



# MILWAUKEE POLICE DEPARTMENT

## STANDARD OPERATING PROCEDURE

### 270 – FIELD TRAINING AND EVALUATION PROGRAM

**GENERAL ORDER:** 2025-41  
**ISSUED:** September 5, 2025

**EFFECTIVE:** September 5, 2025

**REVIEWED/APPROVED BY:**  
Assistant Chief Craig Sarnow  
**DATE:** July 16, 2025

**ACTION:** Amends General Order 2025-29 (July 17, 2025)

**WILEAG STANDARD(S):** 12.2.4

#### **270.00 PURPOSE**

The purpose of the Field Training and Evaluation Program is to combine recruit and field training learning experiences to develop a law enforcement officer capable of working in a uniform assignment on solo patrol in a safe, skillful, productive, and professional manner.

#### **270.05 DEFINITIONS (WILEAG 12.2.4)**

##### **A. FIELD TRAINING PHASES**

1. Phase I – IV: Recruit training period as prescribed by the Chief of Police.
2. Phase V: Field training at a district station on a designated shift.
  - a. Week 1: Orientation. The Officer in Training (OIT) is acclimated to patrol related duties. The OIT shall be allowed to participate in calls for service and may be utilized in the same fashion as during any other phase of field training. Emphasis during the orientation period shall be on officer safety issues and is not subject to evaluation.
  - b. Weeks 2 through 7: The officer in training (OIT) shall be assigned to a training district with a field training officer (FTO), and are subject to daily observation and evaluation. An OIT shall work a minimum of 18 days during this period with an FTO or field training sergeant.
3. Phase VI: Field training at a district station on a designated shift.
  - a. Weeks 8 through 13: The OIT shall remain assigned to their district (unless otherwise directed) and change shift assignments and FTOs. An OIT shall work a minimum of 18 days during this period with a FTO or field training sergeant.
  - b. Week 14: An OIT shall work a full work week with a FTO or field training sergeant and shall perform duties as a solo patrol officer, subject to evaluation only. The FTO shall act as a field performance evaluator and not participate in the OIT's action unless a need to override is presented.

c. Lateral Transfer Police Members

1. Weeks 1 through 3: An OIT hired as a lateral transfer from another law enforcement agency shall be assigned to a training district with a field training officer (FTO), and are subject to daily observation and evaluation.
2. Week 4: An OIT shall work a full work week with a FTO or field training sergeant and shall perform duties as a solo patrol officer, subject to evaluation only. The FTO shall act as a field performance evaluator and not participate in the OIT's action unless a need to override is presented.
3. An OIT hired as a lateral transfer shall work a minimum of 16 days during this 4-week period with an FTO or field training sergeant.
4. Phase VII: Probationary period – 7 monthly evaluations to be completed by the probationary member's sergeant. Members hired as a lateral transfer from an in-state law enforcement agency shall have 15 monthly evaluations be completed by the probationary member's sergeant. Members hired as a lateral transfer from an out of state law enforcement agency shall have 10 monthly evaluations be completed by the probationary member's sergeant.  
(WILEAG 12.2.4.1, 12.2.4.2)

B. RECRUIT OFFICER

A police member shall be referred to as a recruit officer during phases I-IV of field training.

C. OFFICER IN TRAINING (OIT)

A police member shall be considered an OIT during phases V-VI of field training.

D. PROBATIONARY OFFICER

A police member shall be considered a probationary officer during phase VII of field training.

E. TRAINING DAY

A training day is defined as:

1. A tour of duty assigned with a FTO or a field training sergeant; or
2. If FTO staffing is limited, the OIT may be assigned to station duties (e.g., desk officer, console, or booking) for training purposes.

**Note: Although each tour of duty shall count as a training day, training days where the OIT is assigned to station duties shall be kept to a minimum, as the goal of field training is competent patrol knowledge.**

**270.10 ORGANIZATION (WILEAG 12.2.4)****A. COMMANDING OFFICER OF THE TRAINING DIVISION**

1. The commanding officer of the Training Division shall be responsible for the Field Training and Evaluation Program unless otherwise directed by the Chief of Police.
2. The commanding officer of the Training Division shall assign the responsibility for the general control and evaluation of the Field Training and Evaluation Program to a subordinate supervisor assigned to the Training Division who shall be known as the field training coordinator (coordinator). Any changes or modifications to the program shall be at the direction of the commanding officer of the Training Division and subject to the approval by the Chief of Police.

**B. FIELD TRAINING COORDINATOR**

1. The coordinator, in concert with the commanding officer of the Training Division, shall be responsible for planning, directing, and evaluating field-training assignments.
2. The coordinator shall work closely with the district and shift commanders of the OIT and probationary officers during the Field Training and Evaluation Program, evaluating their progress to identify and correct any training deficiencies. This may include recommendations to provide remedial training, extended field training, reassignment to another district for field training purposes or facilitation of any remedial training needed.
3. The coordinator shall review all *Monthly Observation Reports* in ACADIS to determine the training progress of the OIT and probationary officers. If there are any OIT or probationary officers who do not attain a "satisfactory progress" rating, the coordinator shall immediately notify the commanding officer of the Training Division.

