

**Forest Service Handbook
National Headquarters - Washington Office
Washington, DC**

Forest Service Handbook 5309.11 – Law Enforcement Handbook

Chapter 70 – Field Training Evaluation Program (FTEP) and Special Agent Mentor Program (SAMP)

Amendment: 5309.11-2022-3

Effective date: February 17, 2022

Duration: This amendment is effective until superseded or removed.

Superseded Directive: 5309.11-2013-1, 08/28/2013

Approved by: Angela Coleman, Associate Chief

Date approved: February 16, 2022

Responsible Staff:

Explanation of changes: Following is an explanation of the changes throughout the directive by section.

Posting Instructions: Amendments are numbered consecutively by handbook number and calendar year. Post by document; remove the entire document and replace it with this amendment. Retain this transmittal as the first page(s) of this document. The last amendment to this handbook was 5309.11-2022-2 to FSH 5309.11_50.

5309.11_Chapter 70: Throughout the chapter, revises cross-references and makes minor editorial and technical changes.

70.2: Adds language “the Field Training and Evaluation Program (FTEP) and Special Agent Mentoring Program (SAMP).”

70.4: Section abolished. Removes obsolete direction.

71: Section abolished. Removes mandatory firearm qualification and training courses. Direction placed into FSM 5372.2.

72: Adds language “Evaluation” and replaces “Recruit” with “Trainee.”

72.04: Adds language “When a Trainee fails to meet acceptable performance standards by phase end, the Trainee shall be given one opportunity to remediate to meet performance standards for that particular phase of training. The remediation phase shall consist of one 2-week training extension phase with the same FTO.”

72.04b: Sections 4-13 adds clarifying language establishing FTEP direction for regional special agents in charge.

72.04c: Sections 1-7 adds clarifying language establishing FTEP responsibilities for the AD-Training, Development, and Standards.

72.04d: Sections 1-15 adds clarifying language establishing FTEP responsibilities for the National FTEP Coordinator.

72.04e: Sections 1-4 adds clarifying language establishing responsibilities for the Field Training and Evaluation Program Oversight Committee.

72.04f: Sections 1-12 adds clarifying language establishing responsibilities for the Regional Field Training and Evaluation Program Coordinator.

72.04g: Sections 1-5 adds clarifying language establishing responsibilities for the Regional Field Training and Evaluation Program Board of Supervisors.

72.04h: Section 4 adds language “Provide a safe and secure location to store the Trainee’s long gun(s) when not needed for duty if the Trainee is not provided with the appropriate anti-theft storage options while in travel status.”

72.13: Sections 1-2 adds new acronyms and definitions.

72.15: Adds clarifying language establishing direction for the structure of the FTEP and participation of personnel within the FTEP program.

72.16: Adds clarifying language establishing direction for attendance requirements for the FTEP program.

72.17: Adds language clarifying circumstances when the FTEP program may be waived and who possesses authority to grant FTEP waivers.

72.22: Adds clarifying language establishing procedures for the Field Training Officer application process.

72.36: Establishes new section titled “Trainees.” Establishes behavioral and communication expectations and standards required by Trainees.

72.37: Section 3 adds language “Irreconcilable differences between FTO and Trainee must be shared in a timely manner with supervisory personnel. Personal or professional conflict between the FTO and Trainee shall be addressed quickly and appropriately by the Regional FTEP Coordinator. The National FTEP Coordinator and affected SACs shall be notified of any such conflicts.”

72.38: Adds language “violations of FTO/Trainee relationship standards. The National FTERP Coordinator shall advise the Assistant Director, Training who will then notify the Director, LEI.”

72.42: Paragraph 2 adds clarifying requirements and timeframes for FTOs to attend FTO update training. Adds FTO update waiver authority for Director, LEI.

72.43: Adds procedures for decertifying a Field Training Officer. Establishes documentation and notification requirements for FTO decertification.

72.5: Section retitled from “Recruit Administration” to “Trainee Administration.”

72.51: Section retitled from “Recruit Preparation” to “Trainee Preparation.” Adds section 7 language “FTRS Log-in Information.” Paragraph 2 adds instruction for National FTEP Coordinator to present FTEP materials to Trainees during either the LMPT or FTEP orientation session.

72.52: Adds clarifying instructions for FTO and Trainee assignments, FTO assignment plan responsibilities, geographical assignments, and conflict resolution notification/authority.

72.53: Adds clarifying instructions for training location deviations and authority.

72.54: Paragraph 1 adds language “Regional FTEP Coordinators shall keep the National FTEP Coordinator apprised of all scheduling changes. The National FTEP Coordinator may alter unplugging or FTO reassignment decisions if they appear to violate program integrity or result in unacceptable impacts to other Trainee’s schedules.”

72.55: Section retitled from “Law Enforcement Actions by Recruits” to “Law Enforcement Actions by Trainees.” Establishes permissible/prohibited actions of a Trainee prior to completion/certification from the FTEP.

72.56: Section abolished. Removes obsolete direction.

72.6: Section retitled from “The Recruit Training Process” to “The Trainee Training Process.”

72.61: Section retitled from “The Recruit Officer Training Guide” to “The Trainee Officer Training Guide.” Establishes procedures for issuance, completion, review, approval, and management of the FTEP/AFTEP training guide.

72.62: Adds language “The FTO should forward the radio procedures guide to the Trainee prior to the Trainee’s arrival to give the Trainee the opportunity to familiarize themselves with local radio protocol.”

72.63: Section retitled from “The Recruit Evaluation Process” to “The Trainee Evaluation Process.”

72.63a: Adds language clarifying Trainee evaluation process/documentation responsibility for daily, weekly, bi-weekly, and end-of-phase reporting requirements.

72.63b: Section retitled from “The Electronic Evaluation System” to “Field Training Records System.” Establishes direction for mandatory use of the FTRS database and FTEP completion certification.

72.64a: Section retitled from “Recruit Folders” to “Trainee Folders.” Establishes direction for Trainee FTEP folder (record) creation, required documentation, and storage.

72.64b: Adds language clarifying instructions for the completion of the Daily Observation Report. Establishes section 15 “DOR shall be entered into the FTRS at the end of the shift or the beginning of the shift immediately following the observed day. DORs for the last day of work in a work week must be entered into FTRS prior to going off duty for their regular days off.”

72.64c: Adds language clarifying instructions for the completion of the weekly report and responsibilities of the FTO supervisor and Trainee.

72.64e: Adds language clarifying the completion of the End of Phase Evaluation Report and responsibilities for the creation, review/approval, and storage.

72.64f: Establishes who shall have access to Trainee evaluation records.

72.7: Section retitled from “Program Completion and Recruit Certification” to “Program Completion and Trainee Certification.”

72.71: Adds language clarifying responsibilities of the National FTEP Coordinator to annotate the EOPR for Trainee advancement, remediation, or removal from the FTEP.

72.72: Section retitled from “Completion of Final Phase” to “Final Phase.” Establishes direction for FTOs when evaluating Trainee performance before entry into the evaluation only portion of phase 3 (for FTEP) or phase 2 for (AFTEP).

72.73: Section retitled from “Recruit Certification to Full-Duty Status” to “Trainee Certification.” Establishes procedures and responsibilities for the recommendation for graduation from the FTEP, procedures and responsibilities for the documentation/records management of Trainee certification records, procedure to rescind law enforcement authority if certification not received/recommended, and waiver rights/authority.

72.74: Section retitled from “Recruit Exit Interview and Field Training Officer Evaluations” to “Field Training Officer Critiques.”

72.74a-b: Sections abolished. Removes obsolete direction.

72.75: Establishes new section titled “Trainee Exit Interviews.” Establishes direction for the arrangement, timeframe, documentation, and personnel authorized to conduct the exit interview.

72.8: Section retitled from “Recruit Performance Deficiencies” to “Trainee Performance Deficiencies.”

72.81: Adds language “Most remediation must be ongoing during the shift and must be resolved through simple remediation techniques.”

72.82: Adds language clarifying processes/procedures, responsibilities, and documentation requirements for Trainee focused remediation.

72.83: Adds language clarifying processes/procedures for the completion, documentation, and authority for use of the remedial worksheet to document remedial FTEP training.

72.84: Adds language clarifying remedial training phase extensions, timeframes for extensions, documentation, authority, and responsibilities of personnel.

72.85: Section retitled from “Removal from the Field Training and Evaluation Program” to “Failure to Complete FTEP.” Establishes processes/procedures, documentation, authority, and responsibility requirements if Trainee does not successfully complete the FTEP program.

72.86: Section abolished. Removes obsolete direction.

73: Section retitled from “Special Agent Field Training and Evaluation Program [Reserved]” to “Special Agent Mentoring Program (SAMP).” Establishes program parameters for the SAMP program.

73.04 through 73.04a-f: Establishes SAMP program description, responsibilities, program oversight, and chain of command.

73.1: Establishes new section titled “Special Agent Mentoring Program Management.”

73.11 through 73.15: Establishes SAMP program objectives/principles, policy, definitions/acronyms, detailed program description/methodology, and structure.

73.2 through 73.22: Establishes SAMP mentor staffing levels, requirements, and mentor selection requirements.

73.3: Establishes new section titled “Standards of Conduct.”

73.31 through 73.35: Establishes SAMP personnel standards of conduct, Mentor/new Special Agent relationship standards, and conduct violation procedures/processes.

73.4: Establishes new section titled “Program Administration.”

73.41 and 73.42: Establishes authority to develop training course for Special Agent mentors by the Assistant Director-Training.

73.5 through 73.55: Establishes SAMP administration, timeframes for training, waiver authority, SAMP preparation documentation, mentor assignments/training locations, and authority of new Special Agents participating in the SAMP program.

73.6: Establishes new section titled “The New Special Agent Training Process.”

73.61 and 73.62: Establishes SAMP task guide completion procedures, proficiency requirements, and critical/specific skills accomplishment requirements.

73.7: Establishes new section titled “The SAMP Periodic Observation Process.”

73.71 through 73.76: Establishes reporting requirements of the new Special Agent to Mentor, working recommendations, training documentation requirements, and supervisor/new Special Agent meeting requirements.

73.8: Establishes new section titled “Program Completion.”

73.81 and 73.82: Establishes SAMP program completion recommendation authority, certification process, and exit interview procedures.

73.9: Establishes new section titled “New Special Agent Performance Deficiencies.”

73.91 and 73.92: Establishes remedial training responsibility, documentation requirements for SAMP participant performance deficiencies, and SAMP removal authority.

Table of Contents

70.02 - Objectives.....	10
72 - Field Training and Evaluation Program for Law Enforcement Officers	10
72.04 - Responsibilities.....	10
72.04a - Washington Office, Director, Law Enforcement and Investigations	11
72.04b - Special Agents in Charge	11
72.04c - Assistant Director for Training, Development, and Standards.....	12
72.04d - National Field Training and Evaluation Program Coordinator.....	12
72.04e - Field Training and Evaluation Program Oversight Committee.....	14
72.04f - Regional Field Training and Evaluation Program Coordinator.....	14
72.04g - Regional Field Training and Evaluation Program Board of Supervisors.....	15
72.04h - Field Training Officer.....	16
72.04i - Supervisors of Field Training Officers.....	16
72.04j - Chains of Command	16
72.1 - Field Training and Evaluation Program Management	17
72.11 - Objectives.....	17
72.12 - Policy.....	17
72.13 - Acronyms and Definitions	18
72.14 - Program Description and Methodology.....	19
72.15 - Structure	20
72.16 - Attendance Requirements	22
72.17 - Attendance Waivers	23
72.2 - Determining Staffing Levels of Field Training Officers	23
72.21 - Field Training Officer Requirements	24
72.22 - Field Training Officer Application Process.....	24
72.23 - Field Training Officer Selection Process	24
72.3 - Standards of Conduct	25
72.31 - Field Training Officers	25
72.32 - Training	26
72.33 - Evaluation-Only Period	26
72.34 - Meal Periods	26
72.35 - Field Training.....	26
72.36 - Trainees.....	26
72.37 - Field Training Officer/Trainee Relationship	27
72.38 - Violations of Field Training and Evaluation Program Standards of Conduct	28
72.4 - Program Administration	28
72.41 - Program Training Course Development	28
72.42 - Program Training Requirements.....	28
72.43 - Field Training Officer Removal	29
72.5 - Trainee Administration.....	29
72.51 - Trainee Preparation	29
72.52 - Field Training Officer Assignments	30
72.53 - Training Location Deviation	30

72.54 - Field Training Officer Scheduling Changes	31
72.55 - Law Enforcement Actions by Trainees	31
72.6 - The Trainee Training Process	32
72.61 - The Trainee Officer Training Guide	32
72.62 - Radio Procedures Guide.....	33
72.63 - The Trainee Evaluation Process.....	34
72.63a - Overview	34
72.63b - Field Training Records System	34
72.64 - Training Reports and Records.....	35
72.64a - Trainee Folders	35
72.64b - Completion Instructions for the Daily Observation Report.....	35
72.64c - Completion Instructions for the Weekly Observation Report.....	37
72.64d - Completion Instructions for the Bi-Weekly Evaluation Report.....	38
72.64e - Completion Instructions for the End of Phase Evaluation Report.....	38
72.64f - Reporting Procedures	39
72.65 - Weekly Supervisor/Trainee Meetings.....	40
72.7 - Program Completion and Trainee Certification	40
72.71 - Phase I and Phase II Completion and Advancement.....	40
72.72 - Final Phase	40
72.73 - Trainee Certification	41
72.74 - Field Training Officer Critiques	42
72.75 - Trainee Exit Interviews	42
72.8 - Trainee Performance Deficiencies.....	43
72.81 - Remedial Training.....	43
72.82 - Focused Remediation.....	43
72.83 - Use of the Remedial Worksheet.....	44
72.84 - Remedial Phase Extensions.....	45
72.85 - Failure to Complete FTEP	46
73 - Special Agent Mentoring Program (SAMP)	47
73.04 - Responsibilities.....	47
73.04a - Washington Office, Director, Law Enforcement and Investigations	47
73.04b - Special Agents in Charge	47
73.04c - Special Agent Mentoring Program Oversight Committee.....	48
73.04d - Special Agent Mentor.....	48
73.04e - Supervisors of Special Agent Mentors	48
73.04f - Chains of Command	49
73.1 - Special Agent Mentoring Program Management.....	49
73.11 - Objectives.....	49
73.12 - Policy.....	50
73.13 - Acronyms and Definitions	50
73.14 - Program Description and Methodology.....	50
73.15 - Structure	51
73.2 - Determining Staffing Levels of Special Agent Mentors	52

73.21 - Special Agent Mentor Requirements	52
73.22 - Special Agent Mentor Selection Process	52
73.3 - Standards of Conduct	52
73.31 - Special Agent Mentors	52
73.32 - New Special Agents.....	53
73.33 - Special Agent Mentor/New Special Agent Relationship	53
73.35 - Violations of Special Agent Mentoring Program Standards of Conduct	53
73.4 - Program Administration	53
73.41 - Program Training Course Development	53
73.42 - Special Agent Mentor Removal	53
73.5 - New Special Agent Administration	54
73.51 - New Special Agent Preparation	54
73.52 - Special Agent Mentor Assignments	54
73.53 - Training Location Deviation	54
73.54 - Special Agent Mentor Scheduling Changes	55
73.55 - Law Enforcement Actions by New Special Agents	55
73.6 - The New Special Agent Training Process	55
73.61 - The Special Agent Task Guide (SATG)	55
73.62 - Critical Skills and Specific Critical Skills	56
73.7 - The SAMP Periodic Observation Process.....	56
73.71 - Overview	56
73.72 - New SA SAMP Training Folders	57
73.73 - Training Reports and Records.....	57
73.74 - Reserved	57
73.75 - Reporting Procedures	57
73.76 - Quarterly Supervisor/New Special Agent Meetings	58
73.8 - Program Completion	58
73.81 - Special Agent Mentoring Program Completion	58
73.82 - New Special Agent Exit Interviews	58
73.9 - New Special Agent Performance Deficiencies	58
73.91 - Remedial Training	58
73.92 - Removal from the Special Agent Mentoring Program	58

This chapter provides direction on the implementation of law enforcement training.

