusted with the awesome responsibility of building the Police Department of the future through the people we train today.

OUR RESPONSIBILITY IS DUAL:

First, we must embrace a training philosophy which ensures that every Probationary Officer is given the maximum opportunity to show that he or she can do the job. To accomplish this, we must create a positive environment in which learning is maximized. Our approach must be fair, firm, friendly and above all professional. We must evaluate in a sincere, straight forward manner, which emphasizes the positive as well as the negative aspects of performance. At no Time will we demean or ridicule a Probationary Officer. We realize that even the least capable Probationary Officer must be treated with respect and given every chance to succeed. We must never treat a Probationary Officer in a way that deprives him or her of their dignity. We will do what we can to ensure that the stress felt by the Probationary Officer is caused by the job and not from our own words or actions.

WHEN PERFORMING HIS OR HER DUTIES, AN FTO WILL HAVE THE FOLLOWING ROLES:

Supervisor: The FTO often acts as a supervisor. The Probationary Officer will make mistakes and these mistakes are to be immediately addressed and corrected during training process. There are times when the Probationary Officer will commit an infraction that is viewed as minor in nature, but due to his or her position, and the need for behavioral modification, the FTO must take action and counsel the Probationary Officer.

Teacher: The most obvious function of the FTO is that of a teacher. The teaching role may, and in most cases does, occur in the field under actual conditions.

Counselor: The FTO will often be placed in a situation where he or she becomes the problem solving resource, for the Probationary Officer. This may include a personal problem of the Probationary Officer as well. Normally, the best way to accomplish this is through counseling. The FTO must develop the skill to help the Probationary Officer solve his or her own problems. By allowing them to “talk it out” and be gently guiding them through their “crisis,” many of the Probationary Officer’s problem can be solved.

Inspector: The FTO is responsible for inspecting the Probationary Officer’s uniform and equipment as well as approval of all paperwork. Discrepancies may also be brought to the FTO’s attention by a Supervisor for correction by the FTO or Probationary Officer.

Disseminating Information: The FTO must ensure the Probationary Officer is receiving all necessary information. He or she is also responsible for ensuring the Probationary Officer records this information and can provide it upon request.

STANDARDIZED EVALUATION GUIDELINES

The following “1, “2, “3”, “4”, and “5” scale value definitions serve as a means of FTO Program standardization and continuity. The definitions are used when rating a Probationary Officer’s behavior in each of the performance categories. The task of evaluating and rating a Probationary Officer’s performances should be based on these definitions. It is through the use of these guide-lines that FTO Program standardization and rating consistency is achieved.

Appearance:

Category 1 General Appearance

This category deals with the appearance of the Probationary Officer when he reports for duty. Note: Failing to wear the hat when out of the vehicle does not apply to this category. While failing to shave before duty does apply to this category.

- 1-3 Unacceptable: dirty shoes or uniform, unpressed uniform, fails to wear uniform in compliance with policy; hair not groomed, hair in violation of Department regulations; fails to maintain personal hygiene or cleanliness.
- 4 Acceptable: neat, clean pressed uniform; well groomed hair in compliance with the Department regulations; shined shoes.
- 5 Exceeds Standards: clean pressed uniform, shined shoes with sole dressing, displays command presence.

Category 2 Vehicle/Equipment Care and Maintenance

This category deals with the vehicle and equipment care and maintenance when he or she reports for duty. This category also includes the Probationary Officer’s ability to operate all issued equipment properly. Note: Does not apply to vehicle during inclement weather.

- 1-3 Unacceptable: dirty weapon, equipment, or vehicle; equipment missing or inoperable, wears or uses equipment not approved by the Department regulations; vehicle in need of scheduled maintenance, equipment not organized in vehicle, abusive treatment of vehicle equipment.
- 4 Acceptable: clean weapon, equipment, vehicle. Vehicle serviced as scheduled, equipment organized in vehicle; equipment readily available and in working condition, can account for all equipment.
- 5 Exceeds Standards: Exceptionally clean weapon, equipment and vehicle; vehicle waxed, demonstrates extra care to assure issued equipment is in good working order and that needed equipment is available at all times

Attitude:

Category 3 Acceptance of Feedback: Verbal/Behavior: Attitude toward Law Enforcement: Dependability and Punctuality

This category deals with the Probationary Officer's responses to Superiors and authority; with the Probationary Officer's attitude towards the duties and responsibilities of an Police Officer; with the Probationary Officer reporting for duty, assignments, or meetings on time, and if he or she offers to assist fellow officers when needed.

