

Department of Community Supervision



FIELD TRAINING OFFICER PROGRAM

INTRODUCTION

Completion of the Basic Community Supervision Officer Training Course is an accomplishment for which an individual can be justifiably proud. The Department of Community Supervision (DCS) Academy prepares the individual to enter the Field Training Officer Program. The Field Training Officer Program in turn prepares the officer for their responsibilities as a certified Community Supervision Officer.

The knowledge, skills, and abilities which are required of a Community Supervision Officer are varied and extensive. The purpose of the DCS Academy is to build a foundation by providing the knowledge, skills, and abilities required to be a competent and effective Georgia Community Supervision Officer. The Field Training Officer Program is designed to apply classroom training to actual on the job situations and evaluate the officer's ability to perform the duties of a Community Supervision Officer.

Decisions made and actions taken by a Community Supervision Officer have potentially sweeping effects. Unsatisfactory job performance by a Community Supervision Officer is not acceptable by the Department of Community Supervision. The goal of the Field Training Officer Program is to provide exceptional training opportunities through comprehensive, individualized training.

The information which follows should help participants understand all expectations of the Field Training Officer Program.

OVERVIEW OF FIELD TRAINING OFFICER PROGRAM

The purpose of the Field Training Officer program is to ensure officers receive guidance and instruction in properly performing their duties within the communities that they serve. The program incorporates trainees, their Field Training Officers and supervisors as well as the DCS Training Academy into a working team to attain the program's objectives. The Field Training Officer Program is designed to cover a minimum of ten (10) weeks of supervised training. Prior to completion of the program, the trainee is required to perform all specified tasks receiving a score of "Met Expectations". The program length may vary based on hire date, previous law enforcement experience, remedial training, program extension, and number of trainees assigned to a Field Training Officer and/or Designee. In the event there are multiple trainees, the Field Training Officer Program Coordinator will closely monitor the amount of training received by the trainee ensuring their training is adequate and completed within a timely manner. In the event the training is not delivered in a timely manner nor adequately, the Field Training Officer Program Coordinator will notify the Field Training Officer's District Director as well as the Coordinating Chief. The appropriate action will be taken at that time.

1. All newly hired Community Supervision Officers will begin the program immediately upon hire. The program will continue throughout Basic Community Supervision Officer Training. Upon graduation, the trainee will continue working the required specified areas within the program. Once all specified areas have been completed acknowledging the trainee's performance "Met Expectations", notification will be given advising they have successfully completed the program.

All Community Supervision Officers who return to employment after a separation period may be placed in the FTO Program at the request of the District Director. A separation period includes active military deployment, medical leave, etc. The District Director shall notify the Field Training Officer Program Coordinator upon an officer's return to duty.

Additionally, at the discretion of the District Director, the Field Training Officer program can be used as a remedial tool to enhance the knowledge, skills and abilities of any officer who has shown deficiency in a particular area of performance. Those who are placed in the Field Training Officer Program as a remedial tool will be required to complete the designated areas in which the officer is not performing satisfactorily. The Field Training Officer Program Coordinator will use the proper chain of command to implement remedial training as well as a program extension.

The Field Training Officer Program is a tool that is used by the Department of Community Supervision to ensure that its officers are professional and competent in the performance of their duties. The program introduces new officers to the personnel procedures and policies and provides both formal and informal training specific to the agency and the officers day to day duties.

A Field Training Officer is assigned to a new Community Supervision Officer so as to provide the most effective field training available. The Field Training Officer is a highly experienced Community Supervision Officer who has demonstrated expertise within the field and has completed a forty (40) hr P.O.S.T. certification course specific to this training program. The Field Training Officer must continually evaluate the new officer throughout the duration of the program as the officer performs various duties relevant to the Community Supervision Officer position.

OBJECTIVES OF THE GEORGIA DEPARTMENT OF COMMUNITY SUPERVISION FIELD TRAINING OFFICER PROGRAM

The Field Training Officer Program has been designed and implemented to meet the following objectives:

- To produce a highly trained and positively motivated Community Supervision

Officer capable of meeting or exceeding standards of performance required by the Department of Community Supervision.

- To provide consistent, standardized training to all trainees.
- To establish an appraisal system which is valid and job related, utilizing a standardized, uniform approach for documentation of a trainee's performance.
- To provide qualified Field Training Officers with additional training and opportunities to develop leadership skills in order to enhance career satisfaction.
- To ultimately increase the overall efficiency and effectiveness of the Agency by developing highly trained, professional community supervision officers capable of meeting standards and ethics required by the State of Georgia.