70.02 - Objectives

To establish standards for the Field Training and Evaluation Program (FTEP) and Special Agent Mentoring Program (SAMP).

72 - Field Training and Evaluation Program for Law Enforcement Officers

The Field Training and Evaluation Program for Law Enforcement Officers is a system for providing on-the-job training and evaluation of new Officers. It represents the final stage in new Officer Development prior to field deployment. The program places Trainees with designated Field Training Officers (FTOs) performing actual patrol activities. The program uses the daily mix of real situations and incidents confronting the Trainee and FTO as training and evaluation aids. Trainee shall demonstrate proficiency in all elements of the program prior to certification.

The program is comprised of two alternative field training components. The full 12-week long Field Training and Evaluation Program, comprised of three 4-week phases, is provided to most trainees. The 6-week long Accelerated Field Training and Evaluation Program, comprised of two 3-week phases, is provided upon approval of the Trainee's Special Agent in Charge, to experienced land management agency Law Enforcement Officers who meet certain criteria, for the purposes of familiarization with the Forest Service and the Law Enforcement and Investigations Program.

All direction in this chapter, and references to the program, apply to both the FTEP and AFTEP, except where noted.

72.04 - Responsibilities

The Field Training and Evaluation Program (FTEP) represents the final stage of Officer training. Field training is considered an adjunct to the basic police course, allowing trainees to apply knowledge gained at the Federal Law Enforcement Training Center in actual field situations. Therefore, the Law Enforcement and Investigations (LEI), Assistant Director - Training, Development, and Standards (AD, Training) has management responsibility for the FTEP and ATEP. When exercising their responsibilities in the program, Field Training Officers and other FTEP personnel serve as an extension of basic training.

Unlike other training programs that occur in controlled environments, FTEP depends on actual field operations to train and evaluate Trainees. Therefore, LEI patrol personnel and Line Officers play a key role in the program. Although the AD, Training ultimately oversees FTEP, it is critical that close coordination occurs with field personnel to ensure the success of the program. When a Trainee fails to meet acceptable performance standards by phase end, the Trainee shall be given one opportunity to remediate to meet performance standards for that particular phase of training. The remediation phase shall consist of one 2-week training extension phase.

72.04a - Washington Office, Director, Law Enforcement and Investigations

In addition to the responsibilities in FSM 5370.41, the Washington Office, Law Enforcement and Investigations (LEI) – Director (Director, LEI), is responsible for: Approving the Trainee Officer Training Guide and the Standard Evaluation Guidelines.

72.04b - Special Agents in Charge

It is important that Special Agents in Charge (SACs) remain cognizant of Field Training and Evaluation Program (FTEP) activities in their Regions. Responsibilities of the SACs are to:

1. Designate Regional FTEP Coordinators.
2. Monitor the FTEP program for effectiveness, relevance, and efficiency. Recommend appropriate program changes to the Law Enforcement and Investigations (LEI), Assistant Director - Training, Development, and Standards (AD, Training).
3. Recommend and forward for approval to the Director, LEI waivers for attendance in the Field Training and Evaluation Program through the LEI AD, Training.
4. Approve requests to allow attendance by Law Enforcement Officers in AFTEP in lieu of the FTEP under the following circumstances:
 - a. Has at least 5 years' experience as a full-range Law Enforcement Officer or Criminal Investigator with another Federal land management agency and has been hired to and is transitioning into the Forest Service Law Enforcement and Investigations program with no more than a one-year break in service from the previous agency.
 - b. Has completed Land Management Police Training or Natural Resource Police Training and the equivalent of a "San Jose" model field training evaluation course with their previous agency.
 - c. Possesses all the basic skills required to be a competent Police Officer, and merely requires agency specific training and orientation in agency policies, forms, and procedures in order to be comfortable as a solo Forest Service Officer.
5. Ensure that new officers waived from FTEP requirements and trainees entering the AFTEP meet all agency qualification requirements regarding firearms and control tactics.
6. Ensure that qualified Law Enforcement Officers assigned to the Region are given the opportunity and encouraged to become Field Training Officers (FTOs).
7. Provide sufficient FTOs, within program capabilities, to adequately support the National FTEP.
8. Approve and submit FTO candidates to the AD, Training for consideration in initial FTO training.

9. Notify the AD, Training of the successful completion of the FTEP program by Trainees assigned to the Region for certification. Approving form FS-5300-42, FTEP Final Certification. Ensure that Trainees are provided with copies of FTEP Final Certification and a copy is filed in the Officer's training folder. Ensure duty status notifications are given.
10. Remove FTOs for performance deficiencies when appropriate.
11. Remove Trainees assigned to the Region from FTEP for performance deficiencies when appropriate.
12. Maintain responsibility and oversight for all enforcement actions taken by the FTO and Trainee during phase assignments within the Region.
13. Designate in writing to the AD, Training, members of the Regional FTEP Board of Supervisors if a board is formed.

72.04c - Assistant Director for Training, Development, and Standards

The Law Enforcement and Investigations (LEI), Assistant Director - Training, Development, and Standards (AD, Training) has overall responsibility for the Field Training and Evaluation Program (FTEP) including overseeing all aspects of the program and evaluations that measure its effectiveness. Additional responsibilities of the AD - Training are to:

1. Approve the content and management structure of FTEP and the AFTEP.
2. Select and supervise the National FTEP Coordinator.
3. Prepare and revise as needed the FTEP/AFTEP Training Guide and the Standard Evaluation Guidelines.
4. Recommend to the SAC the removal of Field Training Officers (FTOs) for performance deficiencies.
5. Receive from the SAC (for personnel assigned to the Region) the notification of the Trainee's successful completion of the FTEP and issue form FS-5300-42, FTEP Final Certification, to the recommending SAC for approval.
6. Recommend and submit to the Director, LEI approved candidates for certification as FTOs. Submit waiver recommendations to the Director, LEI for FTO candidates for certification training.

72.04d - National Field Training and Evaluation Program Coordinator

The National Field Training and Evaluation Program (FTEP) Coordinator shall be selected and supervised by the Law Enforcement and Investigations, Assistant Director, Training. The National FTEP Coordinator should be an active or former FTO. If not a former FTO the FTEP Coordinator will be required to complete the FTO certification course if not completed prior to

selection into the role. The Coordinator has responsibility for direct oversight of the program, including:

1. Ensure that all components of the program are implemented according to FTEP program policies and procedures.
2. Monitor the program in all Regions for consistency of application, and work with Regional FTEP Coordinators to correct program deviations.
3. Monitor the progress and performance of Trainees in the program. Review Trainee evaluation reports and work with Regional FTEP Coordinators to correct any deficiencies.
4. Monitor Field Training Officer (FTO) Trainee assignments. Assist Regional FTEP Coordinators in locating FTOs for Trainees when the Trainee's Region is not able to provide them.
5. Ensure that the FTEP Training Guide and Standard Evaluation Guidelines are reviewed and updated as needed.
6. Monitor FTO performance and work with Regional FTEP Coordinators to correct performance deficiencies. Recommending removal of FTOs from FTEP to the LEI AD - Training.
7. Authorize focused remediation and remedial phase extensions for Trainees with performance deficiencies.
8. Coordinate FTEP program training courses.
9. Review all FTEP documentation to ensure completion.
10. Recommend certification of FTO selections to the AD - Training.
11. Serve as Chairperson of the FTEP Oversight Committee.
12. Maintain a roster of fully certified FTOs.
13. Administers and serves as point of contact for the Field Training Records System (FTRS).
14. Provide orientation of FTEP to trainees at FLETC prior to LMPT graduation.
15. Will conduct check rides with FTOs while they have a recruit periodically throughout the year.

72.04e - Field Training and Evaluation Program Oversight Committee

The Field Training and Evaluation Program (FTEP) Oversight Committee monitors the content and structure of the program. The Committee is comprised of the Regional FTEP Coordinators and the National FTEP Coordinator. The responsibilities of the FTEP Oversight Committee are to:

1. Conduct a curriculum review every 5 years, to include all associated FTEP materials, for program effectiveness.
2. Monitor the Standard Evaluation Guidelines and FTEP/AFTEP Training Guides for needed changes.
3. Monitor the overall FTEP program structure for effectiveness.
4. Recommend changes in the FTEP program to the AD, Training.

72.04f - Regional Field Training and Evaluation Program Coordinator

Each Special Agent in Charge (SAC) shall assign and supervise a Regional Field Training and Evaluation Program (FTEP) Coordinator, which shall be a Regional Patrol Commander or Assistant Special Agent in Charge, who has completed the basic FTO course, if the region does not have a Regional Patrol Commander. A Patrol Captain may be appointed as the Acting FTEP Coordinator if the Patrol Captain has completed the Basic FTO Training course. A waiver must be submitted to the Director, LEI through the Assistant Director, Training prior to a Patrol Captain being appointed as Acting FTEP Coordinator. This Coordinator has responsibility for direct oversight of the Regional FTEP program. The responsibilities of the Regional FTEP Coordinator are to:

1. Ensure Regional components of the program are being implemented according to FTEP policies and procedures.
2. Monitor the Regional program for consistency of application. Work with Field Training Officers (FTOs) to correct program inconsistencies.
3. Monitor the progress and performance of Trainees from the Region undergoing field training. Review Trainee evaluation reports. Recommend Trainee removal when appropriate.
4. Schedule Trainee FTO assignments and set individual Trainee FTEP periods.
5. Review and approve phase FTEP documentation in the FTRS database, within five days of the completion and submission of the documentation.
6. Recommend phase advancement for Trainees undergoing field training with their Region. This recommendation is recorded on the End of Phase Report (EOPR) within the FTRS.

7. Recommend Trainee FTEP graduation when appropriate by approving the EOPR within FTRS.
8. Monitor FTO performance and effectiveness. Recommend performance improvement strategies or FTO removal as appropriate.
9. Identify and recommend needed program changes to the SAC and National FTEP Coordinator.
10. Serve as Chairperson of the Regional FTEP Board of Supervisors.
11. Forward recommendations to the Special Agent in Charge requests for a Trainee to attend AFTEP in lieu of FTEP.
12. Unplug trainees from FTEP as necessary to accommodate unplanned schedule changes due to emergencies, illness, or focused remediation. In the case of trainees undergoing FTEP outside of their home region, this responsibility remains solely that of the trainee's Regional FTEP Coordinator. Advise the National FTEP Coordinator of any such schedule changes.

72.04g - Regional Field Training and Evaluation Program Board of Supervisors

The Regional Field Training and Evaluation (FTEP) Board of Supervisors assists the Regional FTEP Coordinator with Regional program oversight. Each Special Agent in Charge (SAC) may establish and maintain a Board of Supervisors and select members of the Board, who will serve a minimum term of 3 years. The Board will be composed of a minimum of 3 members that have completed the basic FTO certification course; typically consisting of FTOs, Patrol Captains, and Patrol Commanders.

The responsibilities of the Regional FTEP Board of Supervisors are to:

1. Assist the Regional FTEP Coordinator in redeeming their responsibilities.
2. Assist Field Training Officers (FTOs) with focused remediation efforts.
3. Determine the optimum number of FTOs for the Region.
4. Serve as the selection committee and oral board for prospective FTOs. Recommend FTO candidates to the SAC.
5. Regional boards may be combined with other regional boards with the written authorization of all affected regional SACs.

72.04h - Field Training Officer

The Field Training Officers (FTO) represent the most critical component of FTEP. The responsibilities of Field Training Officers are to:

1. Provide Trainee field training and evaluations according to policies and procedures established for FTEP.
2. Provide continual assessments of FTEP effectiveness and recommendations to the Regional FTEP Coordinator and Board of Supervisors, if applicable.
3. Adhere to FTEP standards of conduct and FTEP philosophy.
4. Provide a safe and secure location to store the Trainee's long gun(s) when not needed for duty if the Trainee is not provided with the appropriate anti-theft storage options while in travel status.

72.04i - Supervisors of Field Training Officers

The responsibilities of Supervisors of Field Training Officers (FTOs) are to:

1. Monitor the progress and performance of trainees undergoing field training with the FTOs they supervise. Review Trainee evaluation reports and complete weekly observation reports (WOR).
2. Monitor Trainee welfare and the FTO/Recruit relationship.
3. Monitor FTO performance and effectiveness. Recommend performance improvement strategies or FTO removal as appropriate.
4. Provide continual assessments of FTEP effectiveness and recommendations to the Regional FTEP Coordinator and Board of Supervisors if applicable.

72.04j - Chains of Command

The AD, Training oversees all aspects of the training, including the evaluations that measure training effectiveness. The Special Agents in Charge are responsible for all enforcement actions taken by both FTOs and Trainees during phase assignments.

The trainee's chain of command has an obligation to remain engaged with the FTEP. FTOs serve as temporary Supervisors whenever they are training a Trainee. Therefore, the actions and performance of the Trainee also fall within oversight responsibilities of the FTO's regular chain of command. It is important to emphasize that the patrol chain of command retains all of its normal responsibilities for directing the enforcement actions of FTOs and Trainees. It is equally important for upper-level Supervisors such as Patrol Commanders to monitor the FTEP progress of Trainees and assess the effectiveness of the program.