- 1-3 Unacceptable: (A) rationalizing, argumentative; fails to make acceptable correction; resents criticism, denies errors were made. (B) takes Law Enforcement as only a job; uses job for ego trip; abuses authority (badge heavy); no dedication; lack of concern for fair and impartial enforcement of the law. (C) late for duty/assignments/meetings; fails to assist fellow officers; not dependable.
- 4 Acceptable: (A) accepts criticism in positive manner and applies it to further learning processes; (B) expresses active interest toward job; demonstrates concern for fair and impartial enforcement of the law; (C) punctual for duty/assignments, offers to assist fellow officers; dependable.
- 5 Exceeds Standards: (A) solicits criticism in order to improve performance; never argues or blames others. (B) utilizes off-duty time to further professional knowledge; maintains high ideals toward professional responsibilities. (C) punctual for duty/assignments/meetings, offers to assist fellow officers; goes out of his or her way to check fellow officer's safety or to assist fellow officers; always dependable.

Knowledge:

Category 4 Reflected by written testing- Department Policies and Procedures/Criminal Statutes/Traffic Laws – Chapter 20

To rate in this category, the FTO must give the Probationary Officer a written test. A copy of the test shall be attached to the appropriate task sheet in the Officer's Training Manual.

1-3 Unacceptable: when tested, in writing, answers with less than 80% accuracy.

<u>Test Results</u>	<u>Rating</u>
0% - 26%	1
27% - 53%	2
54% - 79%	3

4 Acceptable: when tested, in writing, answers with at least 80% accuracy.

<u>Test Results</u>	<u>Rating</u>
80% - 99%	4

5 Exceeds Standards: when tested, in writing, answers with 100% accuracy.

POLICY AND PROCEDURES

Category 5 Reflected by field performance

Ratings for this category come from compliance or violations of Department Policy

Example: Failing to wear hat, improper vehicle operation, failing to maintain radio contact by means of outside speaker, walkie-talkie, fails to use take down light correctly, fails to wear reflectorized vest in compliance with policy, etc.

1-3 Unacceptable: fails to display knowledge of the Police Department policies/procedures or violates same.

4 Acceptable: familiar with most commonly used Police Department policies/procedures and complies with same.

5 Exceeds Standards: has an excellent working knowledge of Police Department policies and procedures, including lesser known and seldom used ones, complies with same.

CRIMINAL STATUTES

Category 6 Reflected by field performance-

This category deals only with Criminal Statutes in Chapters 14, 15, 15A, 18 and 90.

- 1-3 Unacceptable: does not know the elements of basic criminal statutes; does not recognize commonly encountered criminal offenses when encountered or makes mistakes relative to whether or not crimes have been committed and, if so, which crimes.
- 4 Acceptable: recognizes commonly encountered criminal offenses and applies appropriate General Statutes; know difference between criminal and non-criminal activities.
- 5 Exceeds Standards: has outstanding knowledge of the criminal statutes and applies that knowledge to unusual criminal activities.

TRAFFIC LAWS-CHAPTER 20

Category 7 Reflected by field performance-

This category deals with G.S. 20 – Traffic Laws

- 1-3 Unacceptable: lacks knowledge to recognize basic violations, no attempt to improve; incorrectly identifies violations, difficulty in locating laws in the Chapter 20, unable to recall information previously covered.
- 4 Acceptable: has working knowledge of most commonly used statutes; relates elements to observed traffic violations; applies appropriate statutes, able to locate statutes in Chapter 20.
- 5 Exceeds Standards: outstanding knowledge of Chapter 20; relates and applies it to unusual traffic related violations.

Frequent Performance Tasks:

Category 8 Driving Skills (Normal Conditions)

This category applies to normal driving conditions/non-emergencies/routine patrol;

- 1-3 Unacceptable: violates traffic law(s); involved in chargeable collision(s); lacks dexterity and coordination during vehicle operation; drives too slow or too fast for the situation.
- 4 Acceptable: has ability to maintain control of vehicle while being alert to activity outside of vehicle; practices good defensive driving techniques; evaluates driving situations and reacts properly; obeys traffic laws, sets good example of lawful courteous driving, while exhibiting good driving skills required of a Police Officer.
- 5 Exceeds Standards: displays a high degree of reflex ability and competent driving skills.

Category 9 Driving Skills (Stress Conditions)

This category applies to stress conditions, responding to any emergency calls, to include pursuing violators and making a pursuit turn.

