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October 18, 2004

Ronal Serpas, Chief of Police  
Metropolitan Nashville Police Department  
200 James Robertson Parkway  
Nashville, TN 37201

Dear Chief Serpas:

The Police Department performance audit issued May 28, 2002 included a recommendation that a training study be done. After issuing a request for proposals, a proposal evaluation team consisting of representatives from Finance and Police selected Matrix Consulting Group as the firm with the best qualifications and most experience with law enforcement studies to do this study for Metro's Police Department. The report on the results of Matrix's training study of the Metro Police Department is attached.

Matrix's observations about new recruit training were favorable. They did, however, have some recommendations about career development training, coordination between the field officer training program and the academy, the training scheduling and tracking system, and allocating additional resources to training. These and other findings and recommendations can be found in Matrix's full report.

We greatly appreciate the assistance provided by the members of the Police Department who provided information and worked with the Matrix consultants during this study.

Internal Audit Section

Kim McDoniel  
Internal Audit Manager

Copy: David L. Manning, Director of Finance  
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Metropolitan Council Audit Committee

# **Training Study for the Police Department**

## **METROPOLITAN NASHVILLE – DAVIDSON COUNTY, TENNESSEE**



**May 27, 2004**

# TABLE OF CONTENTS

May 27, 2004

	<i>Page</i>
1 INTRODUCTION AND EXECUTIVE SUMMARY	1
2 TRAINING ACADEMY OPERATIONS	5
3 COMPARATIVE TRAINING SURVEY	13
4 EVALUATION OF THE NEW RECRUIT TRAINING ACADEMY	32
5 ANALYSIS OF IN-SERVICE TRAINING OFFERED TO SWORN OFFICERS	42
6 EVALUATION OF CIVILIAN FOCUSED IN-SERVICE TRAINING	63
7 SPECIALTY ASSIGNMENT TRAINING	69
8 TRAINING RECORD KEEPING	72
9 FIELD TRAINING PROGRAM	75

# **1. INTRODUCTION AND EXECUTIVE SUMMARY**

This report provides the Matrix Consulting Group's analysis of the training function of the Metropolitan Nashville – Davidson County Police Department's Training Division. This project was conducted by the Matrix Consulting Group after the firm was retained by Metro Nashville-Davidson County. The study of the training function resulted from a recommendation provided in an earlier performance audit of the Police Department (MNPd).

This report is divided into several chapters which focus on the primary roles of the Training Division. These chapters cover the following major topic areas:

- Summary of current operations in the Division.
- Comparative survey of other training units in similar law enforcement agencies.
- Evaluation of new recruit training.
- Analysis of in-service training (both civilian and sworn).
- Evaluation of the training provided for career development and to personnel moving to new assignments.
- Analysis of the records keeping to document training.
- Evaluation of the field training program.

The project team from the Matrix Consulting Group has the following key recommendations, as summarized in the following section.

## **EXECUTIVE SUMMARY**

The project team has the following findings and recommendations related to training in the MNPd:

- The delivery of new recruit training is well organized, thorough and meets both state requirements and national standards of excellence.
- Staffing in the Training Division is inadequate to handle current demands for new recruit and in-service training. Several changes should be made, including:
  - Add two Police Officers to provide training. Focus should be given to additional cross-training for all staff. The estimated cost for these positions is \$110,000 in salary and benefits.
  - Add a Sergeant to develop advanced training courses and to manage relationships with potential training allies. The estimated cost for this is \$70,000.
  - A civilian employee should be added to provide the Department with the ability to produce training videos utilizing the existing equipment. Estimated cost for this position is approximately \$50,000.
  - Add a Police Operations Coordinator 1 to provide for additional support to the NCIC (National Criminal Information System) Coordinator and other non-sworn staff. Efforts should also be taken to focus on cross-training non-sworn staff to ensure that key skills and capabilities are available regardless of the individuals on-duty or present. The cost of this position (with benefits) would be approximately \$42,500 per year.
- Develop a uniform format to training plans to facilitate teaching by cross-trained personnel and to ensure consistency in planning and application of lessons.
- Steps should be taken to make night-time shooting opportunities more available. Currently the district Council member must be notified prior to the use of the range at night.
- The overall quality of the training facility needs to be addressed in the space planning study being conducted by the Matrix Consulting Group.
- Steps should be taken to more fully implement a career development program in the Department. A staff position already has been appointed within Personnel and Safety to handle this function. This should be the primary focus of this position. The Police Department should take care to ensure that the career development program is capable of meeting the needs of three major classifications of sworn personnel (non-sworn career development is available from Metro HR):
  - Officer who intends to advance through the supervisory and management ranks of the Department.

- Officers who intend to advance through various specialty assignments (traffic, investigations, etc.) but who does not intend to take on supervisory or management responsibilities.
- Officers who plan to remain in patrol for the majority of their career.
- Some additional effort should be made to consolidate information about training opportunities. This should be done on-line to ensure universal and consistent access to information.
- The Academy should have a budget allotment to fund the use of subject matter experts to teach specialized career development topics, when no qualified instructors from within the Department are available, funded at \$50,000 annually.
- Annual in-service training should be made mandatory for all non-sworn supervisors. Managers should retain control, however, regarding which sessions are to be attended by supervisors.
- A new-employee orientation program should be developed and participation made mandatory for all staff.
- Software should be purchased to allow for better scheduling and tracking of NCIC and other recurring certification training in the Department, and an integrated training package should be purchased. This should be coordinated with Metro Central Human Resource efforts to obtain an enterprise-wide system. Current Metro Human Resource cost estimates for this package should be utilized for planning purposes.
- All internal and external training documentation should be routed through the Training Division. At this time, there is no program to track all training received. This could have potentially significant consequences should the training be the subject of litigation or other action. Payment for travel should be denied until proof of attendance and completion has been turned into the Training Division.
- Training records should be imaged and backed-up using the Metro contract for imaging.
- A number of steps should be taken to improve the field training program for newly assigned Police Officers (following their Academy training):
  - The FTO program should be coordinated with the Training Academy to ensure the continuation of the program in the academy to the field for new police officers.
  - FTO's should be completing training evaluations and checklists each day on a timely and accurate basis.

- FTO's should be required to complete a daily report on their observations of the new officers.
- FTO's should send all completed checklists and paper work to the FTO Coordinator for filing (or possibly to the Training Division for inclusion in the employee's training file).
- Field supervisors should take a more active role in assessing and evaluating new Police Officers still in the FTO program.
- The FTO's should meet regularly during the training of new Officers. This ensures that issues are addressed early in the process and that trainees receive a consistent training approach.
- FTO's should be given additional training on techniques for conveying information to their trainees.
- The objectivity of FTO's should be watched closely since failure rates in the training program seem to be lower in the MNPD than in other successful field training programs.
- Field supervisory personnel (Sergeants) should be made more active participants in the field training program and should serve as back-up to the Field Training Coordinator (the position for which the Matrix Consulting Group has recommended be upgraded to a Lieutenant).
- the FTO Coordinator should have open access to the training records of all new Police Officers (PO1's).

The following chapters provide our detailed assessment and analysis of these and other key issues.

## **2. TRAINING ACADEMY OPERATIONS**

This chapter focuses on providing a summary of current operations, organization, staffing and key roles and responsibilities of the Training Division of the MNPD. The sections, which follow, provide a detailed description of these and other factors as they relate to the Division and the Police Department.

### **1. DESCRIPTION OF THE MISSION OF THE TRAINING DIVISION**

The Training Division is responsible for providing Tennessee Peace Officer Standards & Training (POST) certified law enforcement basic academy training for new officers and POST approved in-service and specialized training for MNPD police officers. The division also provides most of the in-service and specialized training for the department's civilian staff. In addition, the division maintains records of all academy-sponsored training, maintains the department's firearms inventory and firearms maintenance, issues weapons permits, and processes special police commissions for Metro court officers, property guards, Metro General and Bordeau Hospital security guards, and Metro juvenile court officers. Academy staff members coordinate the fitting, ordering, and issuance of all body armor, and coordinate required annual physicals and health-risk appraisal surveys of all members.

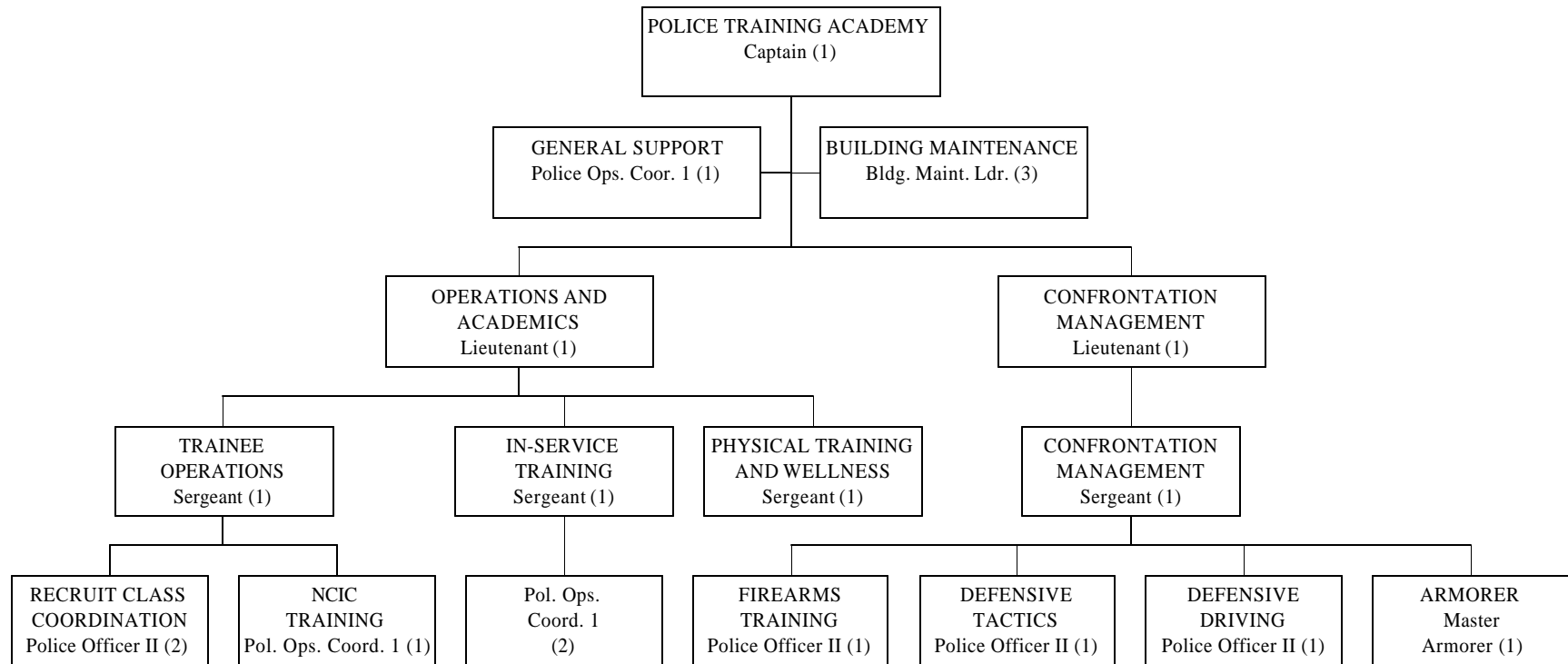
### **2. SUMMARY OF STAFFING OF THE TRAINING DIVISION**

The Training Division has two primary sections divided by units/functions as depicted in the organization chart on the following page:



**METRO NASHVILLE – DAVIDSON COUNTY, TENNESSEE**  
**Study of the Training Function of the Police Department**

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The Academy is comprised of the 13 sworn and 9 civilian personnel. The exhibit that follows provides a summary of their key roles and responsibilities.