**C. DISTRICT COMMANDERS**

1. District commanders shall have the responsibility for the efficient and effective administration and management of the Field Training and Evaluation Program within their work location, ensuring that the goals of the program are being met.
2. District commanders made aware of any substandard performance by OITs or probationary officers shall immediately review all of their evaluation reports and confer with the coordinator regarding this performance and any corrective measures taken. District commanders shall also include recommendations to be considered for addressing the OIT or probationary officers' performance.

**D. DISTRICT SHIFT COMMANDERS**

1. Shift commanders shall review all daily and weekly evaluations filed by the field training sergeant and FTOs. They shall ensure that objective and observable

performance has been properly documented on the approved *Daily, Weekly, and Monthly Observation Reports* in ACADIS. If unacceptable performance deficiencies are noted, a training plan of action to correct performance problems shall be immediately developed and implemented by the shift commander and field training sergeant.

2. Whenever performance deficiencies are identified and corrective actions do not achieve the desired performance results, the matter shall immediately be reported in writing to the district commander detailing the performance deficiencies and corrective action taken. Also, shift commanders, with approval of their commanding officer, shall seek direction from the coordinator in all such cases where an OIT or probationary officer fails to respond to training.

#### E. DISTRICT FIELD TRAINING SERGEANT

1. The assigned district field training sergeant is responsible for the direct supervision and management of the training and evaluation processes of all OITs and probationary officers assigned to his/her shift. The field training sergeant shall keep other shift supervisors informed of the progress of the OIT and probationary officers.
2. The assigned districts field training sergeant shall ensure that the training and evaluation processes are completed. Various sources of information should be utilized to achieve these goals, including but not limited to the *Daily Observation Reports*, oral communications with the FTOs and unit personnel, tests, personal observations of probationary officer performance and review of the OIT's written reports to summarize weekly progress. A *Supervisor's Observation Summary* shall be filed weekly during phase V, phase VI and any necessary extension of field training using the ACADIS system.
3. Whenever a field training sergeant is made aware of substandard performance by an OIT or probationary officer, they shall immediately review all of the *Daily, Weekly, and Monthly Observation Reports* filed by the FTO to determine patterns of performance deficiencies. They shall take necessary steps to correct the performance deficiencies, make recommendations for remedial training, and document all actions taken on a *Department Memorandum* (form PM-9E). If, after taking steps to improve an OIT or probationary officer's performance, he/she continually fails to respond to training or show improvement, the field training sergeant shall submit a *Department Memorandum* (form PM-9E) to the shift commander documenting this information.
4. The field training sergeant shall make an effort to have the OIT ride along with him/her at least once during phase V and phase VI of field training, to better evaluate their performance. This shall count as a training day, even if the ride along is only for a partial shift.
5. The field training sergeant shall facilitate evaluation sessions between phase V and the phase VI, which may be attended by the coordinator or designee. The purpose of this meeting is to openly discuss the OIT's progress and/or deficiencies.

(WILEAG 12.2.4.5)

#### F. FIELD TRAINING OFFICERS

1. Field training officers (FTO) are an essential means to achieve the purpose of the Field Training and Evaluation Program. The FTO has two primary roles to fulfill; that of police officer assuming full patrol responsibility and that of a trainer and evaluator of an OIT. FTOs shall be responsible for the direct training and evaluations of those OITs assigned to them and are considered their immediate supervisor during field training.
2. Whenever a FTO determines that an OIT is not responding to training, they shall immediately report it to the field training sergeant and, in his/her absence, the on-duty shift commander. The FTO shall ensure that the documentation of specific incidents and any actions taken to correct performance deficiencies are recorded in the ACADIS system.
3. FTOs may be released from field training and evaluation duties as follows:
  - a. At the direction of the assistant chief of police;
  - b. By removal of assignment from patrol duties, due to administrative purposes, injury, or limited duty;
  - c. By submitting a *Department Memorandum* (form PM-9E) report requesting to be removed from the program.
  - d. At the request of a commanding officer who may submit a *Department Memorandum* through their chain of command documenting why the FTO should be removed from the program.

#### **270.15 SELECTION OF FIELD TRAINING OFFICERS (WILEAG 12.2.4)**

- A. Any officer interested in becoming a FTO shall file a *Department Memorandum* through their chain of command stating his/her desire to be a FTO. They must have four years' experience as a Milwaukee Police Officer or four years' experience as a police officer in the state of Wisconsin and three years as a Milwaukee Police Officer.
- B. The district commander shall review the *Department Memorandum* and include a recommendation for inclusion or exclusion in the Field Training and Evaluation Program along with supporting documentation and forward the application to the commanding officer of the Training Division.
- C. The coordinator shall review the application of all interested parties and recommendations from district commanders and recommend the approval or denial of applicants to the commanding officer of the Training Division.