72.1 - Field Training and Evaluation Program Management

72.11 - Objectives

The following represent the principal objectives of the Field Training and Evaluation Program (FTEP):

1. Identify the primary skills necessary to succeed as a fully successful Forest Service Law Enforcement Officer (LEO) and provide training to Trainee Officers that emphasizes the application of these skills during actual field situations.
2. Capitalize on the knowledge of veteran LEOs by passing knowledge gained over years of practical experience on to Trainee Officers.
3. Establish a process for objectively evaluating the performance of Trainees during their initial period of hire.
4. Ensure that FTEP components are continually monitored for relevancy and effectiveness and modified as necessary.
5. Ensure that FTEP components are consistently applied in all Regions.
6. Evaluate the effectiveness of academy training received by the Trainees as applied in real situations and provide the Federal Law Enforcement Training Center with this information.
7. Ensure that all Trainees have the necessary skills and abilities to effectively and efficiently perform their duties while adhering to applicable laws, regulations, and Agency policy as LEOs.
8. Produce LEOs that are able to work as law enforcement professionals in a safe, skillful, productive, and professional manner.

72.12 - Policy

Field Training Officers (FTOs) have been entrusted with the obligation of building, through FTEP, the Forest Service Law Enforcement and Investigations program of the future.

Field Training and Evaluation Program (FTEP) personnel shall embrace a training philosophy which ensures that every Trainee Officer is given the maximum opportunity to demonstrate their capability to perform professionally as a Law Enforcement Officer (LEO). To accomplish this, FTEP personnel shall create a positive environment in which learning is maximized. The approach must be objective and above all, professional. The example FTEP personnel set shall be beyond reproach. FTOs shall evaluate in a sincere, straightforward manner, and emphasize the positive as well as unacceptable aspects of Trainee performance. At no time shall FTOs demean or ridicule a Trainee. FTEP personnel shall ensure that the stress felt by the Trainee is minimized, not induced, by their words or actions.

Field Training and Evaluation Program personnel shall recognize their obligation to the public. This requires that the Forest Service retain only competent pro-active LEOs. FTOs shall remain fair and impartial in evaluating Trainees, while providing the training necessary to ensure Trainee success in FTEP.

72.13 - Acronyms and Definitions

1. The following are commonly used acronyms in the Field Training and Evaluation Program (FTEP):

AUO. Administratively Uncontrollable Overtime.

AFTEP. Accelerated Field Training and Evaluation Program.

DOR. Daily Observation Report.

FLETC. Federal Law Enforcement Training Center.

FTEP. Field Training and Evaluation Program.

FTO. Field Training Officer.

FTRS. Field Training Records System.

LMPT. Land Management Police Training.

SEG. Standard Evaluation Guidelines.

WOR. Weekly Observation Report.

EPER. End-of-Phase Evaluation Report.

BWER. Bi-Weekly Evaluation Report.

2. The following are definitions of commonly used terms in the Field Training and Evaluation Program (FTEP):

Accelerated Field Training and Evaluation Program (AFTEP). A 6-week, two phase, field training program authorized in lieu of the FTEP.

AFTEP Training Guide. Guidebook of formal training topics used for AFTEP

Field Training and Evaluation Program (FTEP). A 12-week, three phase field training program.

Field Training and Evaluation Program (FTEP) Removal. Removal of a Trainee from FTEP because of performance or conduct issues.

Field Training Officer (FTO) Removal. Removal of an FTO from FTEP, including termination of all program responsibilities and benefits.

FTEP Training Guide. Guidebook of formal training topics used for FTEP.

Full-Duty Status. The authorization for a Law Enforcement Officer to work solo without on-scene supervision and to exercise full law enforcement authority.

Law Enforcement Officer Trainee (Trainee). An employee designated to serve as LEO or RLEO who has not yet completed all basic law enforcement training requirements.

Recruit – A person who has been hired as a Law Enforcement Officer, regardless of experience who has not started FTEP.

Unplug. Temporary removal of a Trainee from FTEP.

72.14 - Program Description and Methodology

The basic principle underlying the Field Training and Evaluation Program (FTEP) is training and evaluation through exposure to actual law enforcement incidents. During the FTEP period, Trainees work in the field under the direct supervision of designated Field Training Officers (FTOs). Field Training Officers and Trainees operate together as partners using the same vehicle. The Trainee shall confront, resolve, and document enforcement situations while working under the scrutiny and tutelage of the FTO.

The Field Training and Evaluation Program employs an on-the-job training methodology. Therefore, FTOs should strive to expose each Trainee to as much law enforcement activity as possible. Since the program stresses learning through experience, whenever possible, the FTO should allow the Trainee to take the lead in dealing with law enforcement incidents.

The effectiveness of the FTEP is directly proportional to the amount of exposure each Trainee receives to law enforcement incidents. For this reason, field training normally occurs in the FTOs patrol area. Field Training Officers are familiar with their areas and know where and when to patrol most effectively. In addition, Officer Safety is enhanced because the FTO is familiar with the area, source of back-up, and the local communication system.

As the name implies, the FTEP has both training and evaluation components which occur simultaneously during most of the program. At the start of the FTEP period, training is the main focus of the FTO. As the Trainee moves through the FTEP cycle, evaluations assume increasing importance. Over the course of the program, the FTO reduces training time and emphasizes the evaluation of actions and knowledge of the Trainee. The shift from training to evaluation promotes the Trainee's evolution to a fully functional Law Enforcement Officer (LEO) capable of working independently.

The training component is accomplished through use of the Trainee Officer Training Guide (TOTG). The Training Guide identifies skills deemed crucial for the independently working LEO. The Training Guide also serves as documentation that the training was received and

mastered. The Training Guide is structured sequentially, with identified skills becoming increasingly complex, as the FTEP progresses.

The evaluation component employs individual standard evaluation guidelines (SEGs), which the FTO uses to rate the Trainee on a daily basis. Each SEG relates directly to the LEO position description, job analysis, and performance elements. Acceptable, unacceptable, and superior performance descriptors are established for each SEG. Use of these descriptors, called performance anchors, allows the FTO to rate each Trainee consistently and objectively.

Standard evaluation guideline ratings use a seven-point numerical scale and are normally documented at the end of each shift on a Daily Observation Report (DOR). The FTO also uses short narratives to describe performance observed during the shift. In addition to daily reports, the FTO completes a Biweekly Evaluation Report (BWER) that summarizes the performance of the trainee over the first 2 weeks of the phase. At the end of the training phase a separate narrative evaluation summarizing performance for the phase is documented on the End of Phase Evaluation Report (EPER).

Guideline categories and their corresponding performance anchors are listed in the FTEP Standard Evaluation Guide which may be obtained from the National FTEP Coordinator.

72.15 - Structure

The Field Training and Evaluation Program (FTEP) consists of three 4-week phases. A minimum of 60 DORs must be completed in order to graduate from FTEP. Under special circumstances, the FTEP period may be extended beyond 12 weeks. Only Trainees in the 12-week FTEP program may be given extensions.

The Accelerated Field Training and Evaluation Program (AFTEP) is divided into two 3-week phases. A minimum of 30 DORs must be completed in order to graduate from AFTEP. No extensions are allowed for the accelerated program. However, other compelling reasons or emergencies may cause the training to exceed this timeframe with the approval of the Director, LEI.

Normally, a different Field Training Officer (FTO) is assigned for each FTEP phase. In emergency situations, a Regional FTEP Coordinator may assign another FTO to a phase or portion of a phase for the same Trainee. This scheduling shall be coordinated with the National FTEP Coordinator. The Trainee shall, unless otherwise arranged, travel to the FTO's area and is authorized per diem to secure temporary quarters during each assignment.

“Limbo periods” occur at the beginning of each phase. For the 12-week FTEP, the limbo period for Phase I consists of the first 5 working days. Limbo periods for Phases II and III are the first working day of the phase. For the 6-week AFTEP, the limbo period for Phase I lasts the first 5 working days, and the limbo period for Phase II is the first working day of the phase. No evaluations occur during these periods. Limbo periods allow the Trainee to become familiar with the program, the FTO, and the FTO's patrol area and radio protocols. During a limbo period, the Trainee shall ride with the FTO, but will not normally take the lead during incidents. Limbo periods are the only times in which Trainees shall not normally be required to act as lead

Officer. Field Training Officers do not evaluate Trainees during limbo periods. However, training does occur and is documented in the TG and in the comment section of the DOR.

For all workdays, with the exception of the limbo days and the evaluation only period referenced in the next paragraph, evaluations and training occur simultaneously. The Trainee shall drive the patrol vehicle, operate the radio, and serve as lead Officer during enforcement contacts. The FTO serves as Supervisor and coach, leading the Trainee through more complex situations, but allowing the Trainee to do as much as possible on their own. During this portion of the program, FTOs may intervene to keep the Trainee focused on the proper course of action.

Weeks 3 and 4 of Phase III of FTEP, and weeks 2 and 3 of Phase II of AFTEP, comprise the evaluation-only portion of the program. During this period the Trainee must deal with issues as they arise with little or no intervention from the FTO.

Each phase of FTEP must normally consist of four 5-day workweeks and three 2-day rest periods, and each phase must be at least 20 working days in length. Each phase of AFTEP must normally consist of three 5-day workweeks and two 2-day rest periods, and each phase must be at least 15 working days in length.

FTOs shall document each day worked during the phase with the trainee on the Daily Observation Report (DOR) in FTRS. During this period, Trainees must receive the following minimum number of DORs:

1. For FTEP, a minimum of 20 DORs per phase as specified below:
 - a. Phase I: Five Limbo Day DORs, fifteen Evaluation DORs (or fourteen Evaluation DORs and one Non-Training DOR due to Sick Leave).
 - b. Phase II: One Limbo Day DOR, nineteen Evaluation DORs (or eighteen Evaluation DORs and one Non-Training DOR due to Sick Leave).
 - c. Phase III: One Limbo Day DOR, nineteen Evaluation DORs (or eighteen Evaluation DORs and one Non-Training DOR due to Sick Leave).
2. For AFTEP, a minimum of 15 DORs per phase as specified below:
 - a. Phase I: Five Limbo Day DORs, ten Evaluation DORs (or nine Evaluation DORs and one Non-Training DOR due to sick leave)
 - b. Phase II: One Limbo Day DOR, fourteen Evaluation DORs (or thirteen Evaluation DORs and one Non-Training DOR due to sick leave)
3. In order for the DOR to count towards the 20-DOR FTEP requirement or 15-DOR AFTEP requirement, a minimum of 6 consecutive hours must have been worked by the trainee. Only one DOR should be prepared per calendar day.

One sick or emergency leave day per phase may be allowed at the discretion of the FTO's Regional FTEP Coordinator. Such days should be documented with a Non-Training DOR, in

FTRS, that specifies the reason for no rating in the comment section. For example, “No rating due to sick leave.” Not observed (NO) shall be selected in the rating scale. If more than 1 sick or emergency leave day is taken during a phase, those days must be documented on a non-training DOR and made up with an appropriate phase extension, unless the Trainee has received the minimum DORs specified above.

Periods of administratively uncontrollable overtime (AUO) worked on the same day as the Trainee’s normal shifts do not require a separate DOR. Working on days off requires the preparation of a DOR. Such a DOR may count as one of the minimum 20 required DORs for the phase if the hours worked lasted over 6 continuous hours. Any DORs prepared for a shift of less than 6 hours should have work hours noted in the comments section and the FTO’s RFC should be notified of the DOR.

The phase may end up to 3 days earlier than planned if, as a result of work on scheduled days off, the required minimum number of DORs has been completed. Phase durations may not be shortened more than 3 days. Coordinators should avoid shorter phase durations to ensure that Trainees receive adequate time off. Early completion beyond the 3 days requires the approval of the Director, LEI. The Special Agent in Charge shall submit a waiver through the Assistant Director, Training prior to the completion of the phase.

72.16 - Attendance Requirements

Prospective Law Enforcement Officers, regardless of experience, shall successfully complete either FTEP or AFTEP before they can work independently. All new Law Enforcement Officers and Supervisory Law Enforcement Officers hired at or below the GS/GL-12 level must successfully complete FTEP (or AFTEP, if meeting eligibility requirements) unless the completion requirements are waived by the Director, LEI.

Special Agents employed by LEI or another federal agency as Criminal Investigators who have completed Criminal Investigator’s Training Program (CITP) and are seeking a position as a Law Enforcement Officer shall complete FTEP or AFTEP, if applicable.

Trainees shall begin their field training within 30 days, of graduation from the Land Management Police Training (LMPT) program at the Federal Law Enforcement Training Center unless extension granted by Director, LEI. A minimum 1-week break should normally occur between completion of LMPT and the commencement of field training. Trainees hired from other agencies, whose attendance at LMPT has been waived, shall begin FTEP or AFTEP within 30 days of receipt of weapons, equipment, and credentials.

FTEP shall be completed within 18 weeks from the date of FTEP commencement, unless emergencies or other compelling reasons cause the training to exceed this time frame. In the case of extension, the Trainee’s Special Agent in Charge shall forward a waiver request to the Assistant Director, Training explaining the reason(s) for the extension and the additional time needed for FTEP completion. The Assistant Director, Training shall forward the waiver request to the Director, LEI for approval.

AFTEP shall be completed within 8 weeks. No extensions are allowed for the accelerated program. However, other compelling reasons or emergencies may cause the training to exceed this timeframe with the approval of the Director, LEI.

Once field training begins, the training must be continuous with breaks of no more than 2-weeks allowed between phases, unless otherwise approved by the Regional FTEP Coordinator.

The Regional FTEP Coordinator, with concurrence of the National FTEP Coordinator, may approve breaks within the training phase for emergency or other compelling reasons. Such breaks must be no longer than necessary for the Trainee or Field Training Officer to address the particular situation that necessitated the break.

The trainee's Regional Special Agent in Charge may request AFTEP in lieu of FTEP when all of the conditions below apply to the trainee:

1. Has at least 5 years' experience as a full-range Law Enforcement Officer or Criminal Investigator with USFS or other federal land management agency and has been hired to and is transitioning into the Forest Service Law Enforcement and Investigations program with less than a 12-month break in service from the previous agency.
2. Has completed Land Management Police Training Program (LMPT) or Natural Resource Police Training Program (NRPT).
3. Possesses all the basic skills required to be a competent law enforcement officer, and merely requires agency specific training and orientation in agency policies, forms, and procedures in order to be comfortable as a solo Forest Service Officer.

Trainees selected for Reserve Law Enforcement Officer positions are subject to the same standards in this section for FTEP or AFTEP attendance as trainees in LEO positions.