Position Classification	Function	Roles/Responsibilities
Captain (1)	Director	<ul style="list-style-type: none"> <li>• The Training Division captain oversees and is responsible for the overall management of the Police Academy to include all Academy personnel, activities, and property. The incumbent develops and implements policies and procedures specific to Academy operations.</li> <li>• The captain reports to the Administrative Services Bureau Assistant Chief, who reports to Support Operations Deputy Chief, who reports to the Chief of Police.</li> <li>• The incumbent directly supervises of two lieutenants, one police operations coordinator I (secretary), and three building maintenance leaders.</li> </ul>
Lieutenant (1)	Operations & Academics Section	<ul style="list-style-type: none"> <li>• This lieutenant is responsible for coordinating the daily operations and activities of the Academy. This includes maintenance of the facility and equipment; coordinating and directing the continuing education of all sworn and civilian personnel; identifying training needs; developing, reviewing, and approving lesson plans; assisting other instructors; teaching various classes; preparing reports and summaries; assisting Metro legal staff prepare litigation documentation; mentoring and counseling trainees; and confirming class attendance.</li> <li>• The incumbent supervises three unit sergeants.</li> </ul>
Sergeant (1)	Trainee Operations Unit	<ul style="list-style-type: none"> <li>• This sergeant is responsible for directly managing Academy operations relating to recruit training. The incumbent's duties include updating and submitting lesson plans to POST for approval; maintaining detailed manual records of attendance, curricula, and grades, monitoring class progress and counseling, and supervising recruits.</li> <li>• The incumbent teaches "Verbal Judo" and other "soft-skills" classes and shares responsibility for maintaining the Academy library.</li> <li>• This sergeant supervises two police officer II's and one information system technician.</li> <li>• The Academy maintains lesson plans and attendance records from 1969 to present.</li> <li>• The Academy generally schedules two six-month recruit academies per year with approximately 50 recruits in each class.</li> <li>• The Academy is open from 0730 to 1700 hours, M-F, with classes scheduled from 0800 to 1700 hours. Staff members work 8-hour days and adjust schedules to provide coverage.</li> </ul>

**METRO NASHVILLE – DAVIDSON COUNTY, TENNESSEE**  
**Study of the Training Function of the Police Department**

Position Classification	Function	Roles/Responsibilities
Police Ofcr. II (2)	Recruit Class Coordinators	<ul style="list-style-type: none"> <li>• The two Police Officer IIs assigned to the Trainee Operations Unit, are jointly responsible for supervising the daily activities of all recruits. The incumbents work as a team and function as supervisors to the recruits much like military drill instructors. They are responsible for maintaining good order and discipline, and for providing coaching and counseling.</li> <li>• One POII teaches physical training, firearms, defensive driving, and other subjects, as needed. The other teaches department policy, report writing, and other subjects.</li> <li>• These officers adjust their work schedules to ensure one of them is available at all times the recruits are on campus. Their work schedule while an academy is in session is as follows: 1<sup>st</sup> officer shift, 0630/1500 hours, 2<sup>nd</sup> officer shift, 0900/1730 hours. The sergeant works from 0630/1600 hours.</li> <li>• Vacations and additional training are planned when a class is not in session.</li> </ul>
Info. Sys. Tech. II (1)	NCIC Training Coordinator	<ul style="list-style-type: none"> <li>• This Information Systems Technician II is responsible for maintaining the National Crime Information Center (NCIC) and Tennessee Information Enforcement System (TIES) certifications for all sworn and civilian members of the department (approximately 1,500 personnel).</li> <li>• In addition, the incumbent provides the same services for 30-plus police departments that have access to TIES and the National Law Enforcement Telecommunications System (NLETS).</li> <li>• Recertification is required every 2 years. The incumbent performs background/criminal history checks for each individual at the time of the renewal; monitors certification expiration dates; schedules test dates and notifies affected personnel; provides classroom instruction; collects fees; and performs audits.</li> </ul>
Sergeant (1)	In-Service Training Unit	<ul style="list-style-type: none"> <li>• This sergeant is responsible for coordinating all in-service training classes for over 1,300 officers. This involves developing lesson plans based upon POST requirements, distributing and reviewing training surveys, evaluating suggestions from the department training committee, etc. The incumbent establishes training schedules; identifies instructors; develops tests; maintains an extensive database of training records (Records are updated daily as training is completed.); and submits curricula and related documentation to POST for approval. The incumbent shares responsibility for maintaining the Academy library.</li> <li>• The incumbent supervises two police operations coordinator Is.</li> </ul>

**METRO NASHVILLE – DAVIDSON COUNTY, TENNESSEE**  
**Study of the Training Function of the Police Department**

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<b>Position Classification</b>	<b>Function</b>	<b>Roles/Responsibilities</b>
Pol. Ops. Coord. I (1)	Assistant to Sergeant	<ul style="list-style-type: none"> <li>• This police operations coordinator 1 assists the training unit sergeant. The incumbent is responsible for adjusting the scheduling of officers for in-service classes; verifying supervisory approvals for attendance in substitution classes; assisting with record-keeping; summarizing student class critiques; entering the next year class curricula/schedule into the database; assisting guest instructors with equipment needs; and assisting with receptionist duties, as needed.</li> <li>• The Academy distributes an established calendar of available training dates. Field supervisors are responsible for electronically scheduling subordinates' training via a department-wide computer program maintained by Academy staff.</li> </ul>
Pol. Ops. Coord. I (1)	Reception	<ul style="list-style-type: none"> <li>• This police operations coordinator 1 is responsible for receptionist duties and provides clerical support for other areas of the Academy, as needed.</li> </ul>
Sergeant (1)	Physical & Wellness Unit	<ul style="list-style-type: none"> <li>• This sergeant is responsible for all new officer physical fitness evaluation and training. The incumbent provides emergency medical instruction for basic recruit and in-service classes, and assists with other courses, as needed.</li> <li>• The Academy has a fully equipped gymnasium, weight room, aerobics room, and an outdoor running track with obstacle course.</li> <li>• New officers are required to participate in a 20-week wellness program and all personnel are required to complete annual physicals and health-risk appraisal surveys.)</li> </ul>

**METRO NASHVILLE – DAVIDSON COUNTY, TENNESSEE**  
**Study of the Training Function of the Police Department**

Position Classification	Function	Roles/Responsibilities
Lieutenant (1)	Confrontation Management Section	<ul style="list-style-type: none"> <li>• This lieutenant is responsible for overseeing the firearms, defensive driving, and defensive tactics training for all department personnel. (The Academy also provides this training to other Metro personnel with duties requiring such training.) The incumbent oversees Permits and Commissions activities and directly supervises one sergeant and one POC II.</li> <li>• The Academy maintains two shooting ranges (One 54 point range and one 10-point range).</li> <li>• In addition to regular shooting exercises, officers practice search techniques using simulated ammunition in an old dairy barn converted for that purpose.</li> <li>• To maintain range safety, the instructor to student ratio is 1:10. A typical firearms training day requires a range master and five range safety officers (Four Academy instructors are certified Firearms Trainers). On a regular basis, SWAT officers and other qualified members attending classes are required to fill in as safety officers</li> <li>• Agency policy requires every officer to qualify with their firearms two times per year. This requires 4 hours of instruction for the 1<sup>st</sup> qualification class and 7 hours for the 2<sup>nd</sup>.</li> <li>• The Academy schedules remedial firearms classes as needed based upon range scores, recommendations from the Office of Professional Accountability, Use of Force reports, etc.</li> <li>• The Academy schedules 32 open shooting days per year to allow officers to practice and maintain their firearms proficiency. The Department provides officers 50 rounds of ammunition. A firearms instructor must be present at all times anyone is using the range.</li> <li>• When the range is used by other agencies (Vanderbilt University Police, FBI, Drug Enforcement Agency, U.S. Customs, Food and Drug Administration, Sheriff's Office, Railroad Police, etc.) and the agencies supply their own instructors, there is very little involvement by academy staff. However, if the Academy is conducting the class, certified firearms instructor(s) must be present to maintain the officer/student ratio.</li> <li>• In addition to training department personnel, the Academy provides firearms instruction to Metro Park Officers, Metro Property Guards, Metro General and Bordeau Hospital Guards, and Metro Court Officers.</li> </ul>
Sergeant (1)	Confrontation Management Unit	<ul style="list-style-type: none"> <li>• This sergeant is responsible for the daily management of all confrontation management classes.</li> <li>• The incumbent supervises four police officer IIs and the department armorer.</li> <li>• Although police officers assigned to this unit are lead instructors for particular topical areas (Firearms, Defensive Tactics, Defensive Driving, etc.), they are cross-trained and share teaching responsibilities for a variety of classes.</li> </ul>

**METRO NASHVILLE – DAVIDSON COUNTY, TENNESSEE**  
**Study of the Training Function of the Police Department**

Position Classification	Function	Roles/Responsibilities
Police Ofcr. II (1)	Firearms Training	<ul style="list-style-type: none"> <li>• This police officer II is the lead firearms instructor. The incumbent is responsible for maintaining inventory control of all issued firearms, ammunition, and “simunition” (simulated ammunition); collecting leather gear, weapons, etc., for all discharged employees; issuing retirement firearms; and preparing weapons and ammunition for use prior to class.</li> <li>• The incumbent tracks all firearms by model and serial number; maintains records of all confiscated weapons in and out of inventory; maintains reports and related documentation for stolen/lost firearms; maintains requests and authorizations for off-duty and back-up firearms; and maintains the gun-range and related supplies and equipment.</li> <li>• The incumbent teaches a variety of other classes to include defensive driving, “Stinger” spike strip, and FATS (Firearms Training Simulator).</li> <li>• Two Academy sergeants and one officer are members of the SWAT team and attend training two days per month. Two Academy officers are members of the Negotiations Team and attend training one day per month. All are restricted from responding to call-outs when instructing Academy classes.</li> </ul>
Police Ofcr. II (1)	Defensive Tactics Training	<ul style="list-style-type: none"> <li>• This police officer II is the lead defensive tactics instructor is responsible for preparing defensive tactics lesson plans based upon changes in the law and reviews of departmental use of force reports, etc.; coordinating recruit and in-service defensive tactics courses; maintaining training equipment; and coordinating the fitting, ordering and issuance of body armor; and maintaining remedial training records.</li> <li>• The incumbent serves as a back-up instructor for firearms and defensive driving and assists other instructors prepare lesson plans.</li> <li>• POST does not mandate defensive tactics training, except in basic recruit classes. Department policy requires officers to receive use of force policy review and “hands-on” defensive tactics annually.</li> <li>• This training is usually 4-8 hours in duration.</li> </ul>
Bldg. Maint. Ldr. (3)	Building Maintenance	<ul style="list-style-type: none"> <li>• These building maintenance leaders are Metro employees assigned to maintain the Academy grounds and facility.</li> </ul>

