




Arizona Peace Officer Standards and Training Board

LESSON PLAN COVER SHEET

COURSE TITLE: FTO Burnout and FTO Ethics		HOURS: 1	
DATE FIRST PREPARED: 8/24/2002		PREPARED BY: Ofc. Chris Hoerchler, Mesa PD	
DATE REVISED/REVIEWED: 9/19/2002		BY: Ofc. Bill Everson, Mesa PD	
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LIST ANY PREREQUISITIES: N/A			
LEAD INSTRUCTOR: Ofc. Rico Encinas & Ofc. Tony Fajardo, Mesa PD		BACK-UP INSTRUCTOR: Ofc. Bill Everson & Ofc. Floyd Smith, Mesa PD	
APPROVAL NUMBER:			
COURSE DESCRIPTION: The students will be instructed on FTO Burnout/Conduct, and FTO Ethics.			
INSTRUCTOR REFERENCES: Mesa PD FTO Supplemental Policy Manual Law and Order magazine article on burnout IACP Oath of Honor		TRAINING AIDES, EQUIPMENT, MATERIALS: LCD Projector Dry erase board & markers Handouts: 1. Five Ways To Avoid FTO Burnout 2. FTO Ethics 3. Law Enforcement Oath of Honor	
		PRE-TEST: No	POST-TEST No
METHOD OF INSTRUCTION: Lecture			
SUCCESS CRITERIA: Students gain an understanding of FTO Burnout, FTO Ethics.			
PERFORMANCE OBJECTIVES: 1. The students will be able to identify five ways to avoid FTO Burnout. 2. The students will be able to name the three ways for creating a supportive ethical environment for trainees.			
AGENCY APPROVAL	Name (Type or Print)	Signature	Date
AZPOST APPROVAL	LYNDON A. "LYNN" LARSON Basic Training Administrator		August 2, 2000

AZ POST Form LP (Revised 8/00)

OUTLINE	NOTES
<p>A. INTRODUCTION</p> <ol style="list-style-type: none"> 1. Instructor Background. <ol style="list-style-type: none"> a. Lead instructor/s b. Backup instructor/s 2. Purpose and Motivator. <ol style="list-style-type: none"> a. Knowledge of FTO Burnout/Conduct, and FTO Ethics will benefit the FTO Coordinator in establishing and/or modifying their own agency’s FTO Program. 3. Performance Objectives. <ol style="list-style-type: none"> a. The students will be able to identify five ways to avoid FTO Burnout. b. The students will be able to name the three ways for creating a supportive ethical environment for trainees. 	
<p>B. FTO BURNOUT/CONDUCT</p> <ol style="list-style-type: none"> 1. Five ways to avoid FTO burnout. <ol style="list-style-type: none"> a. Keep the work interesting. b. Give recognition. c. Provide R & R. d. Avoid “other” duties. e. Limit the assignment. 	<p>Performance Objective 1</p> <p>Five Ways To Avoid FTO Burnout handout</p>
<p>C. FTO CONDUCT</p> <ol style="list-style-type: none"> 1. Ethics “On the Job”. <ol style="list-style-type: none"> a. Model behavior. b. Define “Off Limits”. c. Challenges assumptions. d. Personal growth e. Teaching opportunities 2. Creating a supportive and ethical environment for trainees. <ol style="list-style-type: none"> a. Role modeling. b. Training. c. Reward ethical behavior. 	<p>Performance Objective 2</p> <p>FTO Ethics handout</p> <p>Law Enforcement Oath of Honor handout</p>
<p>D. CONCLUSION</p> <ol style="list-style-type: none"> 1. Review Performance Objectives. 2. Answer students’ questions. 	

Training Officer's Notes

Five Ways To Avoid FTO Burnout

by Jack B. Molden

Burnout, a fairly recent concept, refers to certain physical and emotional manifestations including waning interest, boredom, lowering of productivity, and listlessness. The dictionary defines burnout as: "Consumed, rendered unserviceable or ineffectual by maximum use: exhausted or made listless through over work, stress or intemperance."

Burnout, if not recognized and dealt with, can, in the extreme, result in substance abuse or physical and mental illness. At a minimum it will contribute to lost productivity, low morale, and poor discipline.