THE FIELD TRAINING OFFICER PROGRAM

The Basic Community Supervision Officer Training Course provides an overview of general topic areas specific to the criminal justice system and Community Supervision Officer positions. Such areas of training include but are not limited to: legal issues, communication skills, offender management, wellness, officer safety, and practical skills in firearms, defensive tactics, arrest techniques, field searches, and CPR/First Aid. Basic Community Supervision Officer Training Course provides the basic knowledge and skills needed to operate under the direction of a Field Training Officer and their local managers until they are competent to act as an independent officer.

The Field Training Officer Program is a process by which an individual officer receives formal instruction on the job for special and defined purposes. The Field Training Officer will provide the trainee with practical application training throughout the duration of the program. The trainee will have various duties and procedures explained and demonstrated by the Field Training Officer. As often as practical, the trainee will be required to in turn perform the same duties and procedures while the Field Training Officer observes the trainee's performance. The Field Training Officer Program is designed to cover a minimum of ten (10) weeks of supervised training. Prior to completion of the program, the trainee is required to perform all specified tasks receiving a score of "Met Expectations".

THE EVALUATION PROCESS

The Field Training Officer is responsible for evaluating the trainee throughout the duration of the training program. The Field Training Officer will conduct a minimum of three (3) training sessions a week. Eight (8) field supervision observation training sessions are required within the trainees assigned district throughout the duration of the program. The trainee will be given the opportunity to observe the FTO or Designee as often as necessary. This observation will take place within the assigned district of the Field Training Officer and/or Designee. The observation process is

designed to build the skills of the trainee through coaching and feedback of the trainees performance as well as offering the opportunity to learn through job shadowing.

The evaluation process consists of Skills Evaluation Forms for the following: Administrative Hearing Process, Case Management, Delinquent Reports, EM/Anytrax, Field Supervision, Court Procedures, Hearing Preparation, Initial Interview, Jail Interview, and Search/Seizure & Transport. Each form is used to record and document the trainee's progress within the program and serve as a training tool used by the Field Training Officer and/or Designee to identify the training needs of the trainee. Over the duration of the program, evaluations provide information pertaining to the trainee's progression and/or digression as well as identifies specific areas of success and failure. It furthermore identifies attempts by the Field Training Officer and/or Designee to manage each of the occurrences. These documents are critical, therefore it is imperative for a Field Training Officer and/or Designee to ensure each trainee receives an honest and objective evaluation.

The Skills Evaluation Forms consists of several categories in which the trainee is observed by the Field Training Officer. These categories cover each aspect of the community supervision environment and responsibilities of a Community Supervision Officer. The Skills Evaluation Forms fall within three main categories: (1) Field Supervision (Residence Visits, Control of Conflict, Interpersonal Skills), (2) Arrest Tactics (Use of Force, Search & Seizure, Transporting Offenders), (3) Interpersonal Skills (Initial Interview & Jail Interview). Each form consists of various tasks in which trainees will be observed performing. Based on the observation of the Field Training Officer and/or Designee, the trainee will be given a rating for each task as it is performed. All forms may be completed as many times as necessary throughout the duration of the program. The trainee is required to achieve a "Met Expectations" rating on all forms prior to completion of the program. The Field Supervision Skills Form will be completed three times throughout the duration of the program. A Final Field Skills Supervision Form will then be completed by the Field Training Officer and the Chief Community Supervision Officer ensuring the trainee is performing the skills at the "Met Expectations" level.

In the event it is determined that the trainee needs remedial training, the Field Training Officer, Field Training Officer Program Coordinator and Chief Community Supervision Officer and/or Designee will identify the area of need and determine the next course of action. The Observation/Evaluation Report/Summary will specify the trainee's status and training needs. The trainee will be required to perform to the level of "Met Expectations" in all areas requiring remedial training prior to completion of the program. The remedial period will be at least thirty (30) days and will not exceed sixty (60) days without review by the District Director, Chief Community Supervision Officer, and Field Training Officer Program Coordinator.

The Field Training Officer and/or Designee will rate the trainee based on their

performance in the specified areas observed. The evaluation scoring process will consist of a rating system identifying performance level as either "Met Expectations", or "Did Not Meet Expectations". If the trainee "Did Not Meet Expectations", in the box labeled "Other" provide an explanation and the corrective action used. As the trainee progresses through the program, the trainee should improve their level of performance each session evaluation. In the event the trainee is not progressing through the program, the Field Training Officer and/or Designee are required to provide the trainee with additional training opportunities. The Field Training Officer Program Coordinator, Advanced/Specialized Training Coordinator, Academy Director and Director of Training as well as Field Operations chain of command will provide guidance to the Field Training Officer and/or Designee.