**METRO NASHVILLE – DAVIDSON COUNTY, TENNESSEE**  
**Study of the Training Function of the Police Department**

Position Classification	Function	Roles/Responsibilities
Police Ofcr. II (1)	Defensive Driving Training	<ul style="list-style-type: none"> <li>• This police officer II is currently on military leave. However, prior to this leave, the incumbent served as the lead driving instructor and was responsible for preparing defensive driving lesson plans based upon accepted practices and reviews of departmental vehicle crashes. In addition, the incumbent performed many of the firearms inventory responsibilities above. Upon return to duty, he will continue with those responsibilities.</li> <li>• The Academy driving track is approximately one-half mile of pavement. It is in rough condition and does not have stop signs, yield signs, etc.</li> <li>• The Academy does not have a skid pad (to simulate poor driving conditions).</li> <li>• The Patrol Division supplies vehicles for this training.</li> <li>• The Department has ordered a driving simulator, which will share the same modular structure as the FATS equipment.</li> </ul>
Armorer (1)	Master Armorer	<ul style="list-style-type: none"> <li>• The master armorer performs maintenance for all city-owned firearms. The incumbent keeps detailed perpetual repair records on each weapon; evaluates and reconditions confiscated firearms for law enforcement use; provides services upon request to Vanderbilt University, Internal Revenue Service, Tennessee Highway Patrol, and other agencies as needed; assists with repairs to range equipment and other equipment at the Academy; and provides safety officer assistance on the range during training classes.</li> <li>• The department currently has approximately 1,300 shotguns, 1,250 pistols, 600 assorted confiscated firearms, 50 miscellaneous assault rifles, and 20 MP5 rifles.</li> <li>• The Department is currently in the process of converting its older shotguns to tactical weapons. This requires the armorer to completely disassemble, machine, and recondition the weapons. The armorer has the skills, knowledge, ability, and equipment to perform extensive repairs.</li> <li>• SWAT, Vice, and Intelligence officers carry a wide variety of weapons.</li> </ul>
Pol. Ops. Coord. I (1)	Permits & Classifications Coordinator	<ul style="list-style-type: none"> <li>• This police operations coordinator II is responsible for processing all special police commissions. (The number of applications varies, but averages approximately 250-300 per year and includes Park Rangers, Retired Police, and Vanderbilt University Police Officers). The incumbent interviews all applicants; schedules gun range dates; records all gun range scores for commission applicants and all Metro police officers; processes applications and permits, conducts background record checks; collects and deposits fees; and maintains comprehensive records on all commission applicants. Daily duties require regular communication with other agencies and Metro departments. The incumbent relieves the receptionist, as needed.</li> </ul>

### **3. COMPARATIVE TRAINING SURVEY**

As part of the operations review of the Metropolitan Nashville-Davidson County Police Department, the Matrix Consulting Group conducted a comparative survey focusing on the delivery of training services in comparable communities. The survey focused on several characteristics of the training function, including organization and staffing, the range of services provided, career development, training development and facilities. The sections, which follow, provide an analysis of the survey results.

#### **1. INFORMATION WAS COLLECTED FROM SEVEN COMMUNITIES.**

The project team, in consultation with Metro officials, developed a list of communities in the region, which provide services similar to Metro Nashville, which were also comparable in size using data from the 2000 Census. The table, below, shows the participating communities, 2000 population levels and growth rates, and the land area of the incorporated area.

<b>City</b>	<b>2000 Population</b>	<b>Land Area (Sq. Miles)</b>
Atlanta, GA	416,474	131.8
Austin, TX	656,562	251.5
Birmingham, AL	141,820	149.9
Columbus, OH	711,470	210.3
Indianapolis, IN	781,870	361.5
Louisville, KY	256,231	62.1
<b>Nashville, TN</b>	<b>545,524</b>	<b>473.3</b>
Raleigh	276,093	114.6

While the population of the eight cities varies widely, Nashville's is close to the median, with three above and four below its 2000 population of 545,524. Further, Nashville's population is only slightly greater than the arithmetic average of 485,880. Metro's land area did not change, as it already encompasses all of Davidson County. The following sections present the results of the survey.



**2. COMMUNITIES PROVIDED INFORMATION WITH REGARD TO THEIR ORGANIZATION AND STAFFING.**

Matrix collected information with regard to the method of organization and staffing levels in each of the surveyed Police Departments. Additionally, information was provided to analyze the allocation of staff to various functions within the various training sections. The table below summarizes the organization and staffing of the survey participants.

City	Operate Own Training Unit?	Staffing	Share Instructors?	Use Ad Hoc Instructors?
Atlanta, GA	Yes	18 sworn 6 civilian	Yes	Yes
Austin, TX	Yes	14 sworn for cadet training 15 in-service 4 civilian	Yes	No
Birmingham, AL	Yes	Academy: 6 sworn; 1 civilian Range: 5 sworn; 1 civilian	Yes	Yes
Columbus, OH	Yes	Basic: 32 Advanced: 13 Plus Commander and 1 Secretary	Yes	Yes
Indianapolis, IN	Yes	Academy: 13 sworn; 4 civilian Range: 8 sworn; 2 civilian FTD: 1 sworn	Yes	Yes
Louisville, KY	Yes	29 sworn 3 civilian	Yes	Yes
<b>Nashville-Davidson County</b>	<b>Yes</b>	<b>13 sworn</b> <b>9 civilian</b>	<b>Yes</b>	<b>Yes</b>
Raleigh, NC	Yes	5 sworn 3 civilian (including Director)	Yes	No

The points below provide pertinent facts from the responses by the participating communities.

- Each of the surveyed departments, like Nashville, operates its own training unit, although each is organized somewhat differently internally.

- The Columbus Police Department has the greatest number of personnel assigned to training functions, with 47 total personnel. Of these, 32 are assigned to basic training, 13 to advanced training. Additionally, there is a Training Bureau Commander and a secretary who support overall operations.
- The Austin and Indianapolis Police Departments assign 34 and 33 personnel to the training functions, respectively. Austin's Training Department is comprised of 14 sworn personnel assigned to cadet training and 15 sworn personnel assigned to in-service training activities. There is a sworn Commander and 4 non-sworn support personnel. The Indianapolis Police Department is comprised of an Academy, to which 22 personnel are assigned (18 of which are sworn), a Range, to which 10 personnel are assigned (8 are sworn), and FTD, which is comprised of 1 Lieutenant.
- Raleigh has the fewest personnel assigned to its Training Unit, with 8; three of whom are civilians, including the Training Director.
- Nashville's Police Department's Training Academy is comprised of 22 total personnel, three (3) of whom are engaged in facility and grounds operations.
- Most of the surveyed departments indicate that they utilize temporary, or "ad hoc" instructors from time to time. Most departments rely primarily upon staff instructors; however each uses ad hoc instructors based on their subject matter expertise. Austin and Raleigh are the exceptions in this area, as both of these departments indicate that they do not utilize ad hoc instructors.
- Most of the surveyed departments, including Nashville's, share instructors with other agencies. The exceptions are Raleigh, and Austin, which indicates that it is called upon only "rarely" to share its instructors. Columbus indicates that although it does not "share" instructors with other agencies, it does teach other agencies "for a price".

The following subsections highlight information with regard to the range of services provided by the surveyed departments' training functions.

### **3. THERE ARE MANY SIMILARITIES IN THE RECRUITING AND TRAINING OF NEW HIRES IN EACH OF THE SURVEYED DEPARTMENTS.**

Survey participants were asked to provide information indicating the extent of their responsibilities for the recruitment and training of new hires in their respective departments. Although there were some differences, the responses in this area were,

more than in most other areas of the survey, relatively uniform. The table below provides details regarding the findings in this area.

City	Handle Recruitment within Training Unit?
Atlanta, GA	No. Handled by Background/Recruiting Unit.
Austin, TX	No. Handled by Training Command
Birmingham, AL	No. Handled by County Personnel Board.
Columbus, OH	No. Handled by Business and Personnel Bureau.
Indianapolis, IN	No. Human Resources is responsible.
Louisville, KY	Yes
<b>Nashville</b>	No. Administrative Services handles.
Raleigh, NC	No. Handled by Personnel and Recruitment Unit.

The points below highlight some of the notable findings in this table above:

- When asked whether the training unit handles the recruitment of new hires for the department, Louisville was alone in indicating that it had full responsibility.
- Birmingham and Indianapolis indicated that this function is handled by a County Personnel Board and the City’s Human Resources Department, respectively.
- Atlanta, Columbus, Austin, Raleigh and Nashville each conduct the recruitment of new hires within their respective Police Departments; however the responsible agency is located organizationally outside the training unit.
- Each of the eight departments is responsible for the training of new recruits.

The survey participants also displayed a degree of similarity in the numbers of academies per year, class sizes and “drop out” rates. The following table provides summary data for these characteristics:

**Summary of Academy Characteristics for Survey Participants**

City	Average Class Size	Average Failure Rate	Academies Offered per Year	Duration of Academy Session
Atlanta, GA	32 to 35	10%	3 to 4	21 weeks
Austin, TX	Varies from 40 to 100	20%	1 to 2	20 weeks
Birmingham, AL	25	8% to 12%	1	20 weeks
Columbus, OH	45 (typically)	12% to 15%	2 (typically)	28 weeks
Indianapolis, IN	30 to 50	10%	2	24 weeks
Louisville, KY	30	6.5% to 10%	2	22 weeks
<b>Nashville, TN</b>	50	8.5% (based on last 5 classes)	2	<b>20+ weeks</b>
Raleigh, NC	30	20%	2	27 weeks

The points below provide a summary of the table’s highlights:

- Nashville’s average class size of 50 falls at the high end of the range of those for survey participants, which varies from a low of 25 (Raleigh) to a high of 100 (Austin). It must be noted, however, that although Austin reports the high figure, this was reported as an “expected” number for a single upcoming class. Omitting the presumably exceptional single class size for Austin, the typical class appears to be closer to 40 for the survey participants.
- Nashville, at 8.5%, appears to display a somewhat lower failure rate than the typical respondent. Austin and Raleigh report the highest dropout rates, at 20% each.
- The typical number of academies per year is 2 for the survey participants, which is the number in Nashville. Atlanta reports the highest number, at 3 to 4.
- The new recruit academies in the comparison agencies last between 20 and 28 weeks, with the average of the group (excluding Nashville) at 23 weeks. This is almost exactly the duration of the new recruit academy in Nashville.