- 1-3 Unacceptable: violates applicable traffic law(s), involved in chargeable collision(s); uses emergency equipment unnecessarily or improperly; loses control of vehicle; shows poor judgment or lack of common sense during emergency vehicle operation; fails to make a safe and efficient pursuit turn.
- 4 Acceptable: maintains control of vehicle and properly evaluates driving situations; Shows good judgment and common sense during emergency vehicle operation. Executes a safe and efficient pursuit turn(s). Utilizes emergency equipment properly.
- 5 Exceeds Standards: displays high degree of reflex ability and driving competence; anticipates driving situations in advance and acts accordingly; displays superior judgment and common sense during emergency vehicle operation; responds very well to the degree of stress present. Utilizes emergency equipment properly.

Category 10 Orientation/Response Time

This category deals with the amount of time the Probationary Officer takes to arrive at a destination and how well he or she knows his area. Example: City or town locations, road numbers and names, patrol areas and landmarks.

- 1-3 Unacceptable: unaware of his or her location while on patrol; unable to relate his or her location to his or her destination by use of the map; does not properly use map, expends too much time getting to destination.
- 4 Acceptable: has knowledge of his or her location at all times; can quickly use map to find routes and arrive within reasonable amount of time.
- 5 Exceeds Standards: remembers locations from previous visits and does not need the map to get there; is aware of short cuts and uses them to reduce response time; studies map on off-time to become more familiar with county.

Category 11 Routine Form: Accuracy/Completion

This category deals with all forms required to be completed by an officer in the performance of his duties. This category deals with the knowledge of correct form(s) to be used, accurate completion of form(s) and legibility.

- 1-3 Unacceptable: forms are incomplete, inaccurate or improperly used; are not submitted on time, writing illegible, misspelled word, sentence structure and/or word usage is incorrect or incomplete, does not have all required forms in his possession.
- 4 Acceptable: knows the commonly used forms and understands their use; writing is legible; grammar and sentence structure is correct; reports are submitted on time; has all required forms in his possession.
- 5 Exceeds Standards: consistently makes accurate form selection and rapidly completes detailed forms without assistance; writing is very neat and legible; contains no errors; reports are submitted before due date; sentences in reports are clear and concise.

Category 12 Self Initiated Field Activity

This category deals with all the duties and responsibilities of a police officer, violations of laws, disabled vehicles, etc.

- 1-3 Unacceptable: unable to recognize or avoids activity, does not properly follow-up situations; rationalizes suspicious circumstances; does not have a broad orientation to the job.
- 4 Acceptable: initiates routine activity; follows-up on criminal/traffic activities; recognizes suspicious circumstances; has a broad orientation to the job including low priority activities.
- 5 Exceeds Standards: never misses observable violations; makes good quality arrests or proper dispositions from observed activity.

Category 13 Collision Investigation Skills

This category deals with all collision investigations, actual or simulated.

- 1-3 Unacceptable: fails to take charge of collision scene; unable to determine causative factor(s); lacks investigative/interrogative skills.
- 4 Acceptable: takes charge of collision scene; able to determine causative factor(s) with little coaching; good investigative/interrogative skills.
- 5 Exceeds Standards: displays above average skills in determining causative factor(s) on his own; excellent investigative/interrogative skills.

Category 14 Court Performance (Case Preparation, etc.)

This category deals with demeanor in all courts, including magistrate's courts when testifying, and taking field notes during enforcement contacts.

- 1-3 Unacceptable: fails to take adequate notes; poor courtroom demeanor; talks, walks around during court; does not testify to facts of case, gets emotional when testifying, allows verdict to have noticeable effect on attitude.
- 4 Acceptable: takes adequate notes; displays professional courtroom demeanor; testifies accurately to facts of case; remains focused when testifying, controls emotions when testifying and when verdict is rendered.
- 5 Exceeds Standards: takes in-depth detailed notes; very articulate in testifying; always controls emotions during court room setting and when in the company of judicial officials.

Category 15 Officer Safety Physical

This category applies to Probationary Officer's techniques of officer safety at all times and the appropriate use of force, including handcuffing procedures.