72.17 - Attendance Waivers

Only the Director, LEI, may grant waivers for Field Training and Evaluation Program (FTEP) attendance. Normally, attendance waivers must only be granted when all of the below conditions are met:

1. The prospective Trainee has at least 5 years of experience as a Forest Service Law Enforcement Officer, and
2. Has had less than a 12-month break in service from a Forest Service LEO position.

72.2 - Determining Staffing Levels of Field Training Officers

Regional Field Training and Evaluation Program (FTEP) Coordinators, in consultation with the National FTEP Coordinator, shall determine the optimum number of Field Training Officers (FTOs) needed for their Region. This number must serve as a target only and not be used as part

of the evaluation criteria for FTO selection. The Region should provide sufficient FTOs to train projected Trainees cost-effectively without overly impacting FTOs. Too few FTOs can result in excessive Trainee assignments for individual FTOs; too many FTOs can result in insufficient Trainee assignments and a degradation of FTO skills.

72.21 - Field Training Officer Requirements

Field Training Officers (FTOs) shall be Law Enforcement Officers (LEOs) assigned to full-time field patrol positions. At a minimum, LEOs wishing to become FTOs shall have at least 5 years of experience as a full-range Patrol Officer, 3 of which must be as a Forest Service LEO.

72.22 - Field Training Officer Application Process

The National Academy will outreach nationally through a call letter, requesting SACs to nominate LEOs as Field Training Officer candidates. Those regions that have a need for additional FTOs will nominate their candidates following the procedures stated in Section 72.23. At a minimum, the outreach must contain a description of FTO responsibilities, the application process, a copy of the FS-5300-37, *Field Training Officer Application* form, the selection process including evaluation criteria, the duration of time specified for the form FS-5300-36, *Field Training Officer Activity Summary* (at least 1 year), and a closing date. The outreach must also indicate that the FTO application and position is voluntary and does not result in promotion or any other entitlement to higher pay rate.

In responding to the outreach, prospective FTOs shall complete forms FS-5300-36, FTO Activity Summary and FS-5300-37, FTO Application and submit the completed forms to their Supervisor. The Supervisor shall indicate their concurrence with the LEO's application by completing an FS-5300-38, Supervisors' Assessment of FTO Applicant. The Supervisor shall submit all three completed forms to the Regional FTEP Coordinator.

The Regional FTEP Board of Supervisors, or an ad hoc board established by the Regional FTEP Coordinator, may conduct oral board interviews of all candidates. Actual face-to-face interviews are encouraged, but conference call interviews are acceptable. Whichever method is used, it must be the same for all candidates. Interviews should last no longer than 1 hour. The oral board shall use the same questions for all candidates answering the outreach notice. Questions should address the FTO evaluation criteria, and must, at a minimum, assess the applicant's scope of work experience, proficiency, and ability to teach. Form FS-5300-39, FTO Candidate Questionnaire may be used to document the interview and provide consistency of candidate interviews.

72.23 - Field Training Officer Selection Process

The Field Training Officer (FTO) candidate shall be evaluated using the following criteria:

1. Amount of activity as reflected in the Field Training Officer Applicant Activity Summary (form FS-5300-36).
2. Applicant's law enforcement work history and experience.

3. Recommendation by applicant's Supervisor.
4. Responses to the oral board interview, if conducted.
5. Evidence of strong teaching and motivational skills.
6. Prior educational, training, supervisory, and/or instructor experience.

The first criteria evaluated for each applicant must be their law enforcement activity as reflected by the FS-5300-36, FTO Activity Summary. It is critical the FTO be located in an area providing sufficient and diverse law enforcement activity to ensure a meaningful and productive experience for the Trainee. Failure of an applicant to be located in such an area must result in disqualification regardless of other factors. The activities in some applicant patrol areas may be seasonal in nature. A patrol area with seasonal activity variations need not disqualify an applicant. However, if an applicant with this kind of area is selected, care must be taken not to place a Trainee with this FTO during periods of low activity.

The Regional FTEP Board shall use the other evaluation criteria cumulatively to rate those applicants not disqualified by lack of activity. The board shall emphasize law enforcement experience, proficiency, and ability to teach in making those determinations.

Once the applicants are rated, the Board shall select those deemed qualified. The Regional FTEP Coordinator will submit the names of the selected applicants to affected patrol commander(s) and the Special Agent in Charge (SAC).

After obtaining approval from the SAC, the Regional FTEP Coordinator shall send the applicant documentation of the selected officers to the National FTEP Coordinator with a cover letter recommending them for designation as candidates for the FTO certification course. Additionally, any Patrol Captains or Patrol Commanders in need of the course would be included on the regional roster submitted to FLETC. If in agreement, the Assistant Director, Training shall reply to the SAC, informing them of their candidates' confirmation for training. If not in agreement with a particular recommendation, the LEI AD, Training shall notify the SAC and Director, LEI in writing of the reasons for the rejection. The Director, LEI shall make the final determination on the candidate's eligibility for the FTO program.

The Regional FTEP Coordinator shall ensure that all applicants are contacted individually to advise them of the results of the selection process, including reasons for non-selection when appropriate.

72.3 - Standards of Conduct

72.31 - Field Training Officers

Field Training Officers are Volunteers. All Officers wishing to become Field Training Officers shall understand and embrace the Field Training and Evaluation program policy (sec. 72.12) and standards of conduct prior to volunteering for this duty.

72.32 - Training

Field Training Officers (FTOs) shall commit to the philosophy of teaching. The FTO shall realize that training is the first priority and the evaluation is secondary. The FTO should be willing to bear the responsibility for the progress of the Trainee, or lack of it, until the FTO is convinced of other factors causing the Trainee's performance.

Field Training Officers shall keep the FTO program policy (sec. 72.12) in mind at all times. FTOs shall always conduct themselves and represent the Agency in a professional manner. They shall teach agency policy and procedures. Field Training Officers shall set an example by virtue of their knowledge, deportment, and appearance; remembering that the Trainee will be a product of what they are taught and of the behavior that is demonstrated.

72.33 - Evaluation-Only Period

During this period of the training, the Field Training Officer shall normally be in plain clothes. The Field Training Officer shall be dressed in a neat, professional manner.

72.34 - Meal Periods

Field Training Officers (FTOs) shall set an example by not taking excessive amounts of time for meals and shall not request or allow Trainees to purchase meals for them.

72.35 - Field Training

Trainees shall be told when a situation is a mock situation or is otherwise altered for training purposes.

Loaded weapons must never be used in a training scenario, nor shall Officers unload duty weapons to conduct training scenarios. Plastic or "red" guns will be used when firearms are required for mock training scenarios. Formal control tactics or firearms instruction must only be conducted by a certified USFS instructor in compliance with all applicable policy and safety procedures.

Field Training Officers shall not attempt to agitate or anger civilians for the purpose of seeing how Trainees deal with conflict.

Handcuffed prisoners shall not be released to see how the Trainee would handle a physical confrontation or for training or reasons other than those provided for under Agency policy or training.

72.36 - Trainees

Trainees shall be respectful to Field Training Officers (FTOs) at all times and shall follow FTO directions and instructions. If a Trainee believes that a specific instruction or order is improper or an evaluation is not fair, the concern should be discussed with the FTO. If the Trainee is uncomfortable with speaking directly with the FTO, the Trainee may elect to contact the FTO's

supervisor, the RFC, the NFC, AD – Training, or the trainee’s chain of command. If the Trainee is still not satisfied, the FTO shall schedule a meeting with the Supervisor of the FTO. If the Supervisor of the FTO cannot resolve the problem, the Supervisor of the FTO shall schedule a meeting with the Regional FTEP Coordinator.

Trainees shall complete all assignments in a prompt, timely manner. They shall follow all policy and procedures outlined in this and all other applicable Agency manuals and handbooks.

Trainees are expected to be receptive to constructive criticism given by FTOs. Trainees may verbalize an explanation for their action. However, repeated rationalization, excessive verbal contradictions, and/or hostility are not acceptable.

Trainees shall provide their time sheet to their FTO for verification prior to submitting it to their Supervisor.

72.37 - Field Training Officer/Trainee Relationship

The relationship between the Field Training Officer (FTO) and the Trainee is both a teacher/student and supervisor/subordinate relationship. As part of this relationship, the following are expected:

1. A relationship of mutual respect. Trainees shall be treated with respect at all times. They shall be expected to respect the FTO and to follow directions. Trainees shall not be harassed, intimidated, intentionally embarrassed, or treated in a demeaning manner. Name-calling or use of derogatory terms by the FTO shall not occur. Field Training Officers should avoid expression of anger or frustration while they are working with the Trainee, and praise in public, correct in private.
2. Maintaining a professional relationship.
 - a. Field Training Officers shall not associate with or socialize with the Trainee off-duty. Any relationship between them must be strictly professional.
 - b. Field Training Officers shall not date, nor attempt to date the Trainee undergoing field training.
 - c. Field Training Officers and Trainees shall not make discriminatory or sexist remarks, as per Agency policy.
 - d. Field Training Officers shall not make sexual remarks or advances toward the Trainee and shall comply with all Agency ethics and conduct codes.
 - e. Field Training Officers shall not live with or rent rooms to any Trainee nor enter into any financial arrangements with the Trainee.
 - f. Field Training Officers shall not accept gifts from nor give gifts to the Trainee while they are undergoing field training.

3. Irreconcilable differences between FTO and Trainee must be shared in a timely manner with supervisory personnel. Personal or professional conflict between the FTO and Trainee shall be addressed quickly and appropriately by the Regional FTEP Coordinator. The National FTEP Coordinator and affected SACs shall be notified of any such conflicts.

72.38 - Violations of Field Training and Evaluation Program Standards of Conduct

Violation of Field Training and Evaluation Program (FTEP) standards of conduct may result in removal of a Trainee or Field Training Officer (FTO) from the FTEP program, depending upon severity. Supervisors of FTOs shall document any violation and forward it to the Regional FTEP Coordinator as well as to their immediate Supervisor. The Regional FTEP Coordinator will advise the Trainee's and the FTO's Special Agent in Charge, and the National FTEP Coordinator of any violations of FTO/Trainee relationship standards. The National FTEP Coordinator shall advise the Assistant Director, Training who will then notify the Director, LEI.

72.4 - Program Administration

72.41 - Program Training Course Development

Training courses for Field Training Officers (FTOs) and other personnel involved with the Field Training and Evaluation Program (FTEP) may be developed and conducted by the Law Enforcement and Investigations, Assistant Director, Training, or by other agencies or private vendors. The LEI AD, Training must approve the content and use of all such courses.

The National FTEP Coordinator will ensure sufficient training opportunities are available to meet program needs. At a minimum, approved training must include the Basic FTO Training Course and FTO update training course. Other approved courses may include FTEP training designed expressly for Supervisors and advanced FTO courses.

72.42 - Program Training Requirements

All Field Training Officers (FTOs) shall successfully complete the Basic FTO Training Course approved by the Law Enforcement and Investigations, Assistant Director, Training, Development, and Standards (LEI AD - Training) prior to accepting Trainee assignments. In addition, Supervisors of FTOs, Regional and National Field Training and Evaluation Program (FTEP) Coordinators, Regional FTEP Board of Supervisors members, and the LEI AD - Training shall also complete this course. Because the FTEP is integrated into normal patrol activities, other Patrol Commanders and Patrol Captains shall attend the Basic FTO Training Course.

All FTOs shall attend an FTO update training course, which is recommended every 3 years but required at least every 5 years. This training must be coordinated with the National FTEP Coordinator and consist of a minimum of 8-hours of training. Field Training Officers, who have not attended training for more than 5 years, shall attend another basic FTO Training Course prior to continuing FTEP responsibilities. Both of these requirements may be waived by the Director, LEI, upon recommendation of the SAC through the AD, Training. The AD, Training shall make

this recommendation after reviewing the justification and provide their recommendation on the waiver request.

72.43 - Field Training Officer Removal

Field Training and Evaluation Program (FTEP) personnel shall continually monitor the Field Training Officer's (FTO) performance and conduct. The Supervisor of the FTO has the most important role in this process. The regular patrol chain of command and the Regional Board of Supervisors, if applicable, also have FTO monitoring responsibilities.

Supervisory personnel observing or confirming significant FTEP conduct or performance deficiencies in an FTO shall notify the Regional FTEP Coordinator, who shall advise the Special Agent in Charge (SAC), National FTEP Coordinator, and Regional FTEP Board of Supervisors, if applicable.

When deficiencies are first observed, the Supervisor of the FTO, the Regional FTEP Coordinator, and other appropriate supervisory personnel shall work with the FTO to develop improvement strategies. The FTO may be given a reasonable amount of time to correct the deficiencies, if appropriate. However, if, after the allotted time, significant deficiencies still persist, the Regional FTEP Coordinator shall recommend removal of the FTO to the SAC. The National FTEP Coordinator may also recommend removal of the FTO to the AD, Training. The SAC or AD, Training may also directly recommend removal of an FTO from the program for performance or conduct reasons.

The SAC or AD, Training shall obtain approval from the Director, LEI to decertify the affected FTO, and then shall notify the National FTEP Coordinator in writing that the FTO has been removed from the program. This notification must include the justification for the removal. If the AD, Training receives notification to decertify from the Director, LEI, the documentation shall be forwarded to the SAC. The National FTEP Coordinator will ensure that the Regional FTEP Coordinator is advised of the FTO decertification. The SAC will ensure the FTO's chain of command is advised of the decertification.

72.5 - Trainee Administration

72.51 - Trainee Preparation

Trainees shall be given the following materials prior to their entry into the Field Training and Evaluation Program (FTEP):

1. Introductory letter.
2. Copy of the FTEP Trainee Officer Training Guide or the AFTEP Trainee Officer Training Guide.
3. Copy of Forest Service Manual 5300.
4. Copy of Forest Service Handbook 5309.11.

5. Copy of Title 36, Code of Federal Regulations, Part 200 to End.
6. Copy of the standard evaluation guidelines.
7. FTRS Log-in Information.

The National FTEP Coordinator shall ensure that Trainees attending the Land Management Police Training (LMPT) program at the Federal Law Enforcement Training Center receive the above materials during the LMPT Orientation Session and/or FTEP Orientation Session and shall provide these materials to Regional FTEP Coordinators for distribution to Trainees whose attendance at LMPT is not required.

72.52 - Field Training Officer Assignments

The Regional FTEP Coordinator shall schedule Field Training Officer (FTO) assignments for each Trainee in their Region. These assignments must be done in consultation with the Trainee's Supervisor to ensure the Coordinator is cognizant of any special considerations or needs. The Coordinator shall document the assignments on form FS-5300-40, FTO Assignment Plan. A copy sent to the Trainee, the National FTEP Coordinator, and assigned FTOs. The National FTEP Coordinator will maintain a copy in the FTRS. Field Training Officer assignments shall normally be made with a minimum of a 30-day notice to the affected Trainee. The National FTEP Coordinator shall provide a copy to trainees attending the National Academy.