The Matrix Consulting Group also collected information from the participating departments regarding the provision of in-service training. The table, on the following page, highlights the responses in this area:

**Summary of In-Service Training Characteristics of Survey Participants**

<b>City</b>	<b>State Requirement for Annual Training</b>	<b>Department Requirement for Annual Training</b>	<b>Time Frame for Completing Training</b>
Atlanta, GA	20 hours	24 hours in-service, plus 30 additional elective hours.	February to November
Austin, TX	20 hours	40 hours	Fiscal year
Birmingham, AL	12 hours.	12 hours	12 months
Columbus, OH	None. Officers must only qualify with duty weapon once annually.	As needed. Previously used a 40 hour minimum, but have discarded this in favor of developing topics of need, and combining these to complete 8-hour training days.	Calendar year
Indianapolis, IN	16 hours	16 hours. Must qualify twice at the range.	Calendar year
Louisville, KY	40 hours	56 hours, including firearms and driving recertification.	Calendar year
<b>Nashville, TN</b>	40 hours. Some topics mandatory, others elective.	40 hours. Typically offered in 2 types of classes: GPO and commander officer training.	One year
Raleigh, NC	Only for few selected topics. State will require 32 hours of in-service in 2005	Minimum 40 hours in variety of topics.	Calendar year

The points below provide a summary of the table's highlights:

- There is a wide variation between states with regard to in-service training requirements. The Columbus and Raleigh Police Departments report that their states have no minimum quantified requirements, although Kentucky will reportedly begin requiring a minimum of 32 hours in 2005.
- Louisville and Nashville report that their states require a minimum of 40 hours, which is the highest minimum requirement among the 8 states represented in the survey.
- Louisville reports the greatest number of departmentally-required in-service hours, at 56. This number includes firearms and driving recertification. Nashville requires the state minimum of 40 hours. These hours are typically offered in General Police Officer (GPO) and command officer classes.

- All departments except Atlanta’s require that training be completed within a single year, although the timing varies based on calendar year, fiscal year, or other.

Although not displayed in the above table, the surveyed departments displayed some variability in the requirements for in-service training of civilian staff. The following points highlight the similarities and differences in this regard:

- Louisville and Indianapolis report that their training units do not provide in-service training to civilians.
- Columbus reports that it typically does not provide this training to civilians; however some topics have been designed for all department personnel on an exception basis. Birmingham reports that it conducts in-service training for civilians “on a limited basis”, and Austin reports that it “sometimes, not often” provides in-service training to civilians.
- Raleigh, Atlanta and Nashville each provide in-service training to civilians, with Nashville and Atlanta reporting that 16 hours are given annually.
- In-service training for civilians is mandatory for those employees in the Austin, Atlanta, Louisville and Raleigh Police Departments.
- Of the four departments which have no mandatory requirement for civilian in-service training, Nashville is alone in having developed a formal training curriculum for these employees. This program includes 16 hours for both supervisors and all employees and is on a voluntary basis.

The next section summarizes survey results in the provision of elective courses for officers and civilians.

**(1) Most of the Surveyed Departments Provide Elective Courses for Officers and Civilians.**

The participating communities provided data relating to the provision of elective courses for officers and civilians. The table below provides the details of the responses in this area.

<b>City</b>	<b>Provide Elective Courses for Officers and Civilians?</b>
Atlanta, GA	Yes
Austin, TX	Yes. In-service
Birmingham, AL	Only through City Personnel Office.
Columbus, OH	No.
Indianapolis, IN	Yes, for training which benefits both Officer and Department.
Louisville, KY	Yes. The Training Unit as well as Criminal Justice Training
<b>Nashville, TN</b>	Yes. Provided by both Metro and the Academy.
Raleigh, NC	Yes.

The points below highlight the findings in this area:

- All surveyed departments, except Columbus and Birmingham, provide some degree of elective courses to officers and civilian staff. Columbus reports that this is no longer offered because of staffing issues, although it once issued an elective catalog for both sworn and non-sworn personnel. Employees in both of these cities, however, have access to these courses through their respective cities' personnel offices.
- Nashville provides some elective courses within the academy, with some courses also offered through Metro Government.
- Most departments indicate that there is no formal mechanism for identifying available training outside the department, although Atlanta, Louisville, and Raleigh indicate that their training units both identify the available outside training, and manage access to the training as well. Indianapolis reports that its training unit generally identifies this outside available training, but that consideration is also given to opportunities identified within the various departmental units.
- While there is no specific unit in Nashville's Police Department assigned the responsibility for outside training identification, when academy staff or others become aware of the available training, this is posted on the department's web page.

The next section summarizes survey results in the records management function.

**(2) Respondents Indicate a Wide Variation in the Manner in Which Training Records Are Managed and Maintained.**

The Matrix Consulting Group solicited responses regarding the degree of centralization and comprehensiveness of training records for Police Department staff.

The table below provides details from the responses in this area.

**METRO NASHVILLE – DAVIDSON COUNTY, TENNESSEE**  
**Study of the Training Function of the Police Department**

<b>City</b>	<b>Maintain Training Records?</b>	<b>Internal and External Records Maintained?</b>
Atlanta, GA	Yes.	Yes.
Austin, TX	Yes.	External training is recorded to the extent that it is reported by Officer.
Birmingham, AL	Records maintained by training coordinators within Officers' specific commands, but Academy is responsible for overall records.	Yes.
Columbus, OH	Maintained internally for both firearms and all else.	Yes.
Indianapolis, IN	Yes. Also sent to Indiana Law Enforcement Agency.	Yes.
Louisville, KY	No. In process of merging with Jefferson County PD.	Yes
<b>Nashville, TN</b>	No. Recruit class records and in-service training records maintained at Academy, but some are maintained in officers' files in MNPD Personnel Office.	No procedures in place to assure this.
Raleigh, NC	Yes.	Yes.

The following points summarize the highlights of this section of the survey:

- Austin, Atlanta, Indianapolis and Raleigh gave unqualified responses in indicating that their training units are responsible for the maintenance of personnel training records.
- Birmingham indicates that training records are maintained by training coordinators within each of the various departmental sections, but that the Academy is responsible for the overall maintenance of a central database of records. This is also the case for Columbus.
- Louisville reports that its Department recently merged with that of Jefferson County, KY, and records for all personnel have not yet been consolidated.
- Nashville does not yet have a centralized database of training records. Recruit class records and in-service training records are maintained by the Academy, but other records are maintained in officers' personnel files in the Departmental personnel office and in Metro's personnel office.
- Atlanta, Louisville, Birmingham and Raleigh indicate that all training records for internal as well as external training are complete. Austin reports that it is complete "as long as an officer turns it in". This also applies in the case of Columbus, which reports that bureaus have been advised to turn in any outside training records to the Training Bureau.



- There are no procedures in place to ensure that training records are complete for each officer within Metro, as officers who attend outside training classes are not required to submit completion/attendance records.

The next section summarizes the responses of participants in the field training program activities.

**(3) Likewise, There Is Variability Among Respondents In the Field Training Officer Program Management and Organization.**

The survey asked respondents whether the field training officer (FTO) program is managed by the same command staff that manage other training functions. We also asked respondents to relate how this program effort is coordinated between training personnel and command staff. The table below provides details of the responses from survey participants in this area.

City	FTO Program Managed by Same Command Staff as for Other Training Functions?
Atlanta, GA	Yes. FTO training managed at Academy. FTOs' are assigned to Field Services
Austin, TX	Yes. This is a function of Cadet training, and each command has a Field Training Liaison that coordinates with the Academy.
Birmingham, AL	Yes. A Sergeant is assigned as FTO Coordinator, with all evaluations to this position through the chain of command.
Columbus, OH	Yes. Field Training Coordinators select and train FTO's with approval of Patrol chains of command.
Indianapolis, IN	Yes. Training command gets regular feedback from FTO evaluations
Louisville, KY	Yes. Field training is an extension of basic training and is overseen by the Lieutenant over Field Training Program.
<b>Nashville, TN</b>	No. FTO Program managed entirely by Patrol Division, with a Sergeant in that Division managing all processes and scheduling.
Raleigh, NC	No. FTO Program is managed by the Field Operations Division.

Highlights from a review of the responses follow in the points below:

- Austin, Atlanta, Louisville, Columbus, Birmingham and Indianapolis each indicate that the same personnel who manage other training functions in their respective departments also manage the FTO program. Atlanta qualifies this by reporting that although FTO's are trained by the academy, they are organizationally assigned to the Field Operations Division of the Department.
- Nashville indicates that the FTO program is managed and scheduled entirely by the Patrol Division. Raleigh reports that its FTO program is managed by the Field Operations Division.

- Most surveyed departments indicate a high degree of coordination between the academy/training unit and the evaluators of field staff, with results from the evaluations forwarded to the training staff on a regular basis.
- Nashville, however, reports that there is no regular contact between the FTO Sergeant and the academy training staff until the end of the FTO training cycle, when an academy representative participates in the trainee retention decision.

The next section summarizes the survey results as they related to career development opportunities for personnel.

#### **4. THE SURVEY ASKED FOR INPUT REGARDING RESPONDENTS' CAREER DEVELOPMENT OPPORTUNITIES FOR OFFICERS, SUPERVISORS AND COMMAND STAFF.**

The survey requested specific information from respondents regarding career development opportunities within their respective departments. Specifically, we requested information regarding processes in place for officers moving into special assignments within the Department, programs for prospective supervisors and command staff members, the timing of these training opportunities, the availability of outside training opportunities for executive staff, as well as other facets of the career development function.

##### **(1) Respondents Varied Considerably In the Processes Employed for Personnel Moving into Special Assignments within Their Departments.**

The survey asked respondents to provide input regarding the processes in place for ensuring an effective transition into special assignments, such as traffic, investigations, crime scenes, etc. Responses indicate that there are a variety of methods used, which range from the formal (Louisville, Birmingham and Raleigh are notable here) to the informal (Indianapolis) to the undeveloped (Columbus, Nashville).

City	Training for Special Assignments
Atlanta, GA	No formal process. Select candidates from oral and testing processes.
Austin, TX	No formal process. Select candidates from oral and testing processes.
Birmingham, AL	Career planning sessions with supervisors are used to identify the training that personnel will require to best position themselves for movement into specialty units.
Columbus, OH	Most specialty unit assignments are done based on seniority. Training is provided after an individual takes on a new assignment.
Indianapolis, IN	Special assignment units identify requirements for personnel moving into the unit / to be obtained once in the unit. Still a heavy emphasis on practical training once assigned.
Louisville, KY	In-Service Unit provides training for personnel interested in moving into specialty assignments.
<b>Nashville, TN</b>	No formal process. Select candidates from oral and testing processes.
Raleigh, NC	Cross Training program provides training for personnel interested in moving into specialty assignments.