In addition to completing the Skills Evaluation Forms, the Field Training Officer and/or Designee must maintain a trainee evaluation checklist. A training file will be created by the Field Training Officer Program Coordinator. Within the file a Mandatory Training Checklist and Field Skills Checklist will be used to validate all training forms. The checklist will also ensure all evaluation forms are completed and assist with communication between the Field Training Officer, Chief Community Supervision Officer and/or Designee, and Field Training Officer Program Coordinator allowing a collaborative participation in the training process.

In order to accurately complete the Skills Evaluation Forms and the Observation/Evaluation Report/Summary, a Session Journal will be maintained by the Field Training Officer and/or Designee detailing the events and tasks performed as they took place during the training session. Maintaining a journal will allow for appropriate rating, reporting, and training suggestions on the Field Supervision Evaluation Form. In addition to the Field Training Officer, the trainee will be encouraged to maintain a Session Journal. This journal will be used as a personal guide, for training reflection and for evaluation of the Field Training Officer.

An Observation/Evaluation Report/Summary will be completed by the Field Training Officer or Designee bi-weekly, due on Friday. As a new trainee is assigned, the Field Training Officer Program Coordinator will advise the Field Training Officer or Designee as to when the first summary is due. It is imperative that the summaries are received on time as this report provides the trainee's progress regarding the specific duties/tasks performed during each session, to include their acceptance of feedback, attitude toward work, co-workers and citizens, and their overall progress. Ensuring proper guidance and feedback in a timely manner is key to success within the program. The Observation/Evaluation Summary will be shared with the Chief Community Supervision Officer and Field Training Officer Program Coordinator and is maintained in the trainees training file. This summary serves as a training tool for the Field Training Officer or Designee as well as documentation of the performance level exhibited. This summary will further assist the Field Training Officer Program Coordinator with establishing a training plan in the event a trainee is placed in remedial training and/or a program extension.

Occasionally, situations may arise in which the trainee needs to extend their program beyond 250 days without specified remedial training. When this occurs, the Field Training Officer, Field Training Officer Program Coordinator, and the Chief Community Supervision Officer will discuss the performance of the trainee and decide if additional training would improve the officer's level of performance. In the event it is determined that the trainee would benefit from a program extension, the Chief Community Supervision Officer would notify the District Director via memo. The program extension will allow a maximum of sixty (60) days to complete all tasks receiving a "Met Expectations" rating. In the event the trainee has not shown improvement at the end of sixty (60) days, the Director of Training or designee, Field Training Officer Program Coordinator, District Director and Chief Community Supervision Officer will discuss the training concerns with the Director of Field Operations and Deputy Director(s) of Field Operations to determine the next course of action. If remedial training is required, the trainee will be notified and he/she will immediately begin their remedial training period.

Once the trainee has completed the program, the trainee will complete an attestation of completion. This attestation will be the final document placed in the trainee's file. The attestation may be completed more than one time in the event a trainee is placed in the program for remedial training upon completion at an earlier time. A memo will then be sent from the Field Training Officer Program Coordinator to the Chief Community Supervision Officer confirming the trainee has successfully completed the training program. A copy shall be maintained in the trainee's personnel file by the Chief Community Supervision Officer.

CRITERIA FOR SELECTION OF FIELD TRAINING OFFICER

Field Training Officers will be selected by an interview panel according to the following criteria:

- The candidates must have three years of sworn law enforcement experience, two of which must be with their Department. (P.O.S.T requirement)
- Field Training Officers must be a Community Supervision Officer II or Specialized Officer. (managers are not eligible)
- Field Training Officers must complete the 40 hour P.O.S.T. Field Training Officer Course. (P.O.S.T. requirement) within 12 months of selection.
- Field Training Officers must complete ESP Peer Coach Training within 12 months of selection.
- The candidate cannot have any pending disciplinary issues at the level of

Written Reprimand or above within the last 12 months.

- The candidate must obtain P.O.S.T. General Instructor Certification within 12 months of selection
 - **Specialized Officers selected for the FTO position will be accepting a lateral transfer to the FTO position.

