Field Training Officer (FTO) Program Structure

Each Circuit is required to have a Field Training Officer (FTO) Coordinator and multiple FTOs.

The Regional Director or Regional Manager must approve for any staff not classified as a Senior Juvenile Probation Officer (SJPO) or higher to be an identified FTO or FTO Coordinator in a Circuit.

Each new trainee is to be assigned to a primary line FTO who is responsible for the completion of Phase I and Phase III training requirements. The new trainee is not prohibited from obtaining knowledge or instructions from other FTOs or JPOs.

**FTO Coordinators:**

- Create training calendars for new trainee(s) and make any necessary changes to training calendar
- Oversee attendance for Instructor-Led Courses
- Provide feedback on patterns identified in trainee(s) work habits and behavior
- Act as Liaison between the Circuit and Probation Regional Office(s) and Headquarters

**Line FTOs**

- Must have an assigned active caseload
- Conduct hands-on training for trainees
- Observe training of trainee(s) during Phase I and Phase III
- Provide feedback to trainee(s) for each job specific task
- Provide feedback to FTO Coordinator and Juvenile Probation Officer Supervisor (JPOS) on trainee’s performance

**Juvenile Probation Officer Training Overview**

Training for the Juvenile Probation Officer (JPO) is divided into three (3) parts: Phase I - Pre-Academy, Phase II - the Academy, and Phase III - Post Academy. All three phases are designed to ensure the JPO is confidently trained and has the competency to perform his/her job duties.

**Phase I – Pre-Academy**

Phase I is typically a six (6) to seven (7)-week training period in which the trainee completes observations and tasks identified on the JPO Checklist that allows him/her to become familiar with the Circuit’s court systems, processes, resources and his/her job responsibilities.
Progress Reviews:

The Field Training Officer (FTO) will conduct at least three (3) face-to-face meetings or conference calls with the trainee and Juvenile Probation Officer Supervisor (JPOS) during Phase I to discuss overall progress including strengths and growth opportunities. The meetings can be conducted via conference calls in the event of extenuating circumstances. The JPOS is expected to provide the Assistant Chief Probation Officer (ACPO) and/or the Chief Probation Officer (CPO) with updates on the trainee's progress.

Administrative/Orientation Training/New Employee Training

Average Timeframe: Four (4) days

Reading Materials

The trainee(s) will be provided reading materials that introduce him/her to Confidentiality Rules, Child Abuse Reporting, Performance Evaluation Guidelines, and Benefits Packages.

Online Courses

The trainee will take online courses that enhance his/her knowledge-base in:

- Organizational Overview of the Department
- Compensation
- Information Security Awareness
- Performance Evaluations
- Quality Customer Service
- Sexual Harassment
- Employee Benefits
- Attendance and Leave
- Safety and Security

Trainees must obtain a 70% or higher on the post-test provided at the end of each module.

FTO Responsibilities:

The trainee will be assigned to a primary FTO. During this phase, the FTO must ensure the trainee has access to the reading materials listed above and the Department’s Learning Management System (LMS). The FTO should provide guidance on LMS navigation and ensure the trainee is placed on the Phase II (Academy) waitlist.

Daily Observations

Daily observations of the trainee will begin on the first day of Phase I training. Trainees are evaluated in the following categories:

- Attitude Toward Work
- Personal Appearance
- Acceptance of Feedback
- Field Performance
- Officer Safety
- Interaction with General Public and/or Staff
- Problem Solving and Decision Making
- Report Writing
- Knowledge of Manuals and Operating Procedures
Trainees will receive rating scores of 1 to 7 in each category. Ratings 1-3 indicate the trainee is performing below expectations. A rating of 4 indicates the trainee meets expectations. Ratings of 5-7 indicate the trainee exceeds expectations. If the trainee does not meet the standards set in this phase, remediation or termination may be recommended.