The following subsection provides a summary of responses in the areas of supervisory and command schools.

**(2) Respondents Provided Input Regarding Their Departments’ Provision of Services for Prospective Supervisors and Command Staff.**

As in most areas, respondents varied somewhat in the methods used to facilitate the transition to supervisory and/or command staff positions. Similarly, they varied as to the presence of a formal supervisor school and Command College, and the timing of the training for promotions. The points, which follow, compare the approaches of the various departments.

- Birmingham offers the availability of supervisory classes for interested personnel. Similarly, Louisville offers a First Line Supervision course to all candidates on the promotions list, and Austin provides similar training for its prospective supervisors as well.
- Atlanta reports that all prospective supervisors and command staff are administered a written and oral test. Further, this City is in the process of instituting a formal three-tiered career ladder program. Birmingham, too,

indicates that it has a Training and Career Development Sergeant in assisting personnel in career laddering.

- Columbus indicates that because all promotional exams are administered by the Civil Service Commission, no career tracking is done by the Department.
- Nashville conducts promotional testing only, which includes a written exam. This qualifies the applicant to participate in an assessment test. It should be noted that Nashville was one of only three of the eight departments which indicated that it had any structure in place for career development for staff; however the program is not yet fully developed.

The survey also asked respondents to give input regarding the presence of a supervisory school or command college. The table, below, summarizes the results:

**Summary of Responses for the Presence of Supervisory Schools and Command Colleges**

<b>City</b>	<b>Does the Department Have a Supervisor’s School?</b>	<b>Is There a Command College in the Department?</b>
Atlanta, GA	No	No
Austin, TX	Yes	No – however a leadership academy is offered for all ranks
Birmingham, AL	Yes	No
Columbus, OH	Basic Supervisory Development course (96 hours)	No, however it has been a recent topic of discussion
Indianapolis, IN	After promotion, 3 day class, plus FTO with supervision	No
Louisville, KY	First Line Supervisors course for all on the promotions list	No
<b>Nashville, TN</b>	Yes	No
Raleigh, NC	First Line Supervisors course, which was developed by Commanders in conjunction with NC State University	No – however all officers at rank of Lt. and above attend 3-month session of Administrative Officers Management Program at NC State.

Highlights from a review of the table above include the following:

- Most cities have some form of supervisory school. Atlanta is the exception in this regard, although it should be noted, from above, it is in the process of developing a formal career development laddering program.
- No survey participant offers a formal command college, although Columbus indicates that it has been a recent topic of discussion. The idea has been “shelved” currently, however, due to budgetary restrictions.
- Nashville mirrors the typical response in these areas, as it offers a supervisory school, but no command college.

Although not explicitly shown in the table above, respondents generally indicated that the supervisory and command training can occur either before or after promotions, depending on how fast promotions are scheduled and the number of vacancies. Raleigh perhaps summarized the typical response by indicating that the training ideally occurs before promotion, but has in some instances occurred afterward. Birmingham, on the other hand, provides the training only after promotion. Nashville's one-week supervisory course is provided to newly promoted supervisors, but this class has only been offered once since 1998.

The section, which follows, highlights communities' approaches to training development for Department personnel.

**5. SURVEY PARTICIPANTS PROVIDED INPUT ON A RANGE OF TOPICS RELATING TO THE DEVELOPMENT OF TRAINING CURRICULA IN THEIR RESPECTIVE POLICE DEPARTMENTS.**

The Matrix Consulting Group project team asked survey participants to provide input regarding their training curriculum development, including how the curriculum is developed, the formality of the process, whether there is a training committee, the composition of the Committee, the relationship of training development to internal affairs, and other characteristics of their programs.

The following sub-sections provide highlights of the input received on these topics.

**(1) Most Surveyed Department Have Some Form of Training Committee Which Oversees the Development of the Training Curriculum.**

The survey asked participants whether their Departments had a formal Training Committee, and if so, to provide the composition of the Committee and the frequency of meetings. The following table summarizes the results of survey participant input:

**Summary of Training Committee Responses**

<b>City</b>	<b>Does the Department Have a Training Committee?</b>	<b>Composition of Committee and Frequency of Meeting</b>
<b>Atlanta, GA</b>	No	N/A
<b>Austin, TX</b>	Yes	- Patrol, Criminal Investigations, Training Section. - 9 Positions on Comm.: 1 Asst. Chief; 1 Commander; 2 Lieutenants; 1 Sergeant; 3 Detectives; 1 Patrol Officer - Meets 3 times per year
<b>Birmingham, AL</b>	Yes	Meets quarterly
<b>Columbus, OH</b>	Yes (also have a Training Coordinators Committee)	- 10 Positions on Comm.: Training Bureau Commander (chair); Patrol Commander; Advanced Training Section Lieutenant; Business Section Lieutenant; Patrol Lieutenant; Patrol Training Sergeant; Advanced Training Operations Unit Sergeant; Legal Advisor; F.O.P. Representative. - Formally meets once annually
<b>Indianapolis, IN</b>	No	N/A
<b>Louisville, KY</b>	No	N/A
<b>Nashville, TN</b>	Yes	- Every Bureau has representation from sworn and civilian personnel. - Meets annually to approve training curriculum for sworn and civilian personnel
<b>Raleigh, NC</b>	Yes	- 12 Positions on Comm.: Police Chief; Deputy Chief; Administration Major; Investigations Major; Special Operations Major; Field Operations Major; Police Attorney; Training Director; (3) Training Sergeants; Personnel Sergeant - Meets annually at a minimum.

Highlights from a review of the table above include the following:

- Five (5) of the 8 departments, including Nashville, have some form of Training Committee. Columbus indicates that its Committee is established in conformance with CALEA standards.
- Columbus also has a separate Training Coordinators Committee.
- Three of the Departments which has a Committee meets once annually at a minimum. The other two meet quarterly (Birmingham) and three times annually (Austin).

Respondents varied in the precise methods and formality of their processes in determining the training curricula in their departments. However, most indicated that this process was a fluid, on-going process that assimilated input on needed training from a variety of sources, and feedback on training that had been previously administered. The following points illustrate these responses:

- Raleigh indicates that its curriculum is determined by mandated blocks of instruction, but also incorporates the expressed needs of the officers, as well as legislative modifications and changes. Similarly, Birmingham indicates that it conducts a training assessment bi-annually to determine what training needs exist.
- Columbus responded that its curriculum “evolves” over the course of the year, as Training Coordinators, the Training Committee and others work with the Advanced Training Section to provide training on needed topics.
- Austin indicates that State and City mandates, and administrative requirements play a large part in this determination, but that other requests are also taken into account. Similarly, Atlanta reports that State requirements and officer surveys are utilized to determine its training curriculum.
- Louisville indicates that it develops its curriculum “usually” from officer critiques or recommendations from command staff and/or Internal Affairs or Legal staff.
- Nashville is similar in most respects to the overall results, as Academy staff prepares a draft curriculum in preparation for the annual Training Committee meeting. Surveys are also distributed during in-service civilian training to solicit input on needed training.

The next sub-section summarizes the results of the survey as it relates to the involvement of Internal Affairs in the development of training curricula.

**(2) The Degree of Involvement of Respondents’ Internal Affairs Units Varies, However This Input Tends to Be Informal and Sporadic, Based upon Identified Needs.**

The survey asked participants to describe the connection between the training staff and their Internal Affairs Units in developing training for identified issues. The following table provides a summary of the responses in this area.

City	What is the Connection between Training Staff and Internal Affairs in Developing Training to Correct Identified Issues?
Atlanta, GA	No formal connection, however when deficiencies are identified, training is provided.
Austin, TX	Internal Affairs advises Cadet training Lieutenant of issues or trends with complaints. Training is then reviewed for appropriateness.
Birmingham, AL	Internal Affairs Commander contacts Training Director to discuss needed training.
Columbus, OH	Information sharing between Training and Internal Affairs is facilitated as they are both in same subdivision.
Indianapolis, IN	No formal connection or communication.
Louisville, KY	Internal Affairs send recommendations through Chief’s staff to Academy personnel.
<b>Nashville, TN</b>	Identified issues go to Chief, who relays the information to Academy Director for action.
Raleigh, NC	Issues identified by Internal Affairs investigations may be addressed through remedial training, in-service training or policy changes.

The following points provide highlights of the input received from survey participants:

- All respondents indicated that Internal Affairs contacts either the Training Department or departmental command staff as issues are identified.
- Nashville’s Internal Affairs staff contacts the Chief of Police, who then contacts the Academy Director to develop remedial training.
- Columbus indicates that its Training Bureau and Internal Affairs are in the same subdivision, facilitating the sharing of information through the same Deputy Chief. Its Internal Affairs does identify some training issues.
- Most departments indicated that these identified training needs are formally documented once identified, however this is not universal. For example, Columbus reports that there is a standard letter of information process up through the Deputy Chief and back to the Training Bureau. Birmingham indicates that these are formally documented only “sometimes”, and similarly, Austin indicates that the documentation is made on a “case by case basis”. Nashville documents all training resulting from a disciplinary investigation, however informal communication is utilized for general training needs.

The next sub-section summarizes the survey results as they relate to the connection between the respective training department staffs and other agencies in their cities.

**(3) Surveyed Departments Utilize a Variety of Sources to Provide Input on Training Needs.**



All surveyed departments indicated that their Training Departments had some form of contract with outside agencies in the early identification of issues related to such items as health care, counseling and early intervention.

City	What is Connection between Training Staff and Other Early-Issues-Identification Personnel?
Atlanta, GA	Training and the Department's Employee Assistance Program Unit work closely to provide early warning/intervention training.
Austin, TX	Training coordinates with IAD and health services through the issuance of training bulletins.
Birmingham, AL	No response provided
Columbus, OH	Dialog often occurs between Training, EAP and others to provide needed training. Division is in process of adopting new early warning and intervention systems.
Indianapolis, IN	Academy publishes training bulletin.
Louisville, KY	This information is provided to each recruit within 48 hours of starting the Academy.
<b>Nashville, TN</b>	Early warning system in place through Personnel Section. As issues are identified, Training Unit is notified informally.
Raleigh, NC	All Police recruits attend orientation class, sponsored by City Personnel, covering healthcare and counseling.

The following points summarize the results of the responses:

- Austin coordinates with Internal Affairs and Health Services to issue training bulletins.
- Atlanta's Training Unit and the Police Department's Employee Assistance Program Unit work closely to provide early warning and intervention training.
- Columbus reports that a dialog exists between the Training staff and the Employee Assistance Program staff, as well as others, to provide needed training. Further, this department is in the process of adopting an early warning and intervention system entitled "EARS".
- Similarly, Nashville has an early warning system in place through the personnel section, and as issues are identified the Training Unit is notified through informal means.