(WILEAG 12.2.4.4)

**270.20 CALLS FOR SERVICE****A. PHASE V**

The FTO/OIT team shall go in service for duty as “1 and 1” with the Department of Emergency Communications (DEC). The OIT shall be identified on the daily line up with the connotation of ‘OIT1’ behind his/her name. The field training team shall be subject to priority 3 and 4 calls for service that are typically sent to one person squads. Priority 1 and 2 calls for service needing a minimum 2 person squad response shall be dispatched to the field training team and another squad.

**B. PHASE VI**

The field training team shall go in service for duty as a “2 person squad” with the DEC dispatcher. The OIT shall be identified on the daily line up with the connotation of ‘OIT2’ behind his/her name.

**Note: In Phase V or VI, as district shift staffing and OIT performance permits, field training sergeants may assign a field training team as a one person or two person squad, in which case they shall notify the DEC dispatcher.**

**270.25 EVALUATION PROCESS (WILEAG 12.2.4)****A. DAILY OBSERVATION REPORT**

1. During weeks 2 through 13 (or weeks 1-3 for a lateral transfer), FTOs shall observe, train, coach, and mentor the daily performance of their assigned OIT and indicate such in the ACADIS system using the *Standardized Evaluation Guidelines* (OIT manual) to objectively rate the OIT.
2. During week 14 (or week 4 for a lateral transfer), FTOs shall complete the *Daily Observation Report* (DOR) as an evaluator only.
3. FTOs shall review the DOR with their OIT daily, setting plans of action for progress and giving remedial training assignments as necessary.
4. The DOR shall be electronically signed by both the FTO and OIT and submitted to the field training sergeant before securing from duty.
5. The DOR shall be reviewed and approved by the field training sergeant.

**B. WEEKLY OBSERVATION REPORT**

1. The assigned field training sergeant shall complete a *Weekly Observation Report* for each weekly period of training (weeks 2-14 or weeks 1-4 for a lateral transfer). The *Weekly Observation Report* is a review of the total *Daily Observation Reports* submitted by the FTO for the particular training week.
2. FTO sergeants shall discuss any recommendations and/or problems regarding an

FTO with their shift commander.

3. Shift commanders shall review and approve *Weekly Observation Reports*.

#### C. LATERAL TRANSFERS

The assigned field training sergeant shall submit a *Department Memorandum* following the 4-week period of training for lateral transfers indicating if the OIT is ready for solo patrol. The applicable district captain, or designee, shall review and approve the request to authorize the OIT to work solo patrol.

#### D. MONTHLY OBSERVATION REPORT

During phase VII, the assigned field training sergeant shall complete monthly observation reports utilizing the *Monthly Observation Report* in ACADIS and forward them to the shift commander for review and approval.

- E. The number of traffic stops, field interviews, no-action encounters, frisks and/or searches by a member of the police department shall not be used as performance indicator or in any way to evaluate their performance.

#### F. FIELD TRAINING AND EVALUATION PROGRAM FILES

All original Field Training and Evaluation Program files shall be maintained in the ACADIS system. These program files are confidential and may only be reviewed with the approval of the Chief of Police.  
(WILEAG 12.2.4.3)

### **270.30 PROBATIONARY REVIEW**

- A. All new law enforcement hires must complete a 16 month probationary period, which starts from the date of appointment.

#### B. EXTENSION OF TRAINING

1. The Field Training and Evaluation period may be extended for probationary officers at the direction of the Chief of Police due to one of the following circumstances:
  - a. Injury.
  - b. Medical.
  - c. Military activation.
  - d. Failure to work minimum number of training days during phase V and VI of the Field Training and Evaluation Program.
  - e. Deficiencies and/or serious remedial assignment(s).

2. If a district commander determines that it is in the best interest of an OIT to have their field training extended, the district commander shall file and submit a *Department Memorandum* (form PM-9E) through the chain of command and immediately notify the coordinator.
3. After appropriate documentation and review of the OIT's field training, the OIT shall be subject to:
  - a. Assignment to another FTO and/or district for a designated period of time, to be determined by the coordinator prior to passing into phase VII.
  - b. Returned to the Training Division for formal remedial training in the topic of deficiency prior to passing into phase VII.
  - c. Commencement of the termination process.

#### C. EXTENSION OF PROBATIONARY PERIOD

1. The probationary period (phase VII) may be extended for probationary officers at the direction of the Chief of Police due to the one of the following circumstances:
  - a. A break in service of 30 days or more (paid or unpaid) for the following reasons: sick leave, FMLA, injury leave, other approved leave, limited duty status, or a reason deemed appropriate and reasonable.
  - b. Work performance reasons.
2. If a district commander determines that it is in the best interest of a probationary member to have their probationary period extended, the district commander shall file and submit a *Department Memorandum* (form PM-9E) through the chain of command.
3. After appropriate documentation and review of the member's probationary period, the probationary member shall be subject to:
  - a. Returning to the Training Division for formal remedial training in the topic of deficiency.
  - b. Having their probationary period extended until the member becomes proficient.
  - c. Commencement of the termination process.



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CHIEF OF POLICE