

## comparison of traditional fto models<sup>6</sup> and the pto model

STRUCTURE OF PROGRAM	TRADITIONAL FTO MODELS	PTO MODEL
1. Commitment from Chief Executive	Unqualified	Same
2. Location of Program Control	Patrol Division	Same
3. Responsibility for Program (Rank)	Lieutenant reports to Division Chief. Others are excluded.	Mid-manager reports to Patrol Division head. Others are excluded.
4. Highest Level of Participation	Division Chief, Training Manager, Affirmative Action Officer, Department Psychologist, others of importance.	Patrol Division head, Training Manager, others as needed.
5. Program Duration	14 weeks training and evaluation	1 week integration 12 weeks training 2 weeks evaluation
6. Limbo Period(s)	First two weeks of program. 1st week is virtual ride along, 2nd is training & feedback. No evaluation in Limbo.	First week of program is the Integration Phase, which prepares the trainee for the program.
7. Rating Frequency	Daily, other than in Limbo period.	Weekly Coaching and Training Reports by the trainee and the PTO, Mid-Term and Final Evaluations, Problem-Based Learning Exercises, Neighborhood Portfolio Exercise.
8. Deployment Status of Trainee	Never assigned beyond control of FTO; call requiring 2 officers results in 2nd unit dispatched.	Same
9. Shift Assignment	Rotated for exposure to cross-section of service demands, citizens, and community.	Suggests trainees remain on day shift and swing shift as problem-solving resources are more available, activity generally higher—leading to more training opportunities.
10. Holdover Policy (Extension of Stay in Program)	Yes, only if problem is correctable.	Program is flexible and includes remedial training as integral component. <i>Failing forward</i> concept is central to training philosophy.
11. Compensation & Recognition	5% increase while trainee is in the program. It ends at 14th week.	Subject to local requirements.
12. Geographic Location for Patrol Area Assignment	One Patrol District, continuous exposure to FTOs.	This model encourages geographic accountability facilitated by patrol area assignment and Neighborhood Portfolio Exercises.
13. Trainee Task List a.k.a.: Weekly Training Guide, Rookie Book	Broken into week-by-week segments.	Learning matrix in trainee manual, consisting of Core Competencies that allow for flexibility in learning opportunities.
14. Periodic Objective Tests	Weekly, on previous week's material in Task List (Training Guide).	Ongoing weekly Coaching and Training Reports, Problem-Based Learning Exercises, Mid-Term & Final Evaluations.
15. Post-Academy Training	In-house Academy following graduation from regional training center.	Same, plus problem-based learning (PBL) orientation.
16. The Validity Issue	Demand answered by daily performance evaluation (Daily Observation Report or DOR).	Training criteria is based on job task analysis and contemporary policing philosophy (COPPS, PBL). Training process evaluated by Board of Evaluators.

17. <b>The Reliability Issue</b>	Demand answered by daily performance evaluation (DOR).	Reliability enhanced by continuity of training and evaluation, commitment of the PTO and adult learner, and independent evaluators.
18. <b>Accreditation Standards</b>	San Jose Model used as foundation for accreditation standard.	Exceeds accreditation standards.
19. <b>Rotation Among FTOs</b>	<b>FTO</b> (14 week program) 1st 2nd 3rd 4th (2)+2 4 4 2	<b>PTO</b> (15 week program) Int Phase A,B Mid-Eval Phase C,D Final 1 6 1 6 1
20. <b>“Evaluation Only” Phase</b>	Lasts two weeks of the program. No training, but feedback follows each assignment.	1-week Mid-Term Evaluation and 1-week Final Evaluation completed by independent evaluator. Evaluation is primary purpose, but learning continues.
21. <b>Bi-Weekly Meetings (Bi-Weekly Evaluation Sessions)</b>	10-plan and team policing approach allows for overlap shift and minimal overtime expense.	Same
22. <b>Supervisory and Management Review of FTO Performance and Trainee Progress</b>	Essential to ensure objectivity and standardization.	Same, plus Board of Evaluators (BOE) Weekly supervisor meetings Bi-weekly PTO meetings
23. <b>Multiple Levels and Methods of Performance Evaluation</b>	Daily Observation Report by FTO, Semi-Weekly Report by supervisor; Bi-weekly Report Form, end-of-phase report; trainee task list; weekly tests, and FTO worksheet.	Multiple levels and methods for application of training include daily journal entry, weekly Coaching and Training Reports, PBLs, NPE, learning matrix, evaluation phases, and BOE.
24. <b>Functional Termination Authority</b>	Vested in the FTOs and their immediate supervisor.	Vested in PTO, PTE, Board of Evaluators, and Program Coordinator.
25. <b>Criteria and Method Used to Select FTOs</b>	Volunteers desired. Application, Oral Board Interview, supervisor's recommendation, experience as teacher/supervisor, performance and discipline records reviewed, police experience, positive role model, good communications skills.	Police Training Officers (PTOs) and Police Training Evaluators (PTEs) selected based upon community skills, problem-solving skills, commitment to COPPS, knowledge of resources, interest in adult learning techniques, prior training and operational experience.
26. <b>Training FTO Program Personnel</b>	5-day course for FTOs and supervisors. Emphasis on evaluation, documentation, learning, feedback, behavior, motivation, liability, supervision.	40-hour course emphasizing PBL, COPPS, adult learning, program structure application and evaluation, liability, leadership, ethics.
27. <b>Supervisor and Command Staff Training and Selection</b>	Similar to that of FTO.	Same as that of PTOs and PTEs.
28. <b>Evaluation of FTO</b>	By trainee at end of each rotation, by supervisor at end of each cycle, and at the “End of Probation Board.”	Conducted by PTO supervisor, BOE, and trainee.