The next sub-section summarizes the survey results in the area of legal updates and provision of these updates to personnel.

**(4) Survey Respondents Are Relatively Uniform in Their Use of Attorneys for Generating Legal Updates.**

The survey asked respondents for their input on whether their respective Training Units work with City District Attorneys in developing legal updates for Department personnel. The following table provides a summary of the responses in this area.

<b>City</b>	<b>Work with District Attorney to Develop Legal Updates for Personnel?</b>
Atlanta, GA	Yes. Both City Ordinance updates and State statutes/case law updates.
Austin, TX	Limited. Staff Instructor updates case law and penal code changes.
Birmingham, AL	Yes.
Columbus, OH	Training has two Assistant City Attorneys attached to the Division as legal advisors.
Indianapolis, IN	State mandates legal training, Department personnel develop updates.
Louisville, KY	Full time lawyer provides information on all updates.
<b>Nashville, TN</b>	Yes. Members of Case Preparation Division liaison with DA as needed.
Raleigh, NC	The Police Department has its own Police Attorney.

Following are highlights from a review of the table:

- Columbus has two Assistant City Attorneys attached to the Division as Legal Advisors who assist in the development of legal updates “to some extent”, although the true development of materials is typically accomplished by Training staff who have legal educations. (The Advanced Training Unit’s Sergeant position is currently staffed by a practicing attorney.)
- Raleigh has its own Police Attorney who develops legal updates for the Department.
- Austin indicates that the Training Unit has an instructor who updates case law and penal code changes, and the Department’s legal staff reviews these. The DA has a “limited” role.
- Louisville indicates that a full time lawyer provides information on all updates.
- Atlanta’s Training staff work with the DA on both City Ordinance and State Statute/case law updates.
- Nashville’s Police Department’s Case Preparation Division works with the DA’s office as needed.

All survey respondents indicated that they issue legal updates through classroom and/or roll calls. Further, all indicated that they utilize a form of sign-off for personnel to acknowledge receipt of legal and policy updates. Nashville additionally utilizes an

electronic bulleting board for the posting of its legal and policy notices. The next section summarizes responses related to the respondents' training facilities.

**6. RESPONDENTS VARIED WITH RESPECT TO THEIR ACCESS TO TRAINING FACILITIES.**

The survey solicited responses from participants regarding a variety of topics related to their training facilities. These topics included the degree to which their agencies shared space with other agencies, the type of gun ranges available to them, the presence of a firearms simulator, and whether they have access to a permanent driving course and/or driving simulator. A summary of the responses is included below:

**(1) Most Cities Own Their Training Facilities, But Allow Other Agencies to Use This Space, Typically at No Charge.**

The survey asked respondents whether they shared space, equipment, firing ranges or other facilities with other agencies, and whether these agencies were charged for use. The table below summarizes the responses in this area.

City	Share Training Space with Other Agencies?	Charge Other Agencies for Use?
Atlanta, GA	Allow federal and state agencies to use firing range, academy work space on "as available" basis.	No
Austin, TX	No	No
Birmingham, AL	No	No
Columbus, OH	Do not share space with other agencies.	No
Indianapolis, IN	Firing range shared with Sheriff and public on weekends.	No response provided.
Louisville, KY	Allow outside agencies to use firearms range and driving track.	No
<b>Nashville, TN</b>	Other agencies utilize the firing range, class rooms and other equipment periodically.	No
Raleigh, NC	No. Police Training Center, firing range and driving pad are all owned by City.	No

The following points provide highlights of the information contained in the table above.

- Raleigh indicates that it does not share space with any other agencies. The City owns the Police Training Center, the Firing Range, and the Driving Pad. Similarly, Austin and Birmingham do not share their space with any other agencies.
- Atlanta (firing range and academy work space), Louisville (firearms range and driving track) and Nashville (class rooms and firing range and other facilities) are similar in that each owns its own training facility and shares this space with other agencies at no charge to these agencies.
- Columbus' Advanced Training Section (except the Defensive Tactics Unit) is located within the Fire Academy complex until its new academy is completed in 2005.

The next sub-section summarizes responses in the areas of gun ranges, firearms simulation and driving courses.

**(2) Respondents Were Fairly Uniform in Their Gun Range Types, Access to Firearms Simulators and Driving Courses.**

The survey asked respondents for input related to their types of gun ranges, their access to firearms simulators and driving courses. The table below summarizes and compares the responses.

**Summary of Training Facility Responses**

<b>City</b>	<b>Type of Gun Range</b>	<b>Access to Firearms Simulator (FATS)</b>	<b>Access to Permanent Driving Course</b>
Atlanta, GA	Outdoor	Yes – 3 <sup>rd</sup> Generation digital	No driving course (Utilize State's)  Have driving simulators
Austin, TX	Outdoor	Yes	Have permanent driving course, but no access to driving simulator
Birmingham, AL	Outdoor (25 lanes) 2 Indoor	Yes	Yes
Columbus, OH	Outdoor (12 positions and 100 yds.) Indoor (24 positions and 50 yds.)	Yes (Range 2000). However, this will be upgraded soon. Department has found problems finding reliable unit for repeated use by 1,800 sworn officers.	No. However, will have access once new facility is built.
Indianapolis, IN	Outdoor	Yes	Have access to driving course and simulator through the State.
Louisville, KY	“Quasi-indoor” (enclosed on 3 sides)	Yes. Generation 4 FATS.	Have driving course.  Ordering 2 to 3 G.E. simulators.
Nashville, TN	Outdoor	Yes	Have driving course (in rough condition)  Driving simulator has been purchase but awaiting delivery.
Raleigh, NC	Outdoor	Yes	Yes. Have driving course as well as driving simulator.

The following points summarize the highlights from a review of the table above:

- All survey respondents have an outdoor gun range, and two (Birmingham and Columbus) have indoor ranges as well.

- All respondents have access to a firearms simulator, although Columbus reports problems with reliability due to heavy use.
- Respondents varied somewhat in their access to driving courses. To illustrate:
  - Columbus reports no access to a driving course as yet, but notes that it will have access once its new facility is built in 2005.
  - Atlanta utilizes the State's driving course, but has its own driving simulator. Conversely, Austin has its own driving course, but no access to a driving simulator.
  - Raleigh and Birmingham have both a driving course as well as a driving simulator. Although Indianapolis has access to both, its access to the simulator is through the State.
  - Nashville is somewhat similar to Louisville in that both have their own driving course and are awaiting the delivery of their simulators.

The following chapter provides a summary of our review and analysis of the Police Department's new recruit training program.

## **4. EVALUATION OF THE NEW RECRUIT TRAINING ACADEMY**

This chapter focuses on the new recruit training academy.

### **1. SUMMARY OF CURRENT PRACTICES**

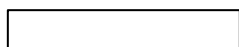
This section provides summary information and descriptions of new recruit academy activity in the Training Division. It should be noted that in 2003 only one recruit class was scheduled due to a low attrition rate. The exhibit that follows illustrates recruit class attendance from 1997 through 2002:

<b>Session Number</b>	<b>Start Date</b>	<b>End Date</b>	<b>Number of Graduates</b>
32	11/18/1997	04/14/1998	53
33	08/04/1997	12/19/1997	63
34	02/17/1998	07/22/1998	44
35	08/03/1998	12/17/1998	33
36	03/01/1999	08/12/1999	25
37	01/12/2000	06/07/2000	48
38	08/16/2000	01/27/2001	32
39	02/16/2001	05/03/2001	22
40	05/16/2001	11/01/2001	50
41	02/19/2002	05/17/2002	37
42	03/03/2003	12/17/2003	52
		<b>Total</b>	459
		<b>Average</b>	41.72

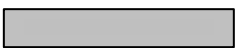
The Academy relies primarily on staff instructors to accomplish most of its training classes. Instructors from other areas of the department with specific subject matter expertise are used as needed. There is internal support to provide these instructors when training is required by POST, however, support is not provided as readily for elective classes. The Academy also uses some instructors from outside the department. The following two exhibits illustrate the proportionate use of these instructors for Recruit Class Sessions 42 and 43.

**METRO NASHVILLE – DAVIDSON COUNTY, TENNESSEE**  
**Study of the Training Function of the Police Department**

**Internal and External Instructors Session 42 (Basic)**



**Academy instructors**



**Instructors outside the academy staff but within the department**



**Denotes instructors from outside the department**

Course	Hours	Instructors
Academy Rules, Regulations	9	4
Active Shooter	4	4
Advanced Driving & Maneuver Techniques	9	3
Aerosol Chemical Weapons	4	2
<b>Alcohol, Tobacco and Firearms (ATF)</b>	<b>2</b>	<b>1</b>
Anger Management	1	2
Arcon-Hand and Foot Strikes	4	3
Arrest Statutes / Duty to Act (Block I)	4	1
ASP baton	4	3
Basic Drug Investigation	2	1
Behavioral Health Services	4	1
<b>Benefit Board</b>	<b>4</b>	<b>4</b>
<b>Benefit Programs: Miscellaneous</b>	<b>2</b>	<b>7</b>
Blood Borne Pathogens	1	1
Box Drill	6	5
<b>Chamber of Commerce</b>	<b>2</b>	<b>1</b>
Character Counts	2	1
Chemical Dependency (PASS)	3	2
<b>Command Spanish</b>	<b>14</b>	<b>1</b>
Command Staff Inspection	2	2
Command Staff Time	1	2
Computer Skills: The Police Laptop	2	1
Computer Seizure	2	1
Confrontation Drills	4	6
<b>Courtroom Testimony (DA's Office)</b>	<b>2</b>	<b>1</b>
Child Sexual Abuse	4	1
Civil Liability (Block IV)	2	1
Civil Service Rules & Policy	2	1
CJIS	2	1
Class Pictures	2	1
Constitutional Law (Block II)	48	1
COPS (Community Oriented Police Services)	4	1
Court Appearance Section	1	1
Crime Scene Protection	8	3