**The content of this portion of Phase I is not part of the Phase I exam.**

**Training Courses**

**Online Courses**

**Average Timeframe:** Two (2) weeks

The trainee will take online courses that increase his/her knowledge of:

- History/Purpose of the Department
- Standard of Ethics
- Educational System
- Legal/Court System and Common
- PREA
- Mental Health and Substance Abuse
- Interstate Compact on Juvenile
- Disproportionate Minority Contact
- Juvenile Sexual Offenders Terminology
- Gang Awareness

The trainee(s) must obtain a 70% or higher on the post-test provided at the end of each module.

**Instructor-Led Courses**

Trainees will become certified in CPR/First Aid, De-Escalation Tactics and the Detention Screening Instrument (DSI) during Phase 1. Although the completion of Phase I is not final until these certifications have been obtained, attendance in this training is based on the availability of the course.

*Instructor-Led Course contents listed above are not part of the Phase I Exam.*

**Daily Observations**

Daily Observations of the trainee will continue during Phase 1. If the trainee does not meet the minimum standards set in this phase, the FTO will discuss the trainee’s performance with the JPOS. The JPOS will discuss the documented concerns with the ACPO/CPO to determine if remediation or termination should be recommended.

**FTO Responsibilities**

During this phase, the FTO will facilitate registration/attendance of instructor-led courses. The FTO should also conduct a one-on-one with the trainee to review the information obtained in the online courses. The FTO should answer any question(s) the trainee has and provide insight on how the course information relates to the day-to-day tasks of a JPO.

**Job Observations and Activities**

**Average Timeframe:** Four and a half (4½) weeks
During Phase I, the trainee will gain an understanding of job expectations, youth behaviors, and appropriate interactions with youth, families, Courts, public and other staff. The FTO will provide the trainee with a Community Resource Guide for the Circuit or share the link to the document that will help the trainee identify community resources.

**Instructor-Led Courses**

Trainee(s) will participate in instructor-led trainings to enhance their understanding and skills in the use of the Department’s operating system, the Juvenile Justice Information System (JJIS). An evaluation of the trainee’s basic computer skills will be conducted during this time. The JJIS training is subject to class availability, but is a mandatory part of Phase I. It is ideal for the trainee to complete JJIS training prior to beginning the activities in the checklist.

**Observations/Activities (See checklist)**

Trainees will complete the observations and activities identified for Phase I that are designed to provide a general understanding of:

- Local Resources
- Courtroom Procedures
- Juvenile Justice Information System
- Supervision of Youth
- Detention Screening Process
- Case Staffing’s
- Youth Intake Process
- Commitment
- Site Visit to local Detention facilities
- Case Management

The job observation/activities are designed to ensure trainees gain an understanding of job expectations, youth behaviors, and appropriate interactions with youth, families, courts, staff and the public.

**Observations:**

Places, practices, and tasks the trainee must view to become familiar with and understand the role of a JPO.

**Activities checklist:**

Tasks the trainee must perform under the supervision of a certified JPO

**Trainee’s Expectations for Observations and Activities:**

- Perform specific observations and activities the minimum number of times indicated on the observation sheet. The FTO is authorized to assign additional observations and activities to enhance the trainee’s knowledge base is necessary
- Demonstrate the ability to maintain JJIS proficiency following initial JJIS training
- Complete all job specific documents under the supervision of a Certified JPO
• Effectively communicate observations and perceptions to assigned FTO and/or JPOS
• Ask questions, be proactive, take notes, learn and retain as much information as possible

**FTO Responsibilities for Observations/Activities:**

• Coordinate and schedule observations and activities for trainees to ensure preparation of Phase I exam, the Academy and productive use of time
• Explain the purpose and value for each job skill experience and the processes involved
• Ensure the trainee adheres to the specified number of hours allotted for each observation and activity
• Debrief with the trainee at the end of each set of observations and activities. It is highly recommended that the FTO meet with the trainee a minimum of once per week to answer any questions the trainee may have about the role of the JPO and the required processes
• Assess the trainee’s comprehension and ability to perform specific tasks including the trainee’s writing skills
• Consistently provide feedback and clarification to the trainee
• Document progress and/or issues with completion of job observations and activities in LMS
• Debrief with trainee on overall Phase I performance and provide insight on the Daily Observation outcomes
• Provide an overview of the trainee’s progress to the JPOS a minimum of once per week
• Ensure completion of all observations and activities are documented in the Department’s LMS prior to the trainee taking the Phase I exam
• Review the 'Academy Guidelines' with the trainee prior to the first day of the academy

The trainee must be accompanied by a certified Juvenile Probation Officer or a staff member that is certified in Department approved de-escalation tactics during the completion of all observations.