Because of the inherent stress encountered in law enforcement, burnout is a common condition among police officers. Whether burnout is more or less common in FTOs than in other patrol officers is not known. What is known, however, is that the FTO carries a double load; as patrol officer and trainer. He or she also has the weighty responsibility of another officers' behavior and safety constantly at hand. It is logical to believe that burnout for FTOs is a more critical problem than for officers, on average.

Burnout in FTOs can be avoided or mitigated. Although burnout, once it has occurred, can be treated, prevention is infinitely cheaper, more efficient, and less painful.

The following suggestions can be considered a self-help guide for FTOs, as well as a management guide for FTO supervisors and managers. The thrust is to focus on the causes of burnout, i.e., boredom, exhaustion, maximum use, stress, and over work, and do something about it before the problem occurs.

Five Suggestions

1. Keep The Work Interesting.

To the extent possible, keep the FTO's work exciting, interesting and challenging. Recognizing that much of any law enforcement work is routine and boring by its very nature, every reasonable effort should be made to give interesting and challenging assignments to the FTO.

Assigning the FTO an interesting beat, assignment, or shift accomplishes two objectives; it retains the FTO's interest and motivation, and it provides the recruit with a higher level of experience. People do not burnout when they are having fun.

2. Give Recognition.

A major cause of stress, depression, and unhappiness is lack of recognition, resulting in a poor self-image and eventual burnout. One way to recognize an officer is through salary incentives. Progressive departments with good field training programs often award additional salary to their FTOs: some up to five percent of total salary on a continuous bases: many allow extra pay only during active training time: others allow only overtime pay or compensatory time for extra training duties. The important thing is that the FTO gets some recognition, in whatever form, for additional effort.

Other methods of recognition include being given priority status for assignment or desirable training classes, a take-home vehicle, a distinctive badge or patch, or media publicity. In departments with a successful, on-going FTO program, it is usually recognized that a field training assignment is an important step in the career path. This is so because the best and brightest are selected as FTOs, and the best and brightest usually get promoted. People with the potential to be promoted are motivated, and a motivated officer is never a burnout.

3. Provide R and R.

If there is a shortage of trained FTOs but there are recruits to train, there is a strong tendency to overload an FTO with a continuous stream of recruits; as soon as one has been trained, another is wailing in the wings. Field training recruits is demanding work and is usually in addition to regular patrol duties. After 10 to 14 weeks of training a recruit, an FTO deserves a rest. Providing sufficient break time between

assignments might require that more FTOs be trained to help carry the load. Overwork for a long period of time without any significant break is the quickest way to burnout an otherwise productive officer. Except on a short-term emergency, an FTO should probably not train more than two or three recruits a year.

4. Avoid 'Other' Duties.

Some smaller departments assign field training as a collateral duty along with acting sergeant, and/or evidence technician, sometimes assigning the rank of corporal. The rationale for such an assignment goes something like this: "We have a shortage of motivated, competent officers. When we find one we will assign him to a variety of responsible jobs." There is, however, a fallacy to this rationale; no one can be expert at everything. A field training assignment, by itself, is a demanding job requiring the full attention of a dedicated, well-trained individual. That commitment is to serious and to far reaching to water it down with other responsibilities.

5. Limit The Assignment.

Many departments limit FTO assignments to two or three years for the specific purpose of preventing burnout. Although it might be painful to give up a well-trained FTO, the practice is a wise one for it will prevent boredom and eventual burnout. And if the FTO was properly selected in the first place, he is probably ready to move up to another challenge by that time anyway.

Jack B. Molden is a professor emeritus, University of Illinois, Police Training Institute and lives in Ashland, Oregon. He manages the law enforcement training and consulting firm of Jack B. Molden and Assoc. Please send questions and queries to Molden, c/o LAW and ORDER magazine, 1000 Skokie Blvd., Wilmene, IL 60091.

BURNOUT

Are you ready to burnout?

The symptoms of burnout are real and obvious, but can be missed entirely if you are in denial. That's why therapists suggest you begin by honestly answering a few questions to measure your susceptibility to job burnout.