- 1-3 Unacceptable: fails to exercise proper principles of officer safety, i.e. -
- a. Fails to position patrol vehicle properly to provide safety zone
 - b. Fails to properly utilize take down light during night vehicle stops
 - c. Does not use proper search techniques
 - d. Exposes weapons to suspect (hand gun, etc.)
 - e. Fails to keep gun hand free during enforcement situation
 - f. Fails to control suspect's movements
 - g. Stands in unsafe location during violator contact
 - h. Does not maintain sight of violator while writing citation
 - i. Turns back on violator/accomplices/passengers
 - j. Fails to watch for other officer's safety
 - k. Stands between violators vehicle and officer's vehicle during traffic stop
 - l. Does not anticipate potentially dangerous situations
 - m. Stands too close to passing vehicular traffic
 - n. Fails to maintain eye contact with violator
 - o. Fails to pat search when his safety or others is in danger
 - p. Confronts people while seated in patrol vehicle
 - q. Fails to maintain a position of advantage to prevent attach or escape, fails to use appropriate level of force to maintain control of the situation, fails to use handcuffs in compliance with policy
- 4 Acceptable: awareness of potential danger from suspects and prisoner; maintains position of advantage; follows accepted safety procedures with suspects, suspicious persons and prisoners; uses appropriate level of force to maintain control of situation; uses handcuffs in compliance with policy.
- 5 Exceeds Standards: applies principles of officer safety on approach to a violator and exhibits awareness of same for fellow officer; always maintains a position of advantage and is alert for change in situations; demonstrates a high degree of awareness of proper officer safety techniques and procedures; excellent knowledge and ability in the use of the appropriate levels of force for the situation.

Category 16 Officer Safety Verbal

This category deals with the verbal content and use of verbal communications techniques during a violator contact.

- 1-3 Unacceptable: speaks too softly or timidly, speaks too loudly, confuses or angers listeners by what is said or how it is said; fails to use voice when appropriate or speaks when inappropriate.
- 4 Acceptable: speaks with authority in a calm, clear voice; proper selection of words and knowledge of when and how to use them.
- 5 Exceeds Standards: completely controls with voice tone, word selection, inflection, and the bearing which accomplishes what is said; restores order in even the most trying situations through use of voice.

Category 17 Decision Making/Problem Solving/Investigative Skills

This category deals with the Probationary Officer's ability to solve problems and to make decisions; the investigation of unusual or criminal matters such as stolen vehicles, drug interdiction; this also included unlicensed drivers, fictitious registrations, unidentified drivers, hit and run investigations, etc.; this does not include routine collision investigations, nor asking routine questions such as, "Is this your correct address?" This category will overlap with others.

- 1-3 Unacceptable: (A) unable to make decision without assistance; cannot recall previous situations and apply them in like situations; (B) acts without thought or good reason; indecisive, naïve, is unable to reason through problem and come to a conclusion; (C) does not conduct a basic investigation or improperly conducts investigation; unable to accurately diagnose offense committed; fails to readily discern available evidence; does not connect evidence with suspect when apparent; lacks skills in collection and preservation of evidence.
- 4 Acceptable: (A) ability to make decisions with minimal assistance; makes reasonable decisions based on information available; (B) able to reason out a problem and related it to what he is taught; (C) follows proper investigatory procedures in most unusual cases with minimal assistance; is accurate in diagnosis of nature of offense committed with minimal assistance; properly collects and preserves evidence.
- 5 Exceeds Standards: (A) able to reason through even the most complex situations and is able to make decisions without assistance, has excellent perception; relates past solutions to present situations; (B) foresees problems and arrives at solutions in advance; (C) always follows proper investigatory procedures, and is always accurate in diagnoses of offense committed without assistance; connects suspects to evidence even when not apparent, has exceptional evidence collection skills.

Category 18 Radio Use – 10 Codes/Radio Operation – Listens and Comprehends

This category applies to the Probationary Officer's knowledge of Police Department policy in regards to the use and knowledge of the 10 codes, when talking on the patrol radio; fails to maintaining radio contact by means of outside speaker or walkie-talkie at all times; how the Probationary Officer plans his transmission and how he talks on the radio; applies to the Probationary Officer's ability to operate his patrol radio(s) and recognize his call number, is aware of radio traffic or other police department patrol cars; and understands transmissions.