**Daily Observations**

Daily observations of the trainee will be ongoing until the trainee attends the Academy. Four observations must be completed for each trainee. If the trainee does not meet the minimum standards set in this phase, the FTO will discuss the trainee’s performance with the JPOS. The JPOS will discuss the documented concerns with the ACPO/CPO to determine if remediation or termination should be recommended.

**Academy Prep**

A few weeks prior to the start of the academy. Each trainee will receive an email that includes information pertaining to:

<table>
<thead>
<tr>
<th>Phase I Exam Dates</th>
<th>Meals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Uniform Orders</td>
<td>Training Materials</td>
</tr>
<tr>
<td>Travel Arrangements</td>
<td></td>
</tr>
</tbody>
</table>
Phase I Exam

The assigned Field Training Officer (FTO) must ensure that the trainee has completed this six (6) to Seven (7)-week Phase I training in preparation for Phase I exam. The Phase I Exam is considered the entrance exam to Phase II, the JPO Academy. Each trainee will be provided a copy of the Phase I Exam Study Guide to prepare for the test.

Successful Completion Attempts

The trainee will have three opportunities to take the JPO Phase I exam and must obtain a score of 75% or higher to attend Phase II, the JPO Academy. Two of the three opportunities will be provided prior to the next available Academy. Trainees receiving a passing score on their first or second attempt will be placed on the roster for the next available Academy. Trainees needing a third attempt will be placed back on the waiting list for the following Academy upon receipt of a passing score.

**ALL of Phase I MUST be completed prior to Phase II admission.**

Phase II — The Academy

Phase II is the four (4) week Juvenile Probation Officer Academy that includes topics such as:

<table>
<thead>
<tr>
<th>Case Flow Process</th>
<th>Probation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Courtroom Procedures</td>
<td>Youth Empowered Success (YES) plan</td>
</tr>
<tr>
<td>Screening and Intake</td>
<td>Commitment</td>
</tr>
<tr>
<td>Adolescent Development</td>
<td>Aftercare</td>
</tr>
<tr>
<td>Communication</td>
<td>Personal Safety</td>
</tr>
<tr>
<td>Suicide Prevention</td>
<td>Balanced Approach to Restorative Justice</td>
</tr>
<tr>
<td>Community Assessment Tool (CAT)</td>
<td>Trauma Informed Care</td>
</tr>
<tr>
<td>Quality Report Writing</td>
<td>Cultural Diversity</td>
</tr>
<tr>
<td>Professional Ethics</td>
<td>Motivational Interviewing (MI) Techniques</td>
</tr>
</tbody>
</table>

The Academy provides trainees the opportunity to gain an understanding of the youth and families we serve, and the philosophies implemented by the Department. It also provides additional review and practice of JPO job tasks and responsibilities.

Phase II Exam

At the end of this course, trainees will take an exam covering only the topics of this course.

Successful Completion Attempts

The trainee will have three (3) opportunities to take the JPO Phase II exam and must obtain a score of 75% or higher to attain JPO Certification. The initial attempt will be provided during the last week of the Academy. Additional attempts will need to be coordinated with Staff Development and Training in accordance with the guidelines provided in the exam portion of this document.
Phase III—Post Academy

Upon completing the certification process, newly certified JPOs will be assigned a caseload. Phase III is designed to ensure newly certified JPOs are provided the necessary support as they begin to assume the responsibility for active cases.

Progress Reviews

The Field Training Officer (FTO) will conduct at a minimum bi-weekly face-to-face meetings or conference calls with the newly certified JPO and JPOS during Phase III to discuss overall progress including strengths and growth opportunities. The FTO may increase face-to-face meetings with the newly certified JPO and JPOS as needed. The FTO must ensure the Phase III Observation Report is initiated prior to the meeting. The JPOS is required to provide the ACPO and/or CPO a copy of the completed Phase III Observation Report after each Progress Review meeting. Face-to-face meetings are preferred.