**METRO NASHVILLE – DAVIDSON COUNTY, TENNESSEE**  
**Study of the Training Function of the Police Department**

Crimes in Progress	2	7
Criminal Procedure (Block I)	2	2
Critical Incident Stress Management (PASS)	3	3
<b>Cultural Awareness</b>	<b>15</b>	<b>2</b>
Death Notification	1	2
Departmental Policy, Procedure & Orders	17	2
Defensive Driving	8	1
Defensive Tactics written and practical test	5	3
<b>Diversity</b>	<b>9</b>	<b>3</b>
Domestic Violence (Block IV)	3	1
Domestic Violence Unit	8	1
Domestic Violence among Law Enforcement	1	1
Drill & Ceremonies	14	2
<b>Drug Testing</b>	<b>1</b>	<b>1</b>
Edged Weapon Defense	5	3
<b>Elderly Abuse</b>	<b>1</b>	<b>1</b>
Ethics for the Police Officer	2	1
Evidence (Block IV)	2	1
Field Interview Stance	2	3
Firearms – Introduction and Handgun issue	2	2
<b>First Responder Course</b>	<b>17</b>	<b>1</b>
General Examinations	1	2
Graduation	4	3
Graduation Rehearsal	8	3
Grappling	8	3
Gun Retention and Disarming	4	4
Handcuffing and Searching	5	3
Hand Gun Proficiency	68	8
Hazardous Devices Unit	3	3
<b>Hispanic Cultural Awareness</b>	<b>4</b>	<b>1</b>
History of the Law (Block I)	2	2
Impaired Driver Detection and Enforcement	20	3
Incident Command	4	1
Inspections (Departmental)	3	3
Introduction to Criminal Law (Block I)	3	2
Law Final Comprehensive Review & Examination	7	2
Media Relations	2	1
Mental Health Laws (Block IV)	2	2
<b>Mental Illness Awareness for LEO</b>	<b>8</b>	<b>1</b>
Mental Illness (Confrontation Management)	2	2

**METRO NASHVILLE – DAVIDSON COUNTY, TENNESSEE**  
**Study of the Training Function of the Police Department**

Metro Codes (Law Block IV)	1	2
Missing Children-Youth Services	2	2
National Safety Council Defensive Driving Course	8	1
NCIC	17	1
Off Duty Confrontation	2	3
Office of Professional Accountability	2	2
Officer as Hostage	4	3
Officer Survival	2	1
Organizational Structure	1	1
Orientation- Command Staff Welcome	3	4
Patrol Duty Assignments	2	5
Patrol Response to Civil Disobedience (Riot Training)	8	2
Peer Support	1	3
Physical Fitness Training	108	3
Pistol Draw Stroke	2	4
PPCT – Pressure point control techniques	6	4
Project Safe Neighborhood	2	3
Radio Communication and Procedures	6	1
Radio Issue and Instruction	2	3
Real Property Law / Landlord and Tenant (Law IV)	1	2
Records Division (Report Accountability and Review Desk)	2	1
Report Writing / Writing Skills	23	2
Role of the Field Training Officer	2	2
Roll Call and Inspection	50	3
Safety Coordinator (see Blood Borne Pathogens)	1	1
<b>Sexual Harassment</b>	<b>4</b>	<b>1</b>
Secondary Employment Unit	2	1
Shotgun Proficiency	12	1
Speech	2	1
Statutory Criminal Law (Block III)	20	2
Structure of the Court System (Block I)	3	2
Substance Abuse Policy	2	1
Sudden Custody Death Syndrome	1	1
SWAT- Function of	1	1
Team Building (Physical Training)	19	2
Team Building & Leadership Skills	17	4
Testifying in Court (Block IV)	4	3
Traffic Collision Diagrams & Report Forms	4	1
Traffic Collision Investigation	7	1

**METRO NASHVILLE – DAVIDSON COUNTY, TENNESSEE**  
**Study of the Training Function of the Police Department**

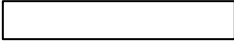


Traffic Final Examination	1	1
Traffic Law, Collision Investigation & Enforcement Policy	4	1
Traffic Stops	10	3
Training Synopsis	2	5
Uniform Fitting & Equipment Issue	22	1
Use for Force (Law)	8	2
Use of Force Continuum	4	1
Verbal Judo	16	1
Vehicle Extractions	2	3
Vehicle Stop Data Form	1	1
Vehicle Pursuits: Policy and Safety	7	1
Victims of Crime	3	4
Weapons of Mass Destruction	4	1
Youth Services Division	2	3

*Note: Some of the courses which involve outside instructors also require Academy staff assistance.*

<b>Session 42</b>	<b>Blocks of Instruction</b>
Academy Staff	59
Other MNPD Personnel	53
Instructors from Outside the Dept.	15

**METRO NASHVILLE – DAVIDSON COUNTY, TENNESSEE**  
**Study of the Training Function of the Police Department**

**Internal and External Instructors Session 43 (Basic)**

	<b>Academy instructors</b>
	<b>Instructors outside the academy staff but within the department</b>
	<b>Instructors from outside the department</b>

<b>Course</b>	<b>Hours</b>	<b>Instructors</b>
Academy Rules, Regulations	2	3
Active Shooter	2	4
Advanced Driving & Maneuver Techniques	4	1
Aerosol Chemical Weapons	4	2
<b>Alcohol, Tobacco and Firearms (ATF)</b>	<b>1</b>	<b>1</b>
<b>Alzheimer Association</b>	<b>2</b>	<b>1</b>
Anger Management	2	2
Arcon-Hand and Foot Strikes	4	3
ASP baton	4	3
Auto Theft Investigations	2	1
Basic Drug Investigation (Street Level Drugs)	2	1
Behavioral Health Services	4	1
<b>Benefit Board</b>	<b>4</b>	<b>3</b>
<b>Benefit Programs: Miscellaneous</b>	<b>4</b>	<b>3</b>
Blood Borne Pathogens	1	1
Box Drill	8.5	5
<b>Chamber of Commerce</b>	<b>2</b>	<b>1</b>
Chemical Dependency (PASS)	2	2
<b>Command Spanish</b>	<b>18</b>	<b>1</b>
Computer Skills: The Police Laptop	2	1
Computer Seizure	2	1
Courtroom Testimony (Criminal Justice System)	8	2
Confrontation Drills	2	6
Character Counts	4	1
Child Development- Community Policing (CDCP)	3.5	3
Child Sexual Abuse	4	1
Christmas Basket Program	.5	1
Civil Disobedience (Riot Training)	6	1
Civil Service Rules	1	1
CJIS	1	1
Community Day	8	3
Class Pictures	3	4
Contingency Plan (Departmental)	2	1

**METRO NASHVILLE – DAVIDSON COUNTY, TENNESSEE**  
**Study of the Training Function of the Police Department**

COPS (Community Oriented Police Services)	4	1
Court Appearance Section	1	1
Crime Scene Protection/Investigation	6	1
Critical Incident Stress Management (PASS)	4	3
Cultural Awareness	2	1
Death Notification	1	1
Departmental Policy, Procedure & Orders	9	2
Defensive Driving	39.5	2
Defensive Tactics written and practical test	2	4
<b>Diversity</b>	<b>16</b>	<b>2</b>
Domestic Violence Unit	8	1
Domestic Violence among Law Enforcement	1	1
Drill & Ceremonies	18	2
Drug Testing	2.5	4
E - Mail Policy	1	1
Edged Weapon Defense	4.5	3
<b>Elderly Abuse</b>	<b>2</b>	<b>2</b>
<b>Epilepsy Foundation</b>	<b>1</b>	<b>2</b>
Ethics for the Police Officer	2	1
FATS	4	2
Field Interview Stance	2	2
Final Flag and Bell Ceremony	1	4
Firearms – Introduction and Home Safety	9	2
First Responder Course	17	4
Fraternal Order of Police Memorial	4	1
Fraternal Order of Police	.5	2
General Examinations	3.5	4
Graduation	5	4
Graduation Rehearsal	12	4
Grappling	4	2
Gun Retention and Disarming	8	3
Handcuffing and Searching	6	3
Hand Gun Proficiency	60	8
Hate Crimes – Investigations	1	1
Hazardous Devices Unit	2	2
Homicide Investigations	2	1
Impaired Driver Detection and Enforcement	20	2
Incident Command	4	1
Inspections (Chief)	1	4
Inspections (Trainee Operations staff – Class A)	1.5	4

**METRO NASHVILLE – DAVIDSON COUNTY, TENNESSEE**  
**Study of the Training Function of the Police Department**

Inspections (Departmental)	1	4
Juvenile Citations	1	1
Law Final Comprehensive Review & Examination	7	2
Map reading	1	1
Media Relations	3	1
<b>Mental Illness Awareness for LEO</b>	<b>11</b>	<b>4</b>
Mental Illness (Confrontation Management)	1	3
MPD Injury Report	1	1
Missing Children-Youth Services	1	2
National Safety Council Defensive Driving Course	8	2
NCIC	6	1
Office of Professional Accountability	2	1
Officer Survival	19	4
Organizational Structure	-	1
Orientation – Command Staff Welcome	1	4
Orientation – Trainee Operations Welcome	1	4
Patrol Duty Assignments (Patrol Captains)	2	4
Physical Fitness Training	80	3
Pistol Draw Stroke	4	4
PPCT – Pressure point control techniques	4	3
Practicums	24	9
<b>Project Safe Neighborhood</b>	<b>1</b>	<b>2</b>
Radio Communication and Procedures	3	2
Radio Issue and Instruction	2	2
Report Writing / Writing Skills	22	1
Role of the Field Training Officer	1	1
Roll Call and Inspection	30	3
Room Entry/Clearing	4	6
Safety Coordinator	1	1
<b>Sexual Harassment</b>	<b>2</b>	<b>1</b>
Shotgun Proficiency	15	8
Substance Abuse Policy	1	1
Sudden Custody Death Syndrome	1	1
Team Building (Physical Training)	7	3
Team Building & Leadership Skills (challenge course)	17	4
<b>TDOT – Tenn. Dept. Of Transportation</b>	<b>2</b>	<b>1</b>
Traffic Collision Diagrams & Report Forms	3	1
Traffic Collision Investigation	2	2
Traffic Direction and Control	1	2

**METRO NASHVILLE – DAVIDSON COUNTY, TENNESSEE**  
**Study of the Training Function of the Police Department**

Traffic Final Examination	1	1
Traffic Law, Collision Investigation & Enforcement Policy	4	1
Traffic Stops – SALTS (Safe and Legal Traffic Stops)	4	1
Training Synopsis	4	1
Uniform Fitting & Equipment Issue/Turn- in	11.5	2
Use of Force Continuum	6	1
Verbal Judo	4	1
Vehicle Extractions	2	3
Vehicle Stop Data Form	2	1
Vehicle Pursuits: Policy and Safety	4	2
Victims of Crime	2	1
Weapons of Mass Destruction	4	2
<b>Warrant Screening (DA Office)</b>	<b>2</b>	<b>1</b>
Youth Services Division	1	1

*Note: Some of the courses which involve outside instructors also require Academy staff assistance.*

<b>Session 43</b>	<b>Blocks of Instruction</b>
Academy Staff	71
Other MNPD Personnel	40
Instructors from Outside the Dept.	14

## **2. ISSUES AND RECOMMENDATIONS**

The Academy handles its recruit training responsibilities well. Its curriculum covers the spectrum of topics and practical skills required to prepare recruits to advance into the field training officer program. The class curriculum is comparable to that of other professional agencies. It is reviewed annually and meets all POST and Department requirements. Instructors have the necessary credentials and experience to teach their respective topics. The Academy uses a balance of internal and ad hoc instructors based upon need. Its attrition rate is at the low end of the scale of agencies surveyed, which is a likely indicator that the Department’s recruits quality applicants and provides effective training. Any identified issues for recruit training also apply to the in-service training program and are addressed collectively in the following section.