These questions include:

- Is it harder getting up in the morning than it used to be?
- Do you feel more irritable at work and at home?
- Do you always seem to feel tired?
- Do you have body aches and pains that don't seem to go away?
- Have you been experiencing more headaches, stomachaches, rashes, chest pains, and illnesses?
- Do you get angry more often or easier than you used to?
- Have you lashed out at coworkers or your family?
- Do you forget things that you normally used to remember?
- Do you feel overwhelmed most of the time?
- Do you feel like you have less control over things at work and at home?
- Are you stressed most of the time?
- Have you begun to wonder about the career you've chosen?
- Do you find yourself much more of a clock-watcher at work than you used to be?
- Do you often feel like you just want to get through with your shift?
- Do interests you once had seem to have lost most of their appeal?
- Are you bored?
- Do you feel like you're in a rut?

Chances are, if you answered yes to three or more questions, you may be a prime candidate for job burnout, if you're not already there.

What you can do about burnout.

Solutions can be as individual as the causes. But there are ways to relieve stresses that can lead to burnout. Experts suggest these tips to help you cool off and calm down:

- Start with basics.
 - Eat better.
 - Sleep more.
 - Exercise.
 - Spend time with your loved ones.
- Socialize with friends outside of a work environment.
- Learn some form or technique for relaxation. It may feel forced or self-conscious at first, but keep focused.
- Get some perspective on life – it is more than work. Often, burnout victims have forgotten about the life they once had outside work. Rediscover enjoyment away from work.
- Ask for help. Use your partner or friends. Even your boss or human resource people at work may be able to suggest someone who can help.
- If not a professional counselor, at least seek out a colleague or mentor you can talk to and trust. Do not try to solve this problem by yourself.
- Learn to recognize the warning signs of impending burnout. Don't be the last person to know.
- Rediscover laughter. A day without laughter is too serious to be healthy. This especially applies at work. Swapping non-work stories with co-workers can help restore a sense of perspective about life outside of the office.
- Don't forget to reward yourself, not just for the big jobs, but also for the small victories. At the same time, set realistic goals for yourself.
- Learn to say no to adding more to your workload. Delegation is your best friend.
- Don't become so focused on your own agenda that you can't hear the warning signs from the people around you. Maybe what you perceive as sabotage by others is simply their attempt to reach out to a person they see in need.

FTO Ethics

INTEGRITY

“...is a series of concepts and beliefs that combined, provide structure to an agency’s operation and officers’ professional and personal ethics. These concepts and beliefs include, but are not limited to honor, morality, allegiance, principled behavior, and dedication to mission.

ETHICS “ON THE JOB”

“What are some strategies for ensuring my trainee has the best possible exposure to sound ethical behavior?”

1. Model Behavior
2. Define “Off Limits”
3. Challenge Assumptions
4. Personal Growth
5. Teaching Opportunities

SUPPORTIVE ETHICAL ENVIRONMENT

1. Role Modeling
2. Training
3. Reward Ethical Conduct

SUMMARY

Field training and post field training programs need to be refined as a means for encouraging ethical behavior. Police leaders must aggressively pursue an end to the “untraining” that takes place when young officers are taught to forget what they learn in the police academy in favor of “street smarts.” The myth is that they learn practical tactics and street survival skills. The reality is that, while they may learn some practical approaches to police service not taught in the academy, they are also influenced negatively. Field training programs need to emphasize critical tasks for the patrol officer and ensure that field training and academy training are consistent in the requirement for those tasks.

LAW ENFORCEMENT OATH OF HONOR

(IACP January 1998)

*On my honor,
I will never betray my badge,
my integrity, my character,
or the public trust.*

*I will always have
the courage to hold myself
and others accountable for our actions.*

*I will always uphold the Constitution
and community I serve.*

HONOR

means that one's word is given as a guarantee.

BETRAY

is defined as breaking faith with the public trust.

BADGE

is the symbol of your office.

INTEGRITY

being the same person in both private and public life.

CHARACTER

means the qualities that distinguish an individual.

PUBLIC TRUST

is a charge of duty imposed in faith toward those you serve.

COURAGE

Is having the strength to withstand unethical pressure, fear, or danger.

ACCOUNTABILITY

means that you are answerable and responsible to your oath of office.

COMMUNITY

is the jurisdiction and citizens served.