



**DEPARTMENT OF CORRECTIONS  
PROBATION AND PAROLE DIVISION  
OPERATIONAL PROCEDURE**

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| Procedure No.: PPD 1.4.101  | Subject: <b>FIELD TRAINING AND EVALUATION PROGRAM (FTEP)</b> |
| Reference: 46-23-1002, MCA; 46-23-1004, MCA                                     | Page 1 of 4  |
| Effective Date: 09/14/17  | Revised:   |
| Signature / Title: /s/ Kevin Olson, Probation and Parole Division Administrator |  |

**I. PURPOSE:**

The Probation and Parole Division will provide entry-level training to newly hired probation and parole officers in order to provide highly trained professional service to the community.

**II. DEFINITIONS:**

Basic Training – A structured training program that provides initial knowledge and skills, e.g., Correction/Detention Officer Basic and Adult Probation & Parole Basic.

FTO-Field Training Officer – Experienced formally-trained staff selected and assigned to mentor, train, and instruct new employees.

MdE, Inc. – A web-based company that provides software programs for the Department’s field training and evaluation program and the collecting and storing of data pertaining to PPD equipment.

MLEA-Montana Law Enforcement Academy Basic Training – A structured training program that provides initial knowledge and skills obtained through the MLEA POST Certified Basic Training for adult probation and parole.

Need to Know – The staff member requesting information must have that information in order to properly and adequately perform his/her job-related duties and responsibilities.

PPD-Probation and Parole Division – The Division oversees the Probation & Parole regional offices, interstate transfers, and the facilities providing assessments and sanctions, prerelease, and treatment services.

**III. PROCEDURES:**

**A. OBJECTIVES OF FTEP**

1. To produce a highly trained and positively motivated employee capable of meeting or exceeding standards of performance required by PPD and the Department.
2. To improve Probation & Parole’s (P&P) selection process through on-the-job observation of each new trainee’s performance and his/her response to the training.
3. To build on the foundation of skill and knowledge acquired in the basic training experience through the creation of an environment in which the trainee may enhance those skills and increase proficiency in all aspects of job performance.
4. To establish an appraisal system which is valid and job-related, utilizing a standardized and systematic approach to the documented measurement of probationary performance.

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5. To provide equal and standardized training to all newly-hired employees and to provide remedial training in those areas where deficiencies are identified.
6. To establish an additional career path within P&P by providing qualified staff (FTOs) with advanced training and opportunities to develop leadership and supervisory skills.
7. To ultimately increase the overall efficiency, effectiveness, and reputation of the organization through the modeling of professional, competent, and ethical behavior.

**B. FIELD TRAINING AND EVALUATION PROGRAM (FTEP)**

1. The FTEP is a progressive 8-week, 4-phase program providing entry-level training for newly-hired P&P Officers; however, the program may be extended based on the trainee's need for additional training, progress-to-date, and the development of a remedial plan.
  - a. The FTEP may be extended for a period of two (2) weeks to address the trainee's deficiencies or weaknesses, or a total of 10 weeks maximum.
  - b. If a trainee fails to complete FTEP in the allotted time, or does not respond to remedial training and coaching, the trainee's performance will be discussed with the Office of Human Resources (OHR), the Deputy Chief and Bureau Chief.
2. The program covers a broad range of tasks, procedures, and categories that are position-specific and relevant for a P&P Officer's job duties.
3. Trainees will not be assigned beyond the control of the FTO.
4. When possible, trainees will rotate FTOs every two (2) weeks for the first six (6) weeks of the program, and will return to the first FTO for the final Evaluation Only Phase.
5. Excluding holidays, all trainees are expected to work Monday through Friday, 8:00AM-5:00PM during the first year of employment. Supervisors are expected to schedule the trainee's work week accordingly and FTOs shall be included when managing a trainee's work schedule during FTEP.
6. FTOs will follow the *FTEP Training Guide* and are responsible for reviewing the knowledge and skills areas of the guide.
7. All data entry into MdE, Inc.'s programs is the responsibility of the FTO. Both the FTO and trainee are responsible for reviewing the daily observation reports and provide an electronic signature.
8. Although tasks of Phase I may begin prior to the MLEA P&P Basic Training, completion of FTEP will occur after the MLEA P&P Basic Training.
9. The FTEP will provide documented recommendations from MdE, Inc.'s ADORE Program for the retention or termination of the probationary trainee to the Deputy Chiefs (DC). Recommendations are based on observed performance and the trainee's demonstrated ability or lack thereof. All recommendations will be immediately forwarded to the P&P Bureau Chiefs.
10. The *FTEP Training Guide* developed by the Department is reviewed at least annually and updated as needed.