Preferred Qualifications:

- P.O.S.T. Field Training Officer Certification
- P.O.S.T. General Instructor Certification
- P.O.S.T. Specialized Firearms Instructor Certification
- P.O.S.T. Specialized Defensive Tactics Instructor Certification
- P.O.S.T. Specialized EVOC Instructor Certification

Field Training Officers should be selected with the full understanding that they will serve as an instructor, role model, mentor, and coach. Supervisors should identify those officers who possess leadership qualities when recommending Field Training Officers. The experience and knowledge gained in association with a Field Training Officer will serve as the foundation from which officers will form judgments, make decisions and interpret understandings of work requirements. The officers will tend to emulate the Field Training Officer in perspectives, attitudes and work habits throughout their careers. It is vitally important that the Field Training Officers are selected with the long term goals of the agency in mind.

Field Training Officers are to be selected on the basis of a history of capability, dependability and productivity. Field Training Officers must:

- Be fully capable in all aspects of job responsibility, as shown through a consistent history of productivity and successful work.
- Utilize work habits and methods worthy of emulation.
- Have sufficient patience and interpersonal skills to allow them to successfully work with, teach, coach, counsel and advise the new officer on a long term basis.
- Be capable of observing and analyzing the work, attitudes and demeanor of new officers and providing immediate and accurate feedback.
- Be capable of balancing an ongoing caseload with the responsibilities assumed in the Field Training Officer program.
- Be capable of rendering fair, objective evaluations based on the observed training needs of the officer receiving training and the goals of the program and agency.
- Be highly motivated and display an enthusiastic attitude toward work, career

and the agency. These attitudes will be emulated and must represent the long term best interests of the agency.

TRAINING FOR THE FIELD TRAINING OFFICER

Effective July 1, 2012, basic training for the Field Training Officer will consist of the forty (40) hours P.O.S.T. Field Training Certification course. All Field Training Officers will attend a minimum of eight (8) hours of Field Training Officer specific annual in-service training. Furthermore, attendance is mandatory for any additional hours of scheduled in-service or advanced training. Field Training Officer responsibilities will be first and foremost above all extra duties or tasks. All Field Training Officers who are not certified instructors must complete the P.O.S.T. General Instructor Training Course within twelve (12) months of appointment. All Field Training Officer training must be presented by a P.O.S.T. Certified Instructor and coordinated by the Field Training Officer Program Coordinator.

GENERAL CONDUCT GUIDELINES FOR THE FIELD TRAINING OFFICER

Any officer who becomes a Field Training Officer must commit himself/herself to the philosophy of teaching. He or she must realize that training is the first priority and the evaluation is secondary. The Field Training Officer should be willing to bear the responsibility for the progress of the trainee, or lack of it, until he or she is sure that other factors are the cause of the trainee's performance.

Field Training Officers will keep in mind at all times the Field Training Officer program philosophy, which states that Field Training Officer personnel will make every effort to train and to direct each trainee in a way that maximizes the opportunities for a trainee to succeed. The Field Training Officer will always attempt to create a positive training environment for the trainee, one where learning will occur and in which the trainee will be able to perform to the best of his/her ability. Any stress felt by the trainee should be caused by the task being performed, not from any unrelated comments or actions on the part of the Field Training Officer. Stress caused by evaluation cannot be entirely eliminated, but should be minimized as much as possible.

A Field Training Officer must conduct himself/herself in a professional manner at all times. The Field Training Officer should instill in the trainee an understanding and appreciation of the Mission Statement and Organizational Values of the Department. The Field Training Officer must teach Department policy and procedures. In addition, the Field Training Officer must serve as a role model by virtue of his/her knowledge, presentation, and appearance. The Field Training Officer should remember that the trainee will be a product of what he or she is taught and of the behavior that is demonstrated.

The productivity and appearance of the Field Training Officer must meet the Department's standard. Field Training Officers should strive to be above "average" in all areas. In addition, the Field Training Officer's personal and professional conduct should be exemplary.

THE ROLE OF THE FIELD TRAINING OFFICER

The Field Training Officer has the dual role of providing ongoing instruction of a trainee in the traditional sense, utilizing innovative and practical techniques while also serving as a Community Supervision Officer.

The Field Training Officer must have the skills necessary to become a reliable evaluator of a trainee's performance. The Field Training Officer is required to maintain the Session Journal (notes) and an Observation/Evaluation Report/Summary to evaluate the trainee's performance and submit additional documentation as required. The Field Training Officer will also be responsible for a final evaluation once the trainee has completed the requirements for the program. This shall be accomplished by using the documentation acquired throughout the duration of the program.