When possible, at least one of the FTO training phases should be within the Trainee's assigned Region. If insufficient FTOs are available in the Trainee's home Region, the Regional FTEP Coordinator shall consider out-of-Region FTOs necessary to complete the field training phase(s). Out of region assignments should also be considered when seasonal or regional with each other and the National FTEP Coordinator. The Coordinator shall give consideration to travel and per diem costs in making these assignments so that the training is cost effective. Normally, the same FTO should not be used more than once during a Trainee's FTEP cycle except as warranted for remedial situations.

Ensure that at least one phase assignment is in an area similar in working conditions as possible to the Trainee's duty area. For example, if a Trainee's duty station is in a rural western setting, at least one phase assignment should be in a similar environment. Such an area would not necessarily be in the Trainee's home Region.

The National FTEP Coordinator may alter FTO assignments when necessary to ensure program effectiveness and efficiency. The National FTEP Coordinator shall provide affected Trainees FTOs, and Regional FTEP Coordinators sufficient time to adjust to any such changes. If the National FTEP Coordinator and the Regional FTEP Coordinator are in disagreement of the change, the AD and the SAC will be notified for resolution.

72.53 - Training Location Deviation

Training must normally occur in the FTOs patrol area. Training may occur in other areas for short-term durations as a result of unplanned dispatches, for example to a timber sale protest.

These situations must not exceed 2 weeks without the concurrence of the National FTEP Coordinator.

Training may be scheduled in the Trainee's assigned patrol area under the following conditions:

1. The FTO is familiar with the Trainee's area.
2. The area has sufficient activity for it to serve as a suitable training location.
3. The patrol vehicle's communications system is set up for the area.
4. The FTO agrees to the deviation and is approved by the Regional FTEP Coordinator.

72.54 - Field Training Officer Scheduling Changes

Regional FTEP Coordinators shall keep the National FTEP Coordinator apprised of all scheduling changes. The National FTEP Coordinator may alter unplugging or FTO reassignment decisions if they appear to violate program integrity or result in unacceptable impacts to other Trainee's schedules.

Medical issues or other emergencies may result in unexpected absences of either the Trainee or Field Training Officer (FTO). These situations may result in significant changes to the FTO assignment plan. If a phase extension does not adequately address the absence (for example, the FTO becomes unavailable), Regional FTEP Coordinators shall either assign a new FTO or unplug the Trainee from training. If the Trainee is unplugged, the Trainee shall normally return to their assigned duty station. Once the situation is resolved, the Trainee shall resume training from the point where the unplugging occurred. The duration of the unplugging period should not exceed 2 weeks. The Regional FTEP Coordinator shall document unplugging or FTO assignment changes with a letter to the Trainee's FTRS FTEP portfolio, that documents and details the reasons for the decision.

Regional FTEP Coordinators shall keep the National FTEP Coordinator apprised of all scheduling changes. The National FTEP Coordinator may alter unplugging or FTO reassignment decisions if they appear to violate program integrity or result in unacceptable impacts to other Trainee's schedules.

72.55 - Law Enforcement Actions by Trainees

Until the Trainee successfully completes the Field Training and Evaluation Program, they shall not work solo as a Law Enforcement Officer (LEO). In the absence of the assigned Field Training Officer (FTO), Trainees shall work under the direct supervision of another LEO. Such shifts must not count as part of the phase period, and no evaluation must occur, unless that LEO is currently certified as an FTO. The National FTEP Coordinator must be advised for any situations that require a trainee to work for a period longer than 1 work week with a LEO not certified as an FTO.

Recruits shall not participate in any marijuana cultivation site operations, unless the site has been rendered clear and safe, until they have successfully completed the Drug Enforcement Training Program (DETP). No more than 5 days in a phase will be related to marijuana cultivation site operations.

Trainees may participate in planned special assignments and special operations, provided that the Regional FTEP Coordinator has been notified and approves of the assignment. In the case of trainee participation in special assignments or operations, the Regional FTEP Coordinator shall notify the National FTEP Coordinator of the assignment. Special assignments must not be longer than 1 work week in duration and must be consistent with the FTEP/AFTEP training guide and SEGs for proper training and evaluation.

Trainees may operate marked patrol units to commute to and from phase assignments and from quarters to duty stations. Trainees shall be armed while operating marked units; however, they may not independently answer calls for service or initiate law enforcement actions until certified for full-duty status by the appropriate Special Agent in Charge. Trainees may intervene in situations where such intervention is necessary to prevent loss of life or serious bodily injury to themselves or to another person. Recruits shall report any such incidents to their assigned FTO and their Supervisor immediately.

72.6 - The Trainee Training Process

72.61 - The Trainee Officer Training Guide

The FTEP/AFTEP Training Guide (TG) identifies knowledge and skills deemed necessary for functioning as a solo Law Enforcement Officer (LEO). The completed TG becomes part of the permanent record upon the Trainee's graduation from the Field Training and Evaluation Program (FTEP) or the Accelerated Field Training and Evaluation Program (AFTEP). The Training Guide is available in the electronic FTRS and the completed version of the training guide stored in FTRS serves as the official record.

A printed training reference guide shall be issued to assist the Trainees to prepare for the training tasks.

The electronic FTEP and AFTEP Training Guide is available and completed in the FTRS. The FTO is responsible for placing initials and dates in the corresponding blocks on the form that relate to the tasks and skills listed in the training guide. Trainees are responsible for adding their initials and the dates in the "Acknowledged" column of the training guide. Once all of the tasks are completed by the trainee and recorded on the form, both the FTO and trainee will digitally sign the form, which is then forwarded to the Regional FTEP Coordinator to review and approve. It is then forwarded to the National FTEP Coordinator for final review and approval.

The electronic form is divided into specific phases and weeks, and no training guides exist for evaluation-only periods. All sections of the training guide must be completed prior to the trainee entering the evaluation only period of FTEP or AFTEP.

Knowledge and skills in the TG are listed by phase and week. They become increasingly complex as the training period progresses. The RTG is formatted so that four columns are located adjacent to each identified knowledge or skill. These columns are labeled “Discussed,” “Demonstrated,” “Accomplished,” and “Acknowledged.” The columns provide a location for the date as well as the Trainee’s and the FTO’s initials.

1. Columns initialed and dated by the FTO.

a. Discussed. The FTO has thoroughly discussed the particular knowledge or skill with the Trainee.

b. Demonstrated. The FTO has demonstrated the particular knowledge or skill for the Trainee.

c. Accomplished. The Trainee has performed the particular skill with an adequate level of competency in an actual situation or in scenario-based training; or the Trainee has demonstrated understanding of the knowledge or skill through verbal testing or other applicable assessment method.

2. Column initialed and dated by the Trainee. The Trainee acknowledges receipt and understanding of the discussed or demonstrated knowledge or skill. This column is initialed and dated by the Trainee.

At a minimum the knowledge and skills in the TG must be “Discussed” by the FTO, and “Acknowledged” by the Trainee. All items listed in a phase must be “Acknowledged” by the Trainee for the Trainee to be considered on schedule at the end of that phase. The FTO should ensure that as many skills as possible are “Accomplished” during the FTEP process.

Field Training Officers shall attempt to adhere to the schedule found in the TG. However, if the Trainee deals with field situations in which knowledge or skills are demonstrated out of the prescribed sequence, those items may be identified as “Accomplished” and “Acknowledged” as they occur, to include knowledge and skills in the successive weeks and phases of the TG.

72.62 - Radio Procedures Guide

Each FTO shall prepare or obtain a copy of the radio procedures guide for the law enforcement radio system (or systems) the Trainee will be using during the training phase and provide it to the Trainee. At a minimum, this guide must include a list of the radio codes or clear text phraseology used and other applicable radio protocols. The FTO shall note the most commonly used codes or terms. The Trainee shall be responsible for learning the basic procedures contained in the guide within the first week of the phase. The FTO should forward the radio procedures guide to the Trainee prior to the Trainee’s arrival to give the Trainee the opportunity to familiarize themselves with local radio protocol.

72.63 - The Trainee Evaluation Process

72.63a - Overview

Field Training Officers (FTOs) shall evaluate Trainees on a daily basis and document these evaluations using the Daily Observation Report (DOR) form within the FTRS database application. This report is the permanent record of the Trainee's progress in terms of their performance and knowledge, the improvements that are needed, and the FTO's effort to bring about change. It is the principal document used for determining the Trainee's status in the program.

Once the Trainee has begun a training phase, the FTO shall prepare a DOR for each working day of the phase, including days where no evaluations are provided, such as limbo days. The FTO shall not complete DORs for scheduled days off. However, FTOs shall document unexpected absences that do not result in unplugging or FTO reassignment with DORs. Except in unusual circumstances, the FTO shall complete DORs at or near the end of each shift, or at the beginning of the following shift.

Field Training Officers shall review each completed DOR with the Trainee. Once this review is completed, the FTO and the Trainee shall complete the electronic signature process for the DOR in FTRS. The DOR is permanently stored in FTRS and is accessible to the Trainee to print a copy for their records if desired.

Field Training Officers shall prepare a Bi-Weekly Evaluation Report (BWER) at the end of the Trainee's second week in the training phase and an End-of-Phase Evaluation Report (EOPR) at the end of each phase.

Supervisors of FTOs should make a concerted effort to work in the field with the FTO and Trainee. When possible, Supervisors of FTOs shall complete a Weekly Observation Report (WOR) within FTRS database when they are able to personally observe the field performance of sufficient duration to provide a meaningful evaluation.

72.63b - Field Training Records System

Field Training Officers (FTOs) and their Supervisors shall utilize FTRS database application to prepare Trainee evaluations. The FTRS provides the FTO and FTO Supervisor with the appropriate evaluation forms and allows easy electronic dissemination, storage, and access of trainee evaluation records, using the electronic mailing system. The National FTEP Coordinator shall enter all users into the database. At the completion of a Trainee's training period, the National FTEP Coordinator shall certify all required forms and documents are complete and correct. An electronic copy of the Trainee's portfolio is stored and maintained in FTRS.

All evaluation forms are available and must be electronically prepared using FTRS. However, if circumstances preclude access to a computer, FTOs may fill out a paper copy of the DOR form, provided as form FS-5300-41, Daily Observation Report (DOR). The information on such forms must be entered verbatim into FTRS as soon as possible. The original form filled out by hand and the computer-generated form must be retained in the permanent record by uploading the

signed copy in the attachments section of the Trainee's FTRS FTEP portfolio. The FTO and Trainee shall sign both forms.

72.64 - Training Reports and Records

72.64a - Trainee Folders

The National Field Training and Evaluation Program (NFTEP) Coordinator shall maintain an FTEP folder for each Trainee undergoing field training.

The FTRS database shall store the official FTEP file for each Trainee. The National Academy can also back up these records on the agency network file system. The FTEP file includes the DORs, WORs, BWERs, EOPRs, safety violations, remedial training, non-training DORs, DOR tracking, Trainee attachments, FTO assignment plan, completion letter and final certificate.

72.64b - Completion Instructions for the Daily Observation Report

The DOR (sec. 72.63a and 72.63b) adopts the San Jose Police Department model in evaluating Trainee performance. Standard Evaluation Guidelines (SEGs) with defined performance anchors are established for tasks and attributes deemed fundamental to the proficient Law Enforcement Officer. This section describes instructions for completion of the DOR.

1. FTRS automatically numbers the DORs sequentially starting with the Trainee's first day in the program. Each phase shall begin with DOR #1 and continue in a sequential order.
2. Record the assignment for the given day in the section labeled Observation Section for example, "Patrol, Diamond Lake Recreation Area."
3. The numerical evaluation section of the form contains a listing of categories for which the Trainee is rated each day. An entry field labeled "D.S. Rating" (Daily Score) is located next to each category for recording a numerical rating. Select "N.O." for not observed. In the case of a limbo day, select "L."
4. Each category listed on the DOR is accompanied by a set of SEGs. The SEGs consist of three performance anchors for "Unacceptable," "Acceptable," and "Superior" performance. The "Acceptable" performance anchors reflect the knowledge and skills required by an individual to successfully function as a LEO
5. A seven-point rating scale is used to score each category. A rating of "1" is given for performance defined by the "Unacceptable" performance anchor; a rating of "4" is given for performance defined by the "Acceptable" performance anchor; and a rating of "7" is given for performance defined by the "Superior" performance anchor. For Trainees to receive a "1," "4," or "7," their performance must match the performance anchor descriptors. Performance exceeding "Unacceptable" but not meeting "Acceptable" must receive a "2" or "3" at the discretion of the rater; performance exceeding "Acceptable" but not meeting "Superior" must receive a "5" or "6" at the discretion of the rater. When

a rating of 1, 2 or 7 is given to a Trainee, a written justification for the rating is required in FTRS.

6. Field Training Officers shall strictly adhere to performance anchors when rating the Trainee. However, elements of performance anchors made irrelevant by special circumstances may be disregarded. For example, if wearing polished boots is an element of an “Appearance” performance anchor but the Trainee is on snowmobile patrol in rubber boots, that element must not be used for the rating.

7. Field Training Officers shall rate “Appearance” categories at the beginning of shift; they shall rate all other categories at the end of shift based on the Trainee’s observed performance during the shift.

8. The DOR contains a field labeled “R.T.” (Remedial training) which is located adjacent to the daily score field. Remedial training is time spent by the FTO in the correction or review of previously taught information or procedures. Field Training Officers shall record estimated time of remedial training provided for each category in 5-minute increments. If the FTO does not provide any remedial training, leave the field blank.

9. Enter the total daily remedial training time in the “Total Minutes of Training Time Today” field located immediately below the numerical evaluation section. This shall automatically calculate based on the entries for remedial training in the DOR. This figure is based on an estimate rather than a detailed accounting of minutes/hours.

10. Enter the category number of the most satisfactory performance of the day and provide a brief narrative based upon an event or events that occurred during the shift as justification. The performance area selected is based on the FTO’s opinion and is not necessarily tied to the highest score assigned.

11. Enter the category number of the least satisfactory performance of the day and provide a brief narrative based upon an event or events that occurred during the shift as justification. “Least satisfactory” does not necessarily mean the performance resulted in a less than fully successful rating; nor does it necessarily reflect the lowest numerical score for the day. Rather, it reflects the category in which the Trainee had the most room for improvement, and which the FTO deemed most significant for the Trainee’s functioning as a LEO.