Average Timeframe:

Screeners: Four weeks
Field JPOs: Six weeks

Newly Certified JPO (Phase III) Expectations:

Intake/JAC Screeners

- Conduct initial screenings (DSI and Assessments) under the supervision of the FTO or JPO
- Participate in at least two Progress Reviews with the FTO and JPOS to discuss overall progress to include strengths and growth opportunities
- Continue to ask questions and seek advice when necessary
- Exhibit professional growth and an increase in knowledge/proficiency over time

Field JPO

Caseload Assigning Guidelines:

A newly certified JPO will be assigned a maximum of twenty (20) active cases that may include: Intake, Diversion, Probation, Commitment, Post Commitment Probation, and/or Conditional Release for the first six (6) weeks.

Example:

If the JPO's unit handles all legal status types, then the newly certified JPO should be assigned 20 cases consisting of all legal status types. If the JPO's unit only handles commitment cases, then the 20 cases should all be commitment youth. The assigned cases must consist of all four risk-to-re-offend levels (low, moderate, moderate-high, and high).
Transition to Full Case Management Responsibilities

The Phase III Observation Report will be utilized to document the newly certified JPO’s progress with understanding and completing the specific job requirements. The newly certified JPO’s case load size should not be increased until he/she has received an average of 2.7 or higher on two Phase III Observation Reports.

The newly certified JPO must be in Phase III for four (4) weeks prior to the JPOS increasing his/her case load. After four (4) weeks of Phase III, a JPOS may increase the number of cases assigned to a maximum of 40 active cases. The newly certified JPO’s case load must be limited to 40 cases a minimum of two weeks.

Under no circumstances, should a newly certified JPO be assigned more than 40 cases prior to successful completion of the six-week Phase III process.

Additional Phase III Field JPO Requirements

- Conduct office, home, school visits and court appearance under the supervision of the FTO
- Represent the Department in Court for an assigned youth under the supervision of the FTO
- Complete job requirements independently (examples: CAT, YES Plan, PDR, etc.)
- Participate in a debriefing with the FTO upon initial completion of an activity to receive constructive feedback for improvement prior to submission to the JPOS
- Participate in a minimum of three (3) Progress Reviews with the FTO and JPOS to discuss overall progress to include strengths and growth opportunities. Continue to ask questions and seek advice when necessary
- Exhibit professional growth and an increase in knowledge/proficiency over time

FTO Responsibilities:

Intake/JAC Screeners

***FTOs for screeners must have shown proficiency in the administration of "the DSI".

- Provide oversight and feedback to the newly certified JPO as he/she begins to conduct screenings
- Mentor/coach until the newly certified JPO no longer appears to need this level of assistance
- Review initial documents prior to supervisor review
- Provide constructive feedback designed to increase the newly certified JPOs proficiency in job tasks
- Communicate daily observations to the JPOS

Conduct at least two Progress Reviews with the JPO and JPOS to discuss overall progress including strengths and growth opportunities. Submit Observation Report to JPOS to document findings and acknowledgement of progress level by all parties.
FTO

- Provide oversight and feedback to the newly certified JPO as he/she begins to work on cases.
- Mentor/coach until the newly certified JPO no longer appears to need this level of assistance.
- Observe newly certified JPOs initial attempts at JPO task for newly assigned cases and review initial documents prior to supervisor review.
- Provide constructive feedback designed to increase the JPO's proficiency in job tasks. Communicate daily observations to the JPOS.
- Conduct at least three Progress Reviews with the JPO and JPOS to discuss overall progress including strengths and growth opportunities.
- Submit Observation Report to JPOS to document findings and acknowledgement of progress level by all parties.
- Ensure any observations that lead to concerns of disabilities that affect the employee’s performance be brought to the attention of the Circuit Administration.

Note: Field Training Officers simply provide input and observations of the newly certified JPO's Progress.