All evaluation forms are to be completed by the Field Training Officer and/or Designee within twenty-four (24) hours of the trainee completing the skills evaluated. Forms can be located on the Field Training Officer Program website and are to be completed and submitted electronically. Upon completion of the forms, the Field Training Officer and/or Designee must then update the Mandatory Training Checklist and Field Skills Checklist. All training sessions shall be thoroughly documented within the Observation/Evaluation Report/ Summary.

Upon completion of a training session, the Field Training Officer and/or Designee shall conduct a debriefing to discuss the positives and negatives observed during the session. Through the utilization of session journals, observation notes should be kept and filed to ensure that all discussion during the session debriefing is based on accurate observations and not solely on memory. This practice is necessary to ensure that all trainees are held to the same criteria when being evaluated.

The Field Training Officer must understand that the effectiveness, image, and future of the Department of Community Supervision is directly related to the quality of its personnel. Therefore, it is imperative that the Field Training Officer be diligent in the execution of his/her training duties.

The Field Training Officer plays a vital role in the successful training of a new Community Supervision officer and assists in the attainment of program goals by:

- Providing field training while performing routine field/court activities.

- Evaluating the new officer's strengths/weaknesses and preparing a written assessment of the same.
- Documenting all training provided to a trainee and done so within the required time frame.
- Recognizing the trainee's deficiencies and providing remedial training in those areas, as well as completion of proper documentation.
- Informing the Field Training Officer Program Coordinator of unusual problems or actions of the trainee, which may require supervisory attention as well as any exceptional performance.
- Attending scheduled conferences to discuss the trainee's performance and to make field training recommendations.
- Providing a professional learning environment while at all times operating within departmental guidelines and adhering to standard operating procedures.

GENERAL CONDUCT GUIDELINES FOR THE TRAINEE

A trainee must be respectful to the Field Training Officer at all times. The Field Training Officer's direction is to be accepted and followed. Trainees will be receptive to criticism given by Field Training Officer's. They may verbalize an explanation for their action; however, repeated rationalization, excessive verbal contradictions and hostility is not acceptable. If a trainee believes that a specific instruction or order is improper, or an evaluation is not fair, he/she will discuss it with the Field Training Officer. If the trainee is still not satisfied, he/she will ask for a meeting with the Field Training Officer Program Coordinator. If necessary, the Field Training Officer Program Coordinator will involve the Director of Training and possibly the chain of command within the Field Operations and/or Court Services Division.

Trainees will complete all assignments in a timely manner. They will follow all policies and procedures as outlined in the Policy & Procedure Manual. Communication will remain open with direct supervisors, Field Training Officer, and Field Training Officer Program Coordinator.

The trainee is discouraged from participating in any extracurricular activities which might interfere with the successful completion of the Field Training Program. Any leave used during the training program which causes a deficiency will require the trainee to remain in the program until minimum requirements are achieved.

THE ROLE OF THE TRAINEE

Upon hire, return from extended leave, or transfer to the agency, the trainee

enters the Field Training Officer Program. They are assigned a designated Field Training Officer located within their District or from a bordering District. The trainee will be required to apply the knowledge, skills, and abilities learned in the Basic Community Supervision Officer Training Course to incidents encountered in the field. Those with previous experience are expected to apply any significant knowledge pertaining to community supervision. The trainee will be required to meet the minimum standards that have been established for all certified Community Supervision Officers.

The trainee is responsible for learning. The trainee will be required to attend any scheduled conferences with supervisors, the Field Training Officer, and Field Training Officer Program Coordinator. These conferences will allow for dialogue between Field Training Officer, trainee and supervisor. It is imperative for the trainee to take ownership of his/her own training program.

The trainee will be required to meet or exceed the program objectives and standards. A trainee falling below standards will be required to meet those standards through remedial training conducted by the Field Training Officer and/or supervisor within the specified time. After completion of the Field Training Officer Program the trainee will be required to maintain an acceptable level of work performance.

FIELD TRAINING OFFICER/ TRAINEE RELATIONSHIP

The relationship between the Field Training Officer and the trainee will be a teacher/student and/or a supervisor/subordinate relationship. This relationship will be one of mutual respect. Trainees will be treated with respect at all times, and they will be expected to respect the Field Training Officer and/or Designee and to follow his/her directions. Trainee's will not be harassed, intimidated, intentionally embarrassed or treated in a demeaning manner. The Field Training Officer shall not show anger or frustration while working with the trainee.

