



Use of Force Recommendation 47 & 57

Guidance for:

- *Implementation of Training in the Field*
- *Ensure Adherence to Policies and Training and Supervisor Accountability*



Agenda

- Objectives
- Recommendation Highlights
- Current Policy – Training Derived
- Current Policy – Supervisor Accountability
- Gap Analysis
- Industry Trends
- Pros and Cons
- Committee Feedback
- Final Guidance
- Discussion





Objectives

- Identify the ways to ensure training requirements are being appropriately applied in the field
- Identify how to hold supervisor accountable for ensuring training is being followed.



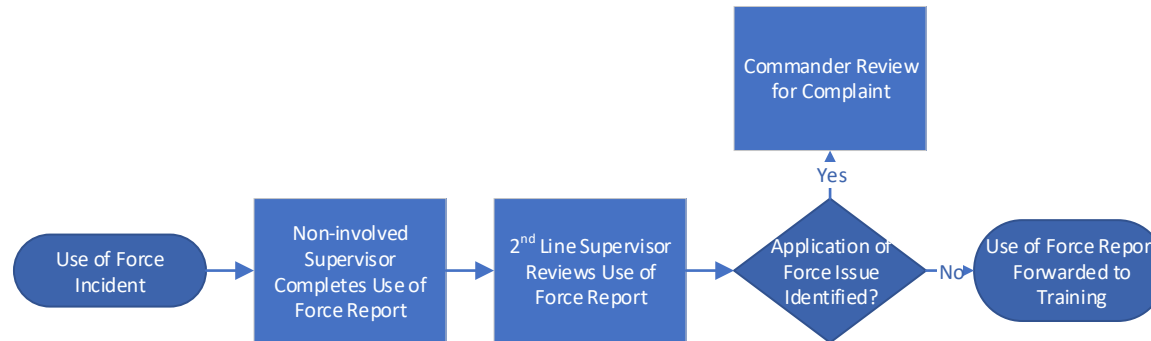
Recommendation Highlights

- Make supervisors aware of Use of Force findings to determine whether training is needed, and policies are followed within their Division.
- Supervisors are accountable if training is not implemented based on these findings.

The Police Executive Research Forum (PERF)

Current Policy – Training Derived

- DPM 2.1.45 Use of Force Reporting Protocols
 - Supervisor reviews use of force report; lieutenant forwards to training



- Advanced training lieutenant produces monthly report to Exec staff
 - Statistical overview of use of force data by Division shift and squad
 - Recommendations for training across entire Department
- Exec staff implements training directive

Current Policy - Supervisor Accountability

DPM 1.1.10 Command, Chain of & Obeying Orders

Supervisor Authority and Responsibility

- Supervisors are responsible for their own performance and conduct, as well as that of their members.
 - Supervisors are also responsible for:
 - Ensuring members under their command perform their regular assigned duties.
 - Recognizing members for exemplary performance and conduct.
 - Investigating allegations of misconduct by a member.
 - Reviewing Department reports for completeness, accuracy and promptness.
 - Ensuring assigned Department property is in operational readiness.

Gap Analysis

- Current Policy

- Use of Force data directs Department-wide training
- Exec staff implements Department-wide training directives
- Supervisor accountability is not defined in policy to include training assignment and implementation

- Recommendation

- Use of Force data shared with Division supervisors to direct Division or squad level training
- Division supervisors implement Division or squad level training directives
- Division supervisors held accountable for training assignment and implementation

Industry Trends

Phoenix

- Tactical Review Committee- will review use of force incidents and identify any related training needs. Role is restricted to the training needs for individuals and the department.
- The Training Bureau will be responsible for designing and delivering training based on the review and recommendations made by the TRC
- All supervisors will be responsible for determining training needs within their work units and will take steps to meet those needs.

Chandler

- The Training Unit Sergeant
 - Has direct responsibility for training through the police training coordinator(s)
 - Assists in the development and evaluation of training needs as well as serves as an input point for different areas within the department
 - Acts in an advisory capacity for evaluating needs and developing

Pros and Cons

Pros

- Addresses targeted training needs in the Division or Squad
- Cost effective, training is not implemented where it is not needed
- Supervisor accountability for identifying and implementing training
- Provides opportunity for Training Unit to coordinate training needs across the entire Department

Cons

- Select Members benefit from training refresher
- Lack of thresholds to determine when training is required Department-wide
- Training demand may outpace resources

Committee Feedback

- Discussion was provided on the goal to add an advance proficiency squad to address squad-based training.
 - Department was commended on moving towards this progressive approach.



Final Guidance

- Require actionable data be provided by Training to the Divisions, therefore enabling supervisors to facilitate training directives specific to their division or squad.
- Allocate training resources to implement requested training at the division or Squad levels.
 - Use of Advanced Training /Proficiency Squad to address emergent training requirements.
 - Critical Incident Review Board findings shared with Proficiency Squad to provide direct division level training.
- Division level supervisors will assess training needs of their personnel and communicate needs to the Training Division. The requesting division and the Training Division will work jointly to determine best training delivery method to address existing needs.



Discussion