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11. The Deputy Chief/POII will conduct bi-weekly meetings with all FTOs beginning the second week of FTEP through the sixth week. Consideration should be given when scheduling meetings to accommodate FTO schedules.

**12. Phases of FTEP:**

- a. Phase One/Weeks 1 and 2: Introductory and Orientation Phase – Tasks outlined in the *FTEP Training Guide* including orientation, administrative items, observation, and shadowing FTO.
- b. Phase Two/Weeks 3 and 4: Tasks as outlined in the *Training Guide* with more trainee involvement in the necessary duties of a P&P Officer.
- c. Phase Three/Weeks 5 and 6: Tasks as outlined in *Training Guide* with increased trainee involvement in the necessary duties of a P&P Officer.
- d. Phase Four/Weeks 7 and 8: Evaluation Only Phase – Trainee will enter this phase if he/she appears to be capable of all P&P Officer duties with the FTO observing for evaluation purposes. The expectation is that all P&P Officer duties are performed by trainee and FTO provides more coaching than active participation
  - i. Trainee will perform as the lead officer with little or no intervention or interference by the FTO.
  - ii. FTO will intervene when necessary for officer safety, illegal or unethical activity, or actions which could cause embarrassment to the trainee, the Department, or the community.

**C. EVALUATIONS**

- 1. The information contained in FTEP evaluations is confidential and can only be shared with persons outside of FTEP on a need to know basis. All documents relating to trainee performance will be maintained in a secure way and treated as personnel documents.
- 2. Supervisors with administrative rights to the ADORE Program for FTEP will be able to view trainees’ performances and evaluate FTOs.
- 3. Daily Observation Report (DOR):
  - a. FTO will complete a DOR in the ADORE Program beginning on the first day of the trainee’s second week of training, except for the first day of Phase Two and Phase Three if the trainee is assigned to another FTO.
  - b. The DOR is based on standardized evaluation guidelines developed to ensure that the same standards are used when evaluating all trainees and to provide a defined and objective scoring mechanism for training items. Guidelines include the categories of:
    - i. appearance;
    - ii. attitude;
    - iii. knowledge;
    - iv. performance; and
    - v. relationships.
- 4. End of Phase Report:
  - a. Supervisors are responsible for approving the FTO’s End of Phase Report in the ADORE Program.
  - b. This report also uses the standard evaluation guidelines and will reflect the supervisor’s independent observations of the trainee’s performance.

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**D. FTO: SELECTION PROCESS AND TRAINING**

1. To be eligible for an FTO position, a P&P Officer must have served:
  - a. three (3) years in PPD; or
  - b. two (2) years in PPD and a minimum of two (2) years elsewhere in probation and parole.
2. The *PPD 1.4.101(A) FTO Application* is completed and submitted to the OHR.
3. Applicant will be interviewed by the selection board, which is comprised of three to five PPD staff, the majority of whom shall be present or past members of the FTEP.
  - a. Interview will assess (including, but not limited to):
    - i. job knowledge;
    - ii. legal issues;
    - iii. interpersonal skills;
    - iv. decision-making;
    - v. objectivity; and
    - vi. leadership skills.
  - b. Selection board, upon making a tentative decision, will contact applicant's supervisor for concurrence with decision.
4. Newly selected FTOs must complete appropriate training as determined by the Department before beginning FTO duties.

**IV. CLOSING:**

Questions regarding this procedure shall be referred to the Office of Human Resources, P&P Bureau Chief, Deputy Chief, or POII.

**V. FORMS:**

PPD 1.4.101 (A) FTO Application