Field Training Officer personnel shall not form a personal relationship with trainees while they are in the Field Training Officer Program. If a Field Training Officer is related to trainee, or if he or she had a special relationship with the trainee which began before the trainee was hired, the Field Training Officer Program Coordinator must be notified immediately. The Field Training Officer Program Coordinator will then notify the appropriate supervisors for each party ensuring the conduct is professional while performing agency duties on agency time. If possible, the trainee will be assigned to another Field Training Officer or Designee.

Field Training Officer personnel should not enter into any monetary commitments with any trainee. This may include, but not be limited to, financial investments, property investments, and other personal dealings/investments. This requirement ensures Field Training Officer's opinion, due to this experience, will not become tainted and a biased rating in the event the dealing(s) cause conflict and/or hard feelings.

ROLE OF THE SUPERVISOR

It is imperative for the trainee's supervisor to actively participate in the training program. The Chief Community Supervision Officer and/or Designee shall ensure the trainee, under their supervision, receives adequate training on local operations. They shall familiarize the officer with the district territory to include the counties and court circuits within the district. All trainee's shall be properly introduced to all sheriffs, chiefs of police, district attorneys and other appropriate criminal justice officials within the district. These introductions will be made as soon as practical during the training period.

The Chief Community Supervision Officer and/or Designee is also responsible for ensuring the trainee is familiar with their perspective territory and is advised of high crime/gang areas. The trainee will need local assistance from the Chief Community Supervision Officer and/or Designee within the district/circuit whenever possible. It is important for the Chief Community Supervision Officer to use discretion when assigning cases to a trainee. Caseload size as well as types of cases shall be taken into consideration. Whenever possible, the Chief Community Supervision Officer should not assign an excessive number of Specialized cases to trainees.

It is the responsibility of the Chief Community Supervision Officer and/or the trainee's direct supervisor to support the training program and ensure the trainee is compliant with all program expectations. In the event the trainee is not compliant, the Chief Community Supervision Officer or direct supervisor is responsible for disciplinary action.

ROLE OF THE PROGRAM COORDINATOR

Supervision of this program is imperative. The Field Training Officer Coordinator is responsible for assigning trainees, maintaining documentation, scheduling and conducting all program specific in-service training, mediation with trainees, Field Training Officers, and supervisors, as well as maintaining open communication with Field Operations. The Field Training Officer Program Coordinator reports directly to the Advanced/Specialized Training Manager. As often as needed, meetings will be held to discuss any problem areas as well as positive aspects. Program improvements will be made as needed/desired to meet the needs of the agency as well as the trainee's and Field Training Officers.

Any significant problems/concerns with trainees will be addressed with the Field Training Officer Program Coordinator, Advanced/Specialized Training Manager, Field Training Officer, Trainee, Chief Community Supervision Officer and the District Director.

The Academy Director and Director of Training will be involved if deemed necessary. All meetings discussing trainee deficiencies shall be mediated by the Field Training Officer Program Coordinator and shall be directed toward the program's goals. It is imperative to ensure that topics discussed are relevant and timely. During the meeting issues that do not pertain to the goals of the program should not be discussed. The trainee's progress shall be discussed as well as any attempt to resolve any current problems/concerns. The various strengths and weaknesses are discussed with documentation based on valid reports constructed by the Field Training Officer (i.e. Observation/Evaluation Report Summary and Skills Evaluation Forms). Remedial efforts will be discussed as well as suggestions about the trainee's advancement in the program. The meeting should include a brief summary of any actions or recommendations that need follow-up, responsibility, and an expected date for accomplishment. Following procedural guidelines will allow session evaluation meetings to be a useful training tool. A memorandum shall be placed in the trainee's file.

MAINTAINING PROGRAM INTEGRITY

The Field Training Officer is a key figure. A substantial amount of enthusiasm and dedication that a Field Training Officer has for the program depends on their relationship with management. The Field Training Officer Program Coordinator, Field Training Officer, and the Chief Community Supervision Officer and/or Designee must be professional and fair at all times. The Field Training Officer must be able to depend on the supervisor for support. Some of the ways in which the supervisor can support the Field Training Officer include:

- Making contact with the Field Training Officer and trainee on a frequent basis during the week.
- Maintaining confidentiality of files and integrity of the program.
- Avoiding negative comments about other offices or other Departmental personnel.

While the above list is not all inclusive, it covers a range of suggestions and common mistakes. Entire program integrity can only be accomplished if all staff involved take an active role in the program and remain professional at all times.