12. Describe significant events that occurred during the shift along with the number of the evaluation category to which they related in the Observation section. Do not include items previously listed in the most and least satisfactory performance blocks.

13. Check the “NRT” box to indicate that the Trainee is “not responding to training.” Checking this box requires an entry in the Observation Section listing those categories that the Trainee is not mastering and explaining in detail the reasons this assessment has been made, including specific examples. The “NRT” must be assigned after reasonable remedial efforts have failed to result in improvement. As a general guideline, FTOs

check “NRT” when, in the FTOs opinion, the Trainee has had sufficient opportunities to complete the relevant task given the difficulty. Citing “NRT” is a serious step and may indicate termination is in the offing. Focused remediation will be used in conjunction with all “NRT” citations.

14. DOR shall be entered into the FTRS at the end of the shift or the beginning of the shift immediately following the observed day. DORs for the last day of work in a work-week must be entered into FTRS prior to going off duty for regular days off.

Once the DOR is completed, the FTO and the Trainee shall electronically approve the completed DOR in the blocks provided. The Trainee’s approval verifies that the DOR was received and explained; it does not indicate that the Trainee necessarily agrees with the ratings.

72.64c - Completion Instructions for the Weekly Observation Report

Supervisors of Field Training Officers (FTOs) shall complete the Weekly Observation Report (WOR) within the Field Training Records System (FTRS). A minimum of one WOR shall be completed by the FTO’s supervisor each phase. This section contains instructions for the completion of the form.

1. Enter the phase, week, date, Region, zone, and FTO as indicated in the report header if not generated by FTRS.
2. Provide a numerical rating for each performance category observed using the same instructions specified for completion of Daily Observation Reports (DORs) (sec. 72.64b(3)), except that these scores are based upon performance of the Trainee for the entire week or period of supervisory observation.
3. Record the remedial training time provided by the Supervisor in the fields labeled “R.T.” using guidelines specified in the instructions for completing DORs (sec. 72.64b(9)). Supervisors shall only record remedial training time provided by themselves, not remedial training time provided by the FTO assigned to the Trainee.
5. Enter the category number of the most satisfactory performance of the period of supervisory observation and provide a brief narrative based upon an event or events that occurred during the period as justification.
6. Enter the category number of the least satisfactory performance of the period of supervisory observation and provide a brief narrative based upon an event or events that occurred during the period as justification.
7. Describe significant events that occurred during period of supervisory observation along with the number of the evaluation category to which they relate in the Observation Section.
8. Check “NRT” using guidelines specified in the instructions for completing DORs.

After the form is completed, the Supervisor and the Trainee shall approve the completed WOR in the blocks provided. The Trainee's approval verifies that the WOR was received and explained; it does not necessarily indicate that the Trainee agrees with the rating.

72.64d - Completion Instructions for the Bi-Weekly Evaluation Report

Field Training Officers (FTOs), working with Trainees in FTEP, shall complete the Bi-Weekly Evaluation Report (BWER) upon the completion of ten DORs in a phase. The BWER must be completed electronically within FTRS. This section contains instructions for the completion of the form.

The BWER is not required to be completed for AFTEP phases.

1. Indicate if the training is "On Schedule," "Behind Schedule," or "Ahead of Schedule" in the field labeled "Progress." Progress is determined by the degree of completion in the training guide, not by the level of proficiency of the trainee. "On Schedule" will show that all training tasks are completed for weeks 1-2 of the phase.
2. Summarize the Trainee's performance strengths in the block labeled "Significant Strengths."
3. Summarize the Trainee's performance weaknesses in the block labeled "Significant Weaknesses."
4. Summarize any significant remedial training spent with the Trainee, including methodologies used, as well as the results of that training in the block labeled "Remedial Efforts and Results."
5. Provide any other relevant information and recommendations that need documentation in the block labeled "Comments and Recommendation(s)."

After the form is completed, the FTO and the Trainee shall sign and initial the completed BWER in the blocks provided and upload the form into the Trainee's portfolio attachments in FTRS. The Trainee's signature verifies that the BWER was received and explained; it does not necessarily indicate that the Recruit agrees with the rating.

72.64e - Completion Instructions for the End of Phase Evaluation Report

Field Training Officers (FTOs) shall complete the End of Phase Evaluation Report (EOPR) upon the completion of the training phase. A BWER is not required for the final 2 weeks of the phase because of the completion of an EOPR. The EOPR must be completed electronically within the FTRS. This section provides instruction for completion of the form:

1. Enter the Trainee's name, badge number, date of the report, phase, week, region, zone, and trainee class in the appropriate fields, if the information is not automatically generated by FTRS.

2. List starting and end dates of the phase in the appropriate fields if the information is not automatically generated by FTRS.
3. Summarize the Trainee's performance strengths in the block labeled "Significant Strengths."
4. Summarize the Trainee's performance weaknesses in the block labeled "Significant Weaknesses."
5. Summarize any significant remedial training spent with the Trainee, including methodologies used, as well as the results of that training in the block labeled "Remedial Efforts and Results."
6. Provide any other relevant information and recommendations that need documentation in the block labeled "Comments and Recommendation(s)." If a remedial phase extension has been recommended, provide a detailed rationale for that request in this section.
7. Specify if advancement to the next phase is recommended in the appropriate field. If the Trainee is in the final phase, recommending advancement indicates that the FTO feels the Trainee should be certified for FTEP/AFTEP completion. Not recommending advancement automatically triggers a request for remedial phase extension.
8. After the form is completed, the FTO and the Trainee shall digitally sign the completed EOPR in the blocks provided. The Trainees' signature verifies that the EOPR was received and explained; it does not necessarily indicate that the Trainee agrees with the rating. FTRS will route the EOPR to the Regional FTEP Coordinator after the FTO applies a digital signature in the appropriate block.
9. EOPR requires the Regional FTEP Coordinator to recommend advancement, graduation (if final phase), remediation, or removal of the trainee. After the Regional FTEP Coordinator reviews and digitally signs the EOPR, FTRS will automatically route the form to the National FTEP Coordinator.
10. The National FTEP Coordinator will review the EOPR along with any other FTEP documentation associated with the phase, then authorize the disposition of the phase before digitally signing the form.

72.64f - Reporting Procedures

Field Training Officers (FTOs) should complete DORs on a daily basis and forward evaluation records to the Regional FTEP Coordinator. The following individuals shall have access to the Trainee's FTEP file in FTRS:

1. The National Field Training and Evaluation Program (FTEP) Coordinator.
2. The Trainee's Regional FTEP Coordinator.
3. The FTO's Regional FTEP Coordinator (if different).

4. The FTO's Regional Board of Supervisors.
5. The Trainee's Supervisory chain of command.
6. The FTO's Supervisory chain of command.
7. The Trainee's patrol commander.
8. The Special Agent in Charge for both the recruit and the FTOs.
9. The Assistant Director – Training, Development, and Standards

72.65 - Weekly Supervisor/Trainee Meetings

When possible, Supervisors of Field Training Officers (FTOs) who have an assigned trainee will conduct weekly meetings with that Recruit in the absence of the FTO. When distance or other circumstances preclude preferred face-to-face meetings, telephone conversations can suffice. Supervisors shall check on Trainee welfare and ensure that no irreconcilable conflicts have developed between the Trainee and the FTO.

72.7 - Program Completion and Trainee Certification

72.71 - Phase I and Phase II Completion and Advancement

Regional Field Training and Evaluation Program (FTEP) Coordinators shall monitor the evaluations and training progress of Trainee assigned to their Regions. Regional FTEP Coordinators shall review and if appropriate, concur with the FTO's recommendation for phase advancement from Phase I and II, for Trainees in FTEP, and from Phase I for Trainees in AFTEP exhibiting acceptable performance levels and whose training is on schedule.

The National FTEP Coordinator is responsible for annotating the EOPR to advance the trainee to the next phase, remediate the trainee, or recommend removal from FTEP (focused remediation and removal will follow procedures explained in Chapter 70). The phase is complete when the National FTEP Coordinator digitally signs the form. Trainees may not begin training in the next phase until the EOPR is approved by the National FTEP Coordinator.

72.72 - Final Phase

Trainees graduate from FTEP after successfully completing their Phase III assignment and from AFTEP after successfully completing their Phase II assignment.

The first portion of the final phase of FTEP and AFTEP is similar in focus and structure to the previous phases in that formal training is combined with evaluation.

FTEP: The evaluation only portion of the program occurs in weeks 3 and 4 of Phase III. The Field Training Officer (FTO) shall conduct no training during this time. Re-qualifications training for firearms, control tactics, electronic control device, and physical efficiency battery

shall not be authorized for any portion of the evaluation only period. The Trainee shall be expected to work independently, making decisions without the direct counsel of the FTO. Field Training Officers shall normally work in plain clothes while on patrol and only intervene in situations where Officer or public safety demands the FTO's intervention, or when necessary for the successful resolution of a serious crime or incident.

FTOs assigned to Trainees during the Trainee's final phase, shall not allow a Trainee to enter the evaluation-only portion of the program if, in the FTO's opinion, the Trainee does not have a reasonable chance for success. In such circumstances, the FTO shall request a remedial extension.

AFTEP: The evaluation only portion of the program occurs in weeks 2 and 3 of Phase II. The Field Training Officer (FTO) shall conduct no training during this time. Re-qualifications training for firearms, Control tactics, electronic control device, physical efficiency battery shall not be authorized for any portion of the evaluation only period. The Trainee shall be expected to work independently, making decisions without the direct counsel of the FTO. Field Training Officers shall normally work in plain clothes while on patrol and only intervene in situations where Officer or public safety demands the FTO's intervention, or when necessary for the successful resolution of a serious crime or incident.

FTOs assigned to Trainees during the Trainee's final phase shall not allow a Trainee to enter the evaluation-only portion of the program if, in the FTO's opinion, the Recruit does not have a reasonable chance for success. In such circumstances, the FTO shall notify the Regional FTEP Coordinator. The Regional FTEP Coordinator shall advise the FTO's and Trainee's Special Agent in Charge (SAC) and the National FTEP Coordinator. The Regional FTEP Coordinator, after consultation with the National FTEP Coordinator and Regional SAC, shall "reassign" the Trainee to FTEP. The Trainee will be required to successfully complete the entire 12-week FTEP.

When appropriate, the FTO shall include a recommendation for graduation from FTEP or AFTEP on the end of phase evaluation report (final phase).

72.73 - Trainee Certification

Final FTEP certification indicates that the Trainee has successfully completed the Field Training and Evaluation Program (FTEP) or the Accelerated Field Training and Evaluation Program (AFTEP) and is authorized to work as a Law Enforcement Officer. Trainees who have completed all phases of FTEP and have received a recommendation for graduation from their Phase III Field Training Officer, or Phase II Field Training Officer for the AFTEP, are authorized to work in full-duty status for 60 days unless indicated to them by the AD, Training or the Trainee's SAC.

Upon completion of field training, the trainee's regional FTEP coordinator, if appropriate, shall recommend the recruit for graduation of FTEP/AFTEP by annotating the End of Phase Evaluation Report (EOPR) for the final phase and submitting a letter to the National FTEP Coordinator recommending the trainee's graduation from FTEP/AFTEP. The National FTEP

Coordinator, if in agreement, shall advise the AD, Training by writing of the National FTEP Coordinator's concurrence with the graduation recommendation, draft a copy of Form FS-5300-42, and forward both documents to the AD, Training, for approval and signature within 10 working days.

After the AD, Training signs the form, the original of the form FS-5300-42 must be sent to the recruit's Special Agent in Charge (SAC) for final signature. Once the SAC has signed the FS-5300-42, completion of FTEP/AFTEP has been certified. The original certificate will be sent to the officer, and copies will be filed in the officer's Official Personnel File and training folder. An electronic copy will be retained in FTRS by the National FTEP Coordinator.

If the Trainee's FTRS FTEP file is not finalized by the Regional FTEP Coordinator or the request to full-duty status is not received by the National FTEP Coordinator timely to review and certify FTEP completion within the 60-day provisional window, the officer's authority shall be rescinded. The Trainee shall be required to relinquish credentials, all badges, all assigned firearms and assigned Law Enforcement vehicle to the responsible Patrol Captain until their authority is reinstated by the FTEP certification or Director, LEI's approval. The SAC may request a waiver to extend the FTEP certification review period 60 days. The waiver is submitted to the Director, LEI through the LEI AD, Training.

72.74 - Field Training Officer Critiques

At the conclusion of each phase, the Trainee shall complete a Field Training Officer Critique. The Trainee shall forward the completed form to the National Field Training and Evaluation Program (FTEP) Coordinator. This shall occur within 10 days of phase completion.

The National FTEP Coordinator shall coordinate with the Regional FTEP Coordinator and use these critiques to assist the FTO in becoming more effective and proficient. Critiques must not be shared individually with FTOs, to protect the confidentiality of the Trainee. Regional FTEP Coordinators will share the summaries of their contents with the affected FTO.

72.75 - Trainee Exit Interviews

The Trainee's Regional FTEP Coordinator shall arrange an exit interview with the Trainee after final certification is issued. This interview must occur within 60 days of final certification. Minimally, a member or a panel of members of the FTEP Oversight Committee shall conduct the interview. Supervisors of the Trainee's Field Training Officers (FTOs) should not participate in the interview to reduce the potential for bias. The exit interview must focus on the Trainee's opinions regarding overall program effectiveness and the performance of the FTOs and the FTO's Supervisors.

Form FS-5300-44, Trainee Exit Interview, should be completed during the interview and a copy forwarded to the National FTEP Coordinator for use during annual assessments of the program. Interviewer(s) may also ask other relevant questions of the Trainee outside of those in Form FS-5300-44.

72.8 - Trainee Performance Deficiencies

72.81 - Remedial Training

It is the Field Training Officer's (FTO's) responsibility to identify Trainee performance problems and document them in the appropriate FTEP evaluation reports. Once documented, the FTO has an equally important obligation to help the Trainee improve. Remedial training is defined as the correction or review of information or procedures previously taught during the Trainee's field training period. Remedial training should occur as soon as the FTO identifies a performance deficiency. Most remediation must be ongoing during the shift and must be resolved through simple remediation techniques.

72.82 - Focused Remediation

The Field Training Officer (FTO) shall provide more structured remediation for significant deficiencies that may jeopardize the Trainee's graduation from the Field Training and Evaluation Program (FTEP). This strategy is called "focused remediation." The FTO shall document focused remediation efforts using one or more remedial worksheets. The remedial worksheet must be completed electronically within the Field Training Record System.