- 1-3 Unacceptable: (A) violates policy concerning use of radio; does not follow procedures or follows wrong procedures; fails to maintain radio contact while out of the patrol vehicle by use of the outside speaker or by walkie-talkie; does not understand or use proper 10-codes or language; (B) is unable to properly operate the radio(s); (C) misses own call number and is unaware of traffic on radio of other cars in the district; requires telecommunicator to repeat radio transmission or does not accurately comprehend transmission; does not preplan his transmission; over or under modulates; cuts message off through improper use of the microphone, speaks too fast or too slowly.
- 4 Acceptable: (A) follows policy and accepted procedures; has good working knowledge of most often used 10-codes and language; (B) demonstrates ability to use radio(s), (C) recognizes and responds to own call number, monitors radio traffic directed to other cars in the district and adjoining districts; accurately comprehends transmission; uses proper procedures with clear, concise and complete transmissions; preplans transmissions.
- 5 Exceeds Standards: (A) always follows proper policy and procedures, adheres to policy; has superior working knowledge of all 10-codes, proper language, and applies knowledge when using the patrol radio; (B) demonstrates exceptional knowledge of and exceptional ability to operate radios; (C) monitors all radio traffic and responds without delay; transmits clearly, calmly, concisely and completely in even the most stressful situations; transmissions are well thought out and do not have to be repeated.

Relationships:

Category 19 With Citizens/ With Ethnic Groups Other Than Own / With Supervisors Law Enforcement Officer and Members of Supporting Agencies

Note: Category #19(A) deals with the Probationary Officer's relationships with all citizens. This Category will be rated every day that the Probationary Officer deals with civilians. This category deals with conduct when in contact with members of ethnic groups other than his own, to include comments that indicate prejudices; also deals with the ability of the member to communicate by whatever means at his disposal (to include a second language); applies to all members of the federal, state and local law enforcement agencies (including firemen, EMS, etc).

- 1-3 **Unacceptable:** (A) abrupt, belligerent, overbearing, arrogant, uncommunicative; introverted, insensitive, and uncaring; poor "non-verbal" skills; is hostile or over sympathetic; (B) is prejudicial, subjective or biased; treats members of this group differently than members of own ethnic group; (C) patronizes FTO/supervisors/peers or is antagonistic toward them; gossips; is insubordinate, argumentative, sarcastic, resists instruction; considers self superior; belittles others; is not a "team" player.
- 4 **Acceptable:** (A) courteous, friendly, and empathetic; communicates in a professional, unbiased manner; is service oriented; good "non-verbal" skills; (B) is at ease with members of other ethnic groups; serves their needs objectively and with concern; does not feel threatened when in their presence; (C) adheres to the chain of command and accepts role in the organization, good peer and FTO relationships and is accepted as a group member; respects and supports superior's positions; respects and works well with other agencies.
- 5 **Exceeds Standards:** (A) is very much at ease with citizen contacts; quickly establishes rapport, is totally objective in all contacts; excellent "non-verbal" skills; (B) is always at ease with members of other ethnic groups; is totally and communicates in a manner that furthers mutual understanding; (C) is at ease in contact with all, including supervisors, understands superiors responsibilities, actively assists others; represents the police department well, promotes professionalism.

REMEDIAL TRAINING

Introduction to Remedial Training

Every FTO knows his or her obligations to train and evaluate, but many overlook the following up aspect of that role...i.e., to correct observed deficiencies in the areas of knowledge, skills, and attitudes. It is not sufficient to point out what is wrong and to report on it. What is required is that the FTO do something to help the Probationary Officer improve. We call this remediation.

Remediation, defined, is a correction or review of previously taught information or procedure. "Previously taught," for our purposes does not include any training the employee received in an academy or basic training setting. Another way of expressing this, is we give the Probationary Officer "one free pass" while in the FTO Program. The FTO's initial explanation/demonstration of a subject/item/skill shall serve as the first training experience for the Probationary Officer.

What Behavior Requires Remediation?

Simply put, anything recognized as a performance deficiency is remediated. But, unfortunately, some performance deficiencies have, as their root cause, something the FTO cannot correct. Some examples are immaturity, absence of a positive self-image, lack of common sense, worldliness and fear. These are attitudinally based and are occasionally so deeply ingrained in the Probationary Officer's behavioral package that the desired change cannot take place. It is wrong, however, to automatically assume that a failure to perform well is linked to one of the above reasons. It is most likely that inexperience and an absence of sufficient practice has led to the problem. The FTO's role is to help the Probationary Officer overcome the difficulties and to give him or her opportunities to learn and perform.

NOT RESPONDING TO TRAINING "NRT"

Indicating "NRT" shall be considered a serious step and termination is imminent. Prior to an FTO indicating "NRT," he or she must ensure the following:

1. The problem has been properly documented, in specific details.
2. Remedial training has been given and the Probationary Officer has not responded to the remediation.
3. A rating of unacceptable has been entered in this category on a previous FTO Form (DOR).
4. All persons in the FTO chain of command including the Probationary Officer have been made aware of the impending "NRT."