The FTO acts as support for the staff and management. It is still the responsibility of the Administration/Management Team of each Circuit to use all the information available to determine the suitability of each newly certified Juvenile Probation Officer.
Exam- Review/Retakes

Required Remediation

Admin. Rule 63H-2.006 (5a)

Trainee(s) failing the certification examination are required to attend remediation, which must be documented in the department's computer-based tracking system.

Training coordinators MUST maintain a record of remediation in SkillPro. Please see directions below:

1. Log on to SkillPro
2. Select "Remediation Log" under the Learning menu
3. Select the correct student name from the drop-down menu and click the Select button
4. Select the course exam from the drop-down menu; if the course is not listed, indicate the course on the first line of the Notes section
5. Complete the Notes section with any observations made by the person conducting the remediation
6. In the Description section, clearly indicate what topics were covered and how the remediation occurred (i.e., face-to-face meeting, individual study, etc.)
7. Indicate the date that the remediation took place
8. Indicate the name of the person(s) conducting the remediation
9. Indicate the total hours of remediation completed

To request a list of courses in which the trainee missed items, the training coordinator may email a request to C&E. All you need to enter in the "To" field of your email is "C&E". This information could be helpful for remediation.

Optional Examination Challenge or Item Review

The second or third attempt to pass a certification exam shall occur no less than seven (7) calendar days after the Examination Challenge or Item Review.

An examination challenge or item review is NOT a review of the academy content or remediation.

Trainees who feel that examination items are unfair, confusing, or inconsistent with the content may challenge the examination by filing an objection.

To be eligible to challenge answers to questions on the examination, the request must be received no later than 30 days from the date of the examination that is being challenged. If the request is received after 30 days, the examination items can only be reviewed and not challenged.

Trainees who fail a certification examination have the OPTION to request a review of the items missed.

Certification examination item reviews and challenges are only conducted at the DJJ Headquarters Office in Tallahassee in the presence of Office of Staff Development and Training staff.
To register a participant for an item review or to challenge an exam, the Training Coordinator or FTO should follow the directions below:

1. Log on to SkillPro
2. Select "Manage Rosters" under the Learning menu
3. Select "Certification Exam Item Review"* from the drop-down Course menu
4. Select the desired session from the drop-down Session menu
5. Click the Add Participants button at the bottom of the window
6. Use the drop-down menus to indicate Agency Type, Branch, Region, Circuits and Facility/Program
7. Click the Search button to show a list of participants from your search parameters
8. Click the box before each name to select the people to be registered
9. After you have selected all the people to be registered for a session, click the Add Participants button
10. Click the Save button at the bottom of the screen

**Examination Retake**

**Admin. Rule 63H.2.006 (4e)**

Trainees may be given up to three attempts to pass the certification examination within the 180-day timeframe.

**Admin. Rule 63H-2.006 (5a-b)**

Trainees failing the certification examination are required to attend remediation, which must be documented in the department's computer-based tracking system.

Trainees shall adhere to the following schedule for second and third attempts to pass the certification examination:

1. The second attempt shall occur no less than 7 calendar days after and no more than 45 calendar days after the first attempt
2. The third attempt shall occur no less than 14 calendar days after and no more than 45 calendar days after the second attempt

All certification examination retakes are administered at the nearest academy site (Broward College, Valencia College, Florida Public Safety Institute [Formerly Pat Thomas], or Hillsborough Community College).

1. To register a for an examination retake, the Training Coordinator or FTO should follow the directions below to Log on to SkillPro
2. Select "Manage Rosters" under the Learning menu
3. Select "Certification Exam Retakes" from the drop-down Course menu
4. Select the desired session from the drop-down Session menu
5. Click the Add Participants button at the bottom of the window
6. Use the drop-down menus to indicate Agency Type, Branch, Region, Circuit, and Facility/Program
7. Click the Search button to show a list of participants from your search parameters
8. Click the box before each name to select the people to be registered
9. After you have selected all the people to be registered for a session, click the Add Participants button
10. Click the Save button at the bottom of the screen