Focused remediation may occur anytime during the phase. Extra days may be added to the phase to accommodate completion of training done pursuant to focused remediation through use of a remedial phase extension. The FTO initiates focused remediation by checking "NRT" ("not responsive to training") on the appropriate DOR. Any DOR containing a "NRT" citation must be transmitted immediately to the individuals designated to receive the Trainee's records.

If it appears that performance deficiency has a high likelihood of correction through a short, focused remediation effort, the FTO shall prepare a remedial worksheet and begin the process. Prior to completing a remedial worksheet, the FTO shall discuss the performance deficiency with the FTO's Regional FTEP Coordinator and National FTEP Coordinator (or designee). If the Trainee is from a different Region, the Trainee's Regional FTEP Coordinator shall be included in this discussion.

Performance deficiencies vary in significance. If the cumulative effects of the performance deficiencies are significant enough to prevent certification of program completion, removal from the FTEP program may occur. If it appears that removal from FTEP may occur or that significant time may be needed for focused remediation to succeed, the following individuals must discuss the matter in a meeting or conference call:

1. The FTO.
2. The Trainee's Regional FTEP Coordinator.
3. The FTO's Regional FTEP Coordinator if training is occurring outside the Trainee's Region.
4. A Human Resource Management employee relations specialist.

5. The Trainee's Supervisor.
6. The National FTEP Coordinator.
7. The Supervisor of the FTO, the Trainee's Patrol Commander, and the Trainee's Regional FTEP Board may also participate in this discussion at their discretion.

The FTO shall prepare a remedial worksheet based upon strategies determined by this group. The Trainee's Regional FTEP Coordinator shall notify the Trainee's Special Agent in Charge of the performance problems and the strategies devised to correct them. The National FTEP Coordinator shall inform the AD – Training of the performance problem(s) and correction strategy.

Once the focused remediation process begins, the FTO should transmit evaluation records daily to the individuals designated to receive the Trainee's records.

More than one remedial worksheet may be prepared during the focused remediation. The National FTEP Coordinator shall review and approve each remedial worksheet prepared in conjunction with the effort. If the FTO believes the performance deficiency has been corrected, normal phase training may resume, after concurrence from the Regional FTEP Coordinator and National FTEP Coordinator. Once the FTO believes that there is no reasonable likelihood for success, FTEP removal procedures shall begin.

Focused remediation only applies to those Recruits in FTEP. There will be no focused remediation for Trainees in AFTEP program.

72.83 - Use of the Remedial Worksheet

The remedial worksheet is used by Field Training Officers (FTOs) to notify the Trainee of deficiencies and to specify remedial training strategies. The remedial worksheet must be completed electronically within the Field Training Record System. The remedial worksheet consists of two narrative sections. The first defines the problems or performance deficiencies to be addressed.

1. Identify and describe the performance deficiency or deficiencies.
 - a. Define the problems or specific deficiencies, giving examples. Include specific DOR numbers when appropriate.
 - b. Describe any previous remedial training intended to correct the listed deficiencies.
2. Describe remedial training plan.
 - a. Who will be working with the Trainee on this assignment?
 - b. What specifically are the tasks involved as it relates to the SEGs and performance anchors?

- c. What is the duration of the plan? (Plans must not be written for periods exceeding 10 training days.)
- d. What are the logistical needs of the plan (equipment, materials, and so forth)?

Prior to implementing the remedial training plan described in the worksheet, the worksheet must be reviewed and concurred upon by the trainee's Regional FTEP Coordinator (and the FTO's Regional FTEP Coordinator, if applicable) and National FTEP Coordinator. This should normally occur within 1 day. At the conclusion of the remedial plans:

1. Identify in the appropriate field if the remedial plan has been completed.
2. Identify in the appropriate field if the Trainee has improved performance to a satisfactory level.
3. The worksheet will be reviewed and approved by the trainee, the FTO, the trainee's Regional FTEP Coordinator, and the National FTEP Coordinator.

If at the completion of the remedial training plan, the problems or deficiencies are still present, the FTO shall notify the FTO's Regional FTEP Coordinator (and trainee's Regional FTEP Coordinator, if applicable), who will then notify National FTEP Coordinator within one day, if possible. FTEP will not proceed until the Regional FTEP Coordinator and National FTEP Coordinator provide guidance to the FTO as to how to proceed.

72.84 - Remedial Phase Extensions

When a Trainee fails to meet acceptable performance standards by phase end, the Trainee should be given one opportunity to remediate to meet performance standards for that particular phase of training. The remediation phase should consist of one extension of up to 10 training days. Remedial phase extensions may be needed to give the Trainee extended opportunities to correct significant deficiencies during focused remediation or complete normal phase training caused by a focused remediation effort during the phase. A Field Training Officer (FTO) shall request a remedial extension of the phase in the End of Phase Evaluation Report. The reasons for such a request must be explained in detail in the evaluation. The Regional Field Training and Evaluation Program (FTEP) Coordinator may also independently recommend a phase extension. Field Training Officers who anticipate requesting a phase extension should notify their Regional FTEP Coordinators, who shall notify the National FTEP Coordinator, of this possibility in advance of the actual request.

Phase extension requests for Phase III must be made prior to entering the evaluation-only part of the program. Phase extensions for trainees showing serious performance deficiencies in the evaluation-only period may be granted only by the Director, LEI. Only one remedial phase extension of a maximum duration of 10 training days will be permitted in this case. If at the end of the Remedial Phase Extension the FTO determines that the Trainee has a reasonable chance for success, the trainee will be given one final opportunity to satisfactorily complete the full 2-week Evaluation-Only period.

The National FTEP Coordinator shall approve extensions requested as part of focused remediation where removal from the FTEP program is a possibility. The Trainee's Regional FTEP Coordinator may approve all other remedial phase extensions. If the training phase occurs outside of the Recruit's region, the regional FTEP coordinator will consult with the FTO's regional FTEP coordinator prior to approving a phase extension. Regional FTEP Coordinators shall document the rationale for this decision on a letter that will be placed in the trainee's FTEP portfolio. The FTO shall complete an End of Phase Evaluation Report at the conclusion of any remedial phase extension. Daily Observation Reports must be completed during the extension in the same manner as during regular training phases and will be numbered sequentially apart from the regular phase.

Remedial phase extensions are not authorized for Trainee's in AFTEP. Trainees who do not successfully complete AFTEP shall be required to attend and successfully complete the entire FTEP prior to being certified as a Law Enforcement Officer. Placement into FTEP shall occur within 30 days of the AFTEP non-completion.

72.85 - Failure to Complete FTEP

Trainees who have not successfully completed FTEP do not meet the requirements of a Law Enforcement Officer and cannot occupy the Law Enforcement Officer position. FTEP removal occurs when documented focused remediation fails to correct performance deficiencies deemed crucial for FTEP final certification, or unsuccessful performance prevents successful completion of all phases. If at any time during FTEP the Field Training Officer (FTO) believes that all reasonable remedial strategies have been exhausted and removal from the FTEP is warranted, the following individuals will discuss the matter in a meeting or conference call:

1. A panel composed of three (3) members of the FTEP Oversight Committee that are not assigned to the Trainee's home Region, the proposing FTO's home Region, or otherwise involved in the selection or training of the Trainee.
2. The National FTEP Coordinator.

The FTEP Oversight Committee members assigned to the panel will review all FTEP documentation and determine if removal from FTEP is warranted. The group may elect to contact the individuals involved with the training process of the Trainee for clarification of questions regarding performance and remedial efforts. The National FTEP Coordinator shall serve as the facilitator for the discussion. If a consensus is not reached by the group, the decision will be made by majority vote. Once a decision is reached by the panel, the National FTEP Coordinator will advise the LEI AD – Training of the group's recommendation. If the panel recommends the Trainee's removal and the LEI AD – Training concurs with the recommendation, the LEI AD – Training will remove the trainee from FTEP and notify the Trainee's SAC and Director – LEI in writing of the training removal.

Once the SAC receives notice of the Trainee's removal from training, the SAC will confer with Human Resources and the Director – LEI for guidance.

73 - Special Agent Mentoring Program (SAMP)

The Special Agent Mentoring Program (SAMP) is a program for providing on-the-job mentoring and training of new Special Agents (SA). The program assigns the new SA to Special Agent Mentors (SAM) for performing actual investigative activities, mentoring, and training.

The program assists the new SA by providing the resources, training, oversight, and guidance necessary to gain the required knowledge and skills to perform as a fully qualified independently working criminal investigator for the Forest Service. The new SA should complete the Special Agent Task Guide (SATG) and program within no less than four months and no longer than twelve months.

73.04 - Responsibilities

The SAMP is an agency specific training extension allowing the new SA to apply knowledge gained in basic criminal investigator training to actual field situations and investigations. The SAMP is also intended to expose a new SA with prior criminal investigation experience to agency specific operational procedures and guidelines. The Special Agents in Charge (SAC) have management responsibility for the SAMP within their respective regions.

Unlike other training programs that occur in controlled environments, SAMP is dependent on actual field operations and investigations to mentor and train the new SA. Therefore, LEI investigative personnel play a key role in the program.

73.04a - Washington Office, Director, Law Enforcement and Investigations

The Washington Office, Director, LEI is responsible for:

1. Approving the Special Agent Task Guide and the required guidelines.
2. Overall responsibility of the program.
3. Review and approve or deny any requests for exemption from the SAMP program.

73.04b - Special Agents in Charge

It is the responsibility of SAC to manage the SAMP for their respective regions to:

1. Recommend and approve SAMs.
2. Monitor the SAMP program for effectiveness, relevance, and efficiency. Recommending appropriate program changes to the Director, LEI.
3. Ensure qualified personnel assigned to the region are given the opportunity and encouraged to become a SAM.

4. Ensure sufficient SAM participation, within program capabilities, to adequately support the program.
5. Remove SAMs for performance deficiencies when appropriate.
6. Maintain responsibility and oversight for all enforcement actions taken by the SAM and new SA during assignments within the region.
7. Review new SA program completion recommendations and certify completion of the SAMP program.

73.04c - Special Agent Mentoring Program Oversight Committee

The SAMP Oversight Committee monitors the content and structure of the program. The committee is comprised of the Assistant Director, Investigations (LEI AD), Regional SAC and Assistant Special Agents in Charge (ASAC), and the Deputy Assistant Director – Training and Standards (LEI DAD, Training). The responsibilities of the SAMP Oversight Committee are to:

1. Periodically review the guidelines and Special Agent Task Guide for needed changes.
2. Periodically review the overall SAMP program structure for effectiveness.
3. Recommend changes in the SAMP program to the Director, LEI.

73.04d - Special Agent Mentor

The SAM represents the most critical component of the SAMP. The responsibilities of SAMs are to:

1. Provide mentoring, field training, and feedback according to policies and procedures established for the SAMP.
2. Recommend new SA for certification of successful program completion.
3. Provide assessments of SAMP effectiveness and make recommendations if applicable.
4. Adhere to SAMP standards of conduct and philosophy.

73.04e - Supervisors of Special Agent Mentors

The responsibilities of supervisors of SAMs are to:

1. Recommend Special Agents as new SAMs.
2. Monitor the progress and performance of new SAs undergoing training within the SAMP. Review new SA progress reports and whenever feasible, complete observation reports based on personal observations and work output.

3. Monitor new SA welfare and the SAM new SA relationship.
4. Monitor SAM performance and effectiveness. Recommend performance improvement strategies or SAM removal as appropriate.
5. Review program completion recommendations from SAM and provide recommendation to SAC for certification of successful program completion.
6. Provide assessments of SAMP effectiveness and recommendations to the SAC or Oversight Committee if applicable.
7. Assist the SAM with scheduling other SAs to work with the new SA as well as assigning a variety of cases to the new SA to provide the necessary experience to successfully complete the SAMP.

73.04f - Chains of Command

Management of the SAMP resides with each respective Region. SAMs serve as temporary supervisors whenever they are training a new SA. Therefore, the actions and performance of the new SA also fall within oversight responsibilities of the SAMs regular chain of command.

73.1 - Special Agent Mentoring Program Management

73.11 - Objectives

The following represent the principal objectives of the SAMP:

1. Identify the primary skills necessary to succeed as an independently working Forest Service SA and provide mentoring and training to new SAs that emphasize the application of these skills during actual investigative assignments and situations.
2. Capitalize on the knowledge of veteran law enforcement officers and agents by passing knowledge gained over years of practical experience on to the new SA.
3. Establish a process for effectively communicating the progress and accomplishments of the new SA.
4. Ensure that SAMP components are consistently applied in all regions.
5. Provide new SA with the necessary knowledge, skills, and abilities to effectively and efficiently perform their duties while adhering to applicable laws, regulations, and agency policy.
6. Produce agents that are able to work all assignments in a safe, skillful, productive, and professional manner.

73.12 - Policy

SAMs have been entrusted with the obligation of building, through the people who are trained, the Forest Service Law Enforcement and Investigations program of the future.

SAMP personnel shall embrace a philosophy which ensures that every new SA is given the maximum opportunity to learn the skills and knowledge necessary to perform professionally as a criminal investigator.

To accomplish this, SAMP personnel shall create a positive environment in which learning is maximized. The approach must be objective and above all, professional. SAMs shall mentor and train in a sincere, straightforward manner, and emphasize the positive accomplishments as well as areas requiring additional training. SAMs shall remain fair and impartial to the new SA, while providing the training and mentoring necessary to ensure success in SAMP.

73.13 - Acronyms and Definitions

The following are commonly used acronyms or terms in the Special Agent Mentoring Program (SAMP):

POR. Periodic Observation Report.

FLETC. Federal Law Enforcement Training Center.

SAM. Special Agent Mentor.

SATG. Special Agent Task Guide.

SAMP. Special Agent Mentoring Program.

Special Agent Mentor. Serves as the mentor of the new Special Agent and responsible for overall mentoring and training through completion of the SAMP.

New Special Agent. Any SA, new to the Forest Service, regardless of previous experience or training, who has not completed the SAMP.

73.14 - Program Description and Methodology

The basic principle underlying the SAMP is training, mentoring, and feedback through experience and exposure to actual investigative actions. During the SAMP, new SAs may often work in the field with a SAM during specific tasks or assignments. However, the new SA shall spend the majority of the program working in an independent status while receiving guidance and oversight from the SAM. Minimally, the SAMs and the new SA shall work together at least once every two weeks during the initial two months of the program. After the initial two months, the SAM and new SA should work together at least once every four weeks to allow close observation of work skills and progress. If the new SA and SAM are not able to work

together as often as required due to distance between duty stations or other scheduling conflicts, another SA may be assigned to work with the new SA in order to provide guidance as well as observe work skills and progress. Working with another SA may also be desirable in order to provide additional exposure to certain types of investigations or situations.