Noting "NRT" should not come as a surprise to anyone in the FTO Program. Whenever a Probationary Officer begins to develop a problem and fails to improve, the FTO shall notify his Sergeant, who shall relay the information via the chain of command to Chief of the Department.

Upon determining the Probationary Officer is not responding to training in a category on the FTO Form (DOR), the FTO shall give a rating and place an "X" in the NRT column in the appropriate category for this rating period. This rating will reflect only the Probationary Officer's performances for this rating period and will reflect a rating of unacceptable.

The remainder of the FTO Form (DOR) will be completed as on any other workday. No remedial training will be shown for this category unless it took place earlier in the shift. After listing the problem, the FTO shall insert the following statement: "Officer Doe was advised that NRT would be given for his or her performance and was transported to the Department. I notified SGT. Jones at TIME ."

Once the FTO determines that "NRT" is to be recommended he or she shall immediately notify the Sergeant. The Sergeant shall then contact the Captain. The Captain shall contact the Major. The Major shall contact the Department Chief. The Captain or his or her designee shall take the Probationary Officer's weapons, badges and Patrol vehicle keys, and have the Probationary Officer transported to his or her residence.

The Department Chief, the Major, and the Captain will schedule a meeting to be held before the Probationary Officer is allowed to continue in the FTO Program. Prior to the meeting being held, the FTO and the Sergeant shall document their reason(s) for giving the Probationary Officer a rating of "NRT." The documentation shall be in memorandum form and must include the following:

1. Background.
2. Specific problem area(s).
3. Documentation of problems and remediation.
4. Significant weakness(es).
5. The times, and dates the Sergeant was notified.
6. Summary.

The Department Chief will advise the Probationary Officer that he or she is terminated. The Captain will arrange a date for all departmental equipment to be returned and any separation paperwork to be completed.

The following is a list of task the Probationary Officer must complete before he or she can be released from training. If unable to perform the task the FTO will walk the Probationary Officer through all steps of the "mock" task.

Phase One Tasks

TASK #1	Office Orientation
TASK #2	Use of Patrol Radio
TASK #3	Personal Appearance
TASK #4	Vehicle/Equipment Inspection
TASK #5	District Familiarization
TASK #6	Jail Procedure
TASK #7	Traffic Crashes
TASK #8	Off Duty Activities
TASK #9	Officer Safety
TASK #10	Vehicle Stops
TASK #11	Driving
TASK #12	Emergency Response Driving Techniques
TASK #13	Issuance of North Carolina Uniform Citation
TASK #14	Town Orientation

Phase Two Tasks

TASK #15	Community Relations
TASK #16	District Familiarization
TASK #17	Traffic Crashes
TASK #18	Directing Traffic
TASK #19	Use of Equipment
TASK #20	All Department Forms
TASK #21	Motor Vehicle Laws – Chapter 20
TASK #22	Juvenile Procedures
TASK #23	D.W.I. Arrest
TASK #24	Physiological Evaluations (D.W.I. Arrest)
TASK #25	Arrest Procedure
TASK #26	Interrogation of Suspect
TASK #27	North Carolina General Statutes Chapter 90
TASK #28	Vehicle Stored/Inventoried
TASK #29	Reports
TASK #30	Seizure and Impoundment of vehicles
TASK #31	Release of Investigative Information
TASK #32	Diplomatic/Legislative Immunity
TASK #33	Criminal Law and Procedures
TASK #34	Execution of Arrest Warrant
TASK #35	Town Orientation
TASK #36	Commitment Process

Phase Three Tasks

TASK #37	Traffic Crash
TASK #38	Self-Evaluation
TASK #39	Review Officer Safety
TASK #40	Handcuffing Procedures
TASK #41	Searching and Transporting Females
TASK #42	Hit and Run Traffic Crash
TASK #43	Review of 10-Code and Signals
TASK #44	Response to Aggression Form
TASK #45	Search and Seizure Forms
TASK #46	Review and Completion of the Department Forms
TASK #47	Town Orientation
TASK #48	Court Attendance
TASK #49	Fingerprinting
TASK #50	Blood Test
TASK #51	Any task not yet completed / Forms

If a Probationary Officer is placed into remedial training, any task where the Officer is lacking acceptable ratings shall be a point of review in Phases 4, 5, and 6. For Part-time Probationary Rookie Officers who will automatically enter Phase 4, 5, and 6, all 50 tasks can be covered over the full 6 Phases.