The SAMP utilizes an on-the-job training methodology. Therefore, the region and the SAMs should strive to expose each new SA to as much investigative activity as possible. Because the program stresses learning by doing, whenever possible, the new SA should take the lead in dealing with most investigative actions.

The SAMP has training, mentoring, and feedback components, which occur throughout the program. At the start of the SAMP, training may often be the focus. As the new Special Agent moves through the SAMP and gains experience, mentoring and feedback increases and becomes more significant. As the program nears completion, training time should be minimal while the mentoring and review of actions and knowledge of the new agent should be the primary focus. The shift from training to mentoring promotes the evolution to a fully functional agent.

The training component is accomplished through the use of the Special Agent Task Guide (SATG). The SATG identifies skills deemed crucial for the criminal investigator. The SATG also serves as documentation that the new SA was exposed to the training. Additional trainings such as wildland fire investigation, archeological resource investigations, drug enforcement training program, et cetera, are also important components of the new SA training and SAMP.

The evaluation component utilizes a Periodic Observation Report (POR), FS-5300-XX, which the SAM uses to discuss activities at least once every two weeks for the first two months and at least once monthly thereafter. Each POR relates directly to the new SAs activities and accomplishments. The SAM uses short narratives to describe accomplishments, significant actions taken during the observation period, training efforts, and general comments and recommendations. The POR form may also be utilized as needed to supplement a monthly POR in order to document activity on a specific task or assignment, such as a Report of Investigation, as needed.

73.15 - Structure

The SAMP should last a minimum of 4 months and generally no longer than 12 months. Under special circumstances, the SAMP period may be extended beyond 12 months.

Normally, a new SA is assigned a SAM for the duration although other mentors may be utilized.

SAMs shall document activity and evaluate the new SA on Form FS-5300-XXX, Periodic Observation Report (POR). There should be a minimum of one POR every two weeks for the first two months and one per month thereafter. A POR should also be utilized to supplement the required bi-weekly or monthly report by documenting specific tasks or assignments as needed.

73.2 - Determining Staffing Levels of Special Agent Mentors

SACs shall determine the optimum number of SAMs needed for their region. This number must serve as a target only and not be used as part of the evaluation criteria for SAM selection. The region shall provide sufficient SAMs to train projected new SAs cost-effectively without overly impacting the SAMs normal investigative duties.

SACs shall periodically recruit additional SAMs in an attempt to maintain the optimum number and recognize when they do not have enough qualified agents to reach their optimum number.

73.21 - Special Agent Mentor Requirements

SAMs must be Forest Service Special Agents assigned to full-time field investigative positions. At a minimum, agents wishing to become SAMs shall have at least three years of experience as a full-range Special Agent, two of which must be with the Forest Service.

73.22 - Special Agent Mentor Selection Process

The SAM candidate shall be evaluated using the following criteria:

1. Applicant's law enforcement work history and experience.
2. Recommendation by applicant's supervisor.
3. Evidence of strong teaching and motivational skills.
4. Prior educational, training, supervisory, and/or instructor experience.

The ASAC shall forward proposed agent to the Special Agent in Charge (SAC), for approval of the agents as SAMs.

73.3 - Standards of Conduct

73.31 - Special Agent Mentors

SAMs are volunteers. All personnel wishing to become SAMs shall understand and embrace the SAMP policy (sec. 73.12) and standards of conduct prior to volunteering for this duty.

SAMs shall commit to the philosophy of mentoring. The SAMs shall realize that mentoring is the first priority of the program. SAMs shall keep the SAMP policy (sec. 73.12) in mind at all times. SAMs shall always conduct themselves and represent the agency in a professional manner. They shall teach agency policy and procedures. SAMs shall set an example by virtue of their knowledge, deportment, and actions; remembering that the new SA shall be a product of what they are taught and of the behavior that is demonstrated.

73.32 - New Special Agents

New SAs shall be respectful to SAMs at all times and shall follow the SAMs directions and instructions. If a new SA believes that a specific instruction or order is improper or an observation is not fair, the concern should be discussed with the SAMs. If the new SA is still not satisfied, the SAMs shall discuss the matter with the ASAC. If the ASAC cannot resolve the problem, the ASAC shall schedule a meeting with the Special Agent in Charge.

New SAs shall complete all assignments in a prompt and timely manner. They shall follow all policy and procedures outlined in this and all other applicable agency manuals and handbooks.

New SAs shall be receptive to constructive criticism given by SAMs.

73.33 - Special Agent Mentor/New Special Agent Relationship

The relationship between the SAM and the new SA is both a mentoring and supervisor/subordinate relationship. As part of this relationship, the following are expected:

1. A relationship of mutual respect. New SAs shall be treated with respect at all times. They shall be expected to respect the SAM and to follow directions.
2. Maintaining a professional relationship. It is expected that all SAs shall conduct themselves professionally and in accordance with agency standards of conduct.

73.35 - Violations of Special Agent Mentoring Program Standards of Conduct

Violation of SAMP standards of conduct may result in removal of a new SA or SAM from the SAMP program, depending upon severity. Supervisors of SAMs shall document any violation and forward it to the SAC. The SAC shall advise the Director, LEI, of any significant violations.

73.4 - Program Administration

73.41 - Program Training Course Development

Training courses for SAMs and other personnel involved with the SAMP may be developed and conducted by the LEI Assistant Director, Training, the SAMP Oversight Committee, or by other agencies or private vendors.

73.42 - Special Agent Mentor Removal

SAMP personnel shall continually monitor SAM performance and conduct. The supervisor of the SAM has the most important role in this process.

Supervisory personnel observing significant SAMP conduct or performance deficiencies in a SAM shall notify the SAC.

When deficiencies are first observed, the supervisor of the SAM shall work with the SAM to develop improvement strategies. The SAM may be given a reasonable amount of time to correct the deficiencies, if appropriate. However, if, after the allotted time, significant deficiencies still persist, the SAC may remove a SAM from the program for performance or conduct reasons.

73.5 - New Special Agent Administration

The new SA shall begin their SAMP training within 60 days of graduation from the Criminal Investigations Training Program (CITP) program at the Federal Law Enforcement Training Center. A minimum one-week break shall normally occur between completion of CITP and the commencement of the program.

Any request to exempt a new SA from the SAMP program must be approved by the Director, LEI. New SAs that are not going into a field-going SA position may be exempted with approval of the Director, LEI. SAs that are exempted shall ordinarily be required to complete the SAMP program if they are placed into a field-going position at a later date.

New SAs hired from other agencies, whose attendance at CITP is not required, should begin SAMP as soon as possible.

73.51 - New Special Agent Preparation

New SAs shall be provided the following materials prior to their entry into the SAMP:

1. Introductory letter
2. Copy of the Special Agent Task Guide
3. Digital Copy of Forest Service Manual 5300.
4. Digital Copy of Forest Service Handbook 5309.11.
5. Copy of Title 36, Code of Federal Regulations, Part 200 to End.
6. Copy of Title 18 United States Code.

73.52 - Special Agent Mentor Assignments

The ASAC shall schedule SAMP training assignments for each new SA in their region. The ASAC shall document the assignments in the new SA's SAMP training folder. A copy of the schedule must be sent to the new SA and assigned SAMs.

73.53 - Training Location Deviation

Training generally occurs within the new SAs assigned area, although it may occur in other areas for short-term durations to enhance the new SAs exposure to investigative operations, training, and other incidents.

73.54 - Special Agent Mentor Scheduling Changes

The ASAC may alter SAM assignments when necessary to ensure program effectiveness and efficiency. The ASAC may change SAM assignments caused by unforeseen situations, such as sick leave.

73.55 - Law Enforcement Actions by New Special Agents

The new SA shall generally work independently and coordinate activities through their assigned SAM. However, the new SAs shall report any unusual or significant incidents to their assigned SAM or ASAC as soon as possible.

73.6 - The New Special Agent Training Process

73.61 - The Special Agent Task Guide (SATG)

The Special Agent Task Guide (SATG) identifies knowledge and skills deemed necessary for functioning as a fully independent Special Agent. The completed task guide becomes part of the permanent training record upon the new SAs completion of the SAMP.

Upon receiving the task guide, the new SA shall enter their name on the title page. At the completion of the task guide, the SAM assigned to the new SA shall complete and sign the appropriate blocks on the signature page as indicated in the guide and send the completed task guide to the ASAC. After review, the ASAC shall include the completed SATG in the new SAs training folder.

The new SA shall achieve the required proficiency of all knowledge and skills identified in the SATG prior to completing the program. Proficiency is determined by the SAM.

Knowledge and skills in the SATG become increasingly complex as the training period progresses. The task guide is formatted so that three columns are located adjacent to each identified knowledge or skill. These columns are labeled “Discussed,” “Accomplished,” and “Acknowledged.” The columns also provide space for the date as well as the initials for the new SA and the SAM. These columns must be initialed and dated by the SAM when the following accomplishments are achieved:

1. Discussed. The SAM has thoroughly discussed the particular knowledge or skill with the SA.
2. Accomplished. The new SA has performed the particular skill with an adequate level of competency in an actual situation or in a role-playing exercise; or the new SA has demonstrated understanding of the knowledge or skill through verbal testing or other applicable assessment method.
3. Acknowledged. The new SA acknowledges receipt and understanding of the discussed or accomplished knowledge or skill.

At a minimum, the knowledge and skills not identified as Critical Skills (CS) or Specific Critical Skills (SCS) in the SATG must be “Discussed” by the SAM, and “Acknowledged” by the new Special Agent. The CS and SCS must be at a minimum “Accomplished” and “Acknowledged” by the new Special Agent.

73.62 - Critical Skills and Specific Critical Skills

Critical Skills (CS) shall be those basic investigative knowledge and skills that all new Special Agents shall be required to accomplish prior to completion of the program.

Specific Critical Skills (SCS) shall be those specific investigative knowledge and skills that the new SA shall be required to accomplish in addition to the Critical Skills prior to completion of the program. The SCS shall be determined by Special Agent in Charge (SAC) or designee and identify a specific knowledge and skill necessary for a specific position or geographic area. For example, the SAC may determine that completion of a “Marijuana Cultivation Investigation” or the relevant knowledge and skills is an SCS for the new SA’s specific position or Region and must be “Accomplished.” All SCS must be identified and documented in the SATG no later than two weeks after the start of the program. Additional SCS may be identified and included with the written approval and agreement of the SAC, SAM, and new SA.

Accomplishment of all Critical Skills and Specific Critical Skills shall be required to complete the program.

73.7 - The SAMP Periodic Observation Process

73.71 - Overview

The SAM shall report new SA activity at a minimum of once every two weeks for the first two months and once a month thereafter. The activity shall be documented using the Periodic Observation Report form (POR). These reports are the principal documents used for determining the new SAs progress in the program and part of the permanent record of the new SAs progress in the program.

SAMs shall review each completed POR with the new Special Agent. Once this review is complete, the SAMs and the new SA shall sign and initial the POR. The SAM shall keep the original signed reports and shall provide the new SA a copy.

Supervisors of SAMs should make a concerted effort to work in the field with the SAM and new SA if possible. When possible, supervisors of SAMs shall complete a POR when they are able to personally work with the new SA for a sufficient duration to provide a meaningful observation or have closely reviewed the new SAs work product. These reports shall be reviewed and discussed with the new SA in the same manner as the SAM generated POR.

73.72 - New SA SAMP Training Folders

The Regional Office shall establish and maintain a SAMP folder for each new SA undergoing mentoring. The folder must contain original reports and other applicable training documentation.

SAMs shall maintain and secure all original copies of signed observation reports and any work plans for their assigned new SA. The SAM shall mail all original records to the ASAC at least once per quarter. After ASAC review, all reports are to be placed in the new SA's SAMP folder.

73.73 - Training Reports and Records

Upon completion of the program, the new SA's SAMP folder shall become a component of the training records maintained at the Regional Office.

73.74 - Reserved

73.75 - Reporting Procedures

SAMs shall complete the Periodic Observation Report (POR) as required. This section contains instructions for the completion of the form.

1. Complete all pertinent fields appropriately. Briefly assess the new SA's activity since the last POR and indicate progress in completing the Task Guide in the appropriate field.
2. Summarize the new SA's work product in the block labeled "Work Assignments and Results."
3. Summarize the new SA's significant accomplishments in the block labeled "Significant Accomplishments."
4. Summarize the new SA's skill areas identified for further development in the block labeled "Developmental Areas."
5. Provide any other relevant information and recommendations in the block labeled "Comments and Recommendation(s)."

After the form is completed, the SAM and the new SA shall sign and initial the completed POR in the blocks provided. The new SAs signature verifies that the POR was received and explained.

SAMs shall send the completed POR to the new SAs ASAC or supervisor for review when completed. The SAM shall also frequently verbally discuss activity and progress of the new SA with the supervisor.

73.76 - Quarterly Supervisor/New Special Agent Meetings

When possible, supervisors of SAMs who have an assigned new SA shall conduct quarterly meetings with that new SA in the absence of the SAM. When distance or other circumstances preclude preferred face-to-face meetings, telephone conversations can suffice. During the meetings, supervisors shall check on new SA's welfare, discuss progress, and ensure that no irreconcilable conflicts have developed between the new SA and the SAM.

73.8 - Program Completion

73.81 - Special Agent Mentoring Program Completion

Certification of SAMP completion indicates that the new SA has successfully completed the Special Agent Mentoring Program. Upon successful completion of all elements of the program, the SAM shall recommend the new SA for completion and forward the recommendation to the ASAC. After ASAC review and concurrence, the recommendation shall be routed to the SAC for review. If the SAC concurs, the new SA shall be certified as having successfully completed the program. The recommendations and approval must be kept in the new SAs official training folder.

73.82 - New Special Agent Exit Interviews

The ASAC shall arrange an exit interview with the new SAs and SAC after completion of the program. This interview must occur within 3 months of completion of the program. The SAC shall conduct the interview and may include the ASAC. The exit interview should focus on the new SAs opinions regarding overall program effectiveness and the performance of the SAM.

73.9 - New Special Agent Performance Deficiencies

73.91 - Remedial Training

It is the SAMs responsibility to identify new SA performance problems and document them in the Periodic Observation Reports. Once observed, the SAM has an equally important obligation to help the new SA improve. Remedial training is defined as the correction or review of information or procedures previously taught during the new SA's training period. Remedial training should occur as soon as the SAM identifies an area requiring improvement.

73.92 - Removal from the Special Agent Mentoring Program

All new SAs shall successfully complete the SAMP unless a waiver is approved by the Director, LEI. Employees who cannot be certified as successfully completing the program may not meet the performance requirements of the special agent position description. Therefore, termination from the SAMP may result in the new SAs removal from the agent position.