**3. SMALLER ACADEMY CLASS SIZES WOULD BE ATTRACTIVE BUT WOULD PRESENT SOME MAJOR CHALLENGES TO THE POLICE DEPARTMENT AND TO METRO.**

One option that is being considered by the Police Department is the idea of making the Academy classes smaller than they have been in recent years. This would have a number of advantages, including the following:

- Potential for improved instruction through the smaller classes (allowing more interaction between students and instructors).
- Ability to smooth out the introduction of new police officers into the field force:
  - Reduce the overall training load on the patrol force at any one time.
  - Speed up replacements with more frequent, but smaller, classes.
- Improved flexibility in academy classes, making them more able to meet the specific needs of the Department.
- Enhanced hiring capability for candidates – the shortened time lag between academies would be viewed as a plus by potential new hires who may be put off by six or more month waits for academy classes currently.

On the other hand, there are a number of challenges that would have to be successfully addressed by Metro and by the Police Department. These challenges include the following:

- The current length of the new recruit training academy (between four and six months depending on the time of year) would make it difficult to increase the number of academy sessions without overlapping them on top of one another. The current academy duration is in-line with that found among the comparison communities (with state and local requirements accounting for the differences in academy duration).
- The point, above, would manifest itself in a number of ways, including:
  - The current facility already presents major challenges to the Department in terms of balancing new recruit training and in-service training needs.



- Current training staff would be unable to conduct multiple new recruit training academies concurrently. These staff are also involved in the delivery of both new recruit and in-service training.
- Additional staff requirements would require 12 positions to cover the overlaps. The cost associated with these additional positions would be approximately \$700,000 annually in salaries and benefits.

The Matrix Consulting Group recommends that the Metro Police Department move towards the implementation of smaller class sizes and more frequent police academies (i.e., multiple start times). There are no opportunities to reduce the duration of the academy at this time. This will require the assignment of additional personnel (we estimate that it will take 12 additional positions) for an annual cost of approximately \$700,000. This approach will provide greatly improved flexibility for recruiting, hiring and other facets of personnel management. The smaller class sizes should also improve the educational process in the new recruit academy as well. In addition, the Matrix Consulting Group anticipates that this will also result in improve in-service training (as personnel are dedicated to these issues rather than splitting their time between the in-service and new recruit training regimes). The major challenge for the organization will be to utilize the existing facility with overlapping recruit academy classes running concurrently.

## **5. ANALYSIS OF IN-SERVICE TRAINING OFFERED TO SWORN OFFICERS**

Nashville provides its officers with in-service training consisting of a minimum of forty hours of job-related topics each calendar year. The Academy submits all lesson plans to POST for approval, which complies with POST Commission requirements. The Commission mandates some topics and the remainder are discretionary based upon department needs.

### **1. PROVISION OF IN-SERVICE TRAINING TO SWORN PERSONNEL**

For 2002, the Department met its in-service training requirement by scheduling two types of classes (general police officer (GPO) and supervisor). For 2003, the department combined the GPO and supervisor classes, and scheduled a separate class for Command Officers (captain and above).

Typically, GPO sessions include 32 class-hours (three days) of core topics, 8 hours (one day) of electives (Officers may extend this up to 16 hours with supervisory approval), and eight hours (one day), scheduled separately for additional firearms training and qualifications. Sworn personnel assigned to specialty units, i.e., Aviation, SWAT, Negotiators, Bicycle Patrol, and K-9 may substitute eight hours of specialized training unique to their assignment in lieu of regular electives. Officers must pass a written exam covering the academic training and achieve qualifying scores with their firearms. (For 2002, the Academy offered an additional 8-hour elective class in addition to the regular in-service class specifically for officers interested in becoming Field Training Officers.)

Command officer training sessions include 16 class-hours (two days) of core topics, 16 hours (two days) of electives, and 8 hours (one day) scheduled separately for additional firearms training and qualification. Command level officers must submit a detailed evaluation of the course and achieve qualifying scores with their firearms.

Full inspections of issued equipment, vehicles, and firearms are conducted during each in-service class. These are performed by the Office of Professional Accountability.

The following exhibits illustrate typical curricula topics and duration of instruction of GPO and command officer classes:

**2002 General Police Officer (GPO) Curriculum Summary**

		<b>MNPD</b>	<b>POST Requirement</b>
<b>Child Sexual Abuse</b>		<b>30 Minutes</b>	<b>Yes</b>
<b>Sudden Unexplained Child Death Syndrome</b>		<b>30 Minutes</b>	<b>Yes</b>
<b>Law Update</b>		<b>2 Hours</b>	<b>Yes</b>
<b>Firearms Training &amp; Qualification</b>		<b>18 Hours</b>	<b>8 Hours</b>
Firearms Qualification	8 Hours		
Response to Active Deadly Aggression & Use of Force Practicum	8 Hours		
Officer Safety & Off Duty Confrontations	2 Hours		
<b>POST Exam</b>		<b>1 Hour</b>	<b>Yes</b>
Administrative		30 Minutes	None
Mental Health Law		1 Hour	None
Bloodborne Pathogen Update		30 Minutes	None
CPR Refresher		1.5 Hours	None
Trauma Care		1.5 Hours	None
Traffic Collision Report		3 Hours	None
Pursuit Policy Update		1 Hour	None
Computer Crimes Investigation		1 Hour	None
League for Deaf & Hard of Hearing		1 Hour	None
Hispanic Cultural Awareness		2 Hours	None
Physical Ability Course		1 Hour	None
Civil Disturbance, Emerging Threats & ICS Update		4 Hours	None
<b>TOTAL</b>		<b>40 Hours</b>	<b>40 Hours</b>

**2002 Sworn Supervisor Curriculum Summary**

		<b>MNPD</b>	<b>POST Requirement</b>
<b>Child Sexual Abuse</b>		<b>30 Minutes</b>	<b>Yes</b>
<b>Sudden Unexplained Child Death Syndrome</b>		<b>30 Minutes</b>	<b>Yes</b>
<b>Law Update</b>		<b>2 Hours</b>	<b>Yes</b>
<b>Firearms Training &amp; Qualification</b>		<b>14 Hours</b>	<b>8 Hours</b>
Firearms Qualification	6 Hours		
Response to Active Deadly Aggression & Use of Force Practicum	8 Hours		
<b>POST Exam</b>		<b>1 Hour</b>	<b>Yes</b>
Administrative		30 Minutes	None
Mental Health Law		1 Hour	None
Bloodborne Pathogen Update		30 Minutes	None
CPR Refresher		1.5 Hours	None
Trauma Care		1.5 Hours	None
Traffic Collision Report		3 Hours	None
Pursuit Policy Update		1 Hour	None
Computer Crimes Investigation		1 Hour	None
League for Deaf & Hard of Hearing		1 Hour	None
Hispanic Cultural Awareness		2 Hours	None
Physical Ability Course		1 Hour	None
Civil Disturbance, Emerging Threats & ICS Update		4 Hours	None
Child Development & Community Policing		2 Hour	None
Substance Abuse Update		2 Hours	None
<b>TOTAL</b>		<b>40 Hours</b>	<b>40 Hours</b>

**2003 Sworn GPO & Supervisor Curriculum Summary**

		<b>MNPD</b>	<b>POST Requirement</b>
<b>Child Sexual Abuse</b>		<b>15 Minutes</b>	<b>Yes</b>
<b>Sudden Unexplained Child Death Syndrome</b>		<b>15 Minutes</b>	<b>Yes</b>
<b>Law Update</b>		<b>3 Hours</b>	<b>Yes</b>
<b>Firearms Training &amp; Qualification</b>		<b>10 Hours</b>	<b>8 Hours</b>
Firearms Qualification	11 Hours		
Judgmental Shooting FATS Training	2 Hours*		
<b>POST Exam</b>		<b>1 Hour</b>	<b>Yes</b>
Administrative		15 Minutes	None
Bloodborne Pathogen Update		15 Minutes	None
Safe & Legal Traffic Stops		4 hours	None
Physical Exam & Testing		1 Hour	None
Departmental Inspection		1 Hour	None
Domestic Violence Update		1 Hour	None
Defensive & Police Driving		3.5 Hours	None
Use of Force Training (Defensive Tactics)		3.5 Hours	None
Officer Safety Update Block 1		1 Hour	None
Internet/Email Policy		1 Hour	None
CDCP Update		1 Hour	None
Electives		8 Hours	None
General Block	8 Hours*		
Assignment Specific Blocks	8 Hours*		
<b>TOTAL</b>		<b>40 Hours</b>	<b>40 Hours</b>

\* Indicates GPO & supervisor core electives

**2003 Command In-Service Curriculum Summary**

		<b>MNPD</b>	<b>POST Requirement</b>
<b>Child Sexual Abuse</b>		<b>15 Minutes</b>	<b>Yes</b>
<b>Sudden Unexplained Child Death Syndrome</b>		<b>15 Minutes</b>	<b>Yes</b>
<b>Law Update</b>		<b>3 Hours</b>	<b>Yes</b>
<b>Firearms Training &amp; Qualification</b>		<b>12 Hours</b>	<b>8 Hours</b>
<b>POST Critique &amp; Evaluation</b>		<b>Yes</b>	<b>Yes</b>
Administrative		15 Minutes	None
Bloodborne Pathogen Update		15 Minutes	None
Safe & Legal Traffic Stops		4 hours	None
Physical Exam & Testing		2 Hours	None
Domestic Violence Update		1 Hour	None
Internet/Email Policy		1 Hour	None
Fiscal & Fastnet Usage & Procedural Issues		8 Hours	None
Command Intelligence Briefing		4 Hours	None
Project Safe Neighborhood		2 Hours	None
Departmental Radio Usage & Update		2 Hours	None
<b>TOTAL</b>		<b>40 Hours</b>	<b>40 Hours</b>

Schedules for both recruit and in-service classes are determined well in advance. Ad hoc instructor availability is determined prior to finalizing the schedule with adjustments made as necessary. On occasion, MNPD instructors assist other agencies with their training. The department calls upon instructors from other agencies for particular expertise, as needed. These agencies include the Fire Department, Airport Police, US Alcohol, Tobacco and Fire Arms, Secret Service, etc.

Other agencies frequently use the Academy firearms range. The exhibit that follows summarizes range usage for all of 2002, excluding on-going MNPD recruit and regular in-service firearms training.

<b>2002 FIREARM RANGE USAGE</b>		
<b>Agency Name/Events</b>	<b>Number of Times</b>	<b>Number of Officers</b>
A.T.F.	4	33
Davidson County Sheriff's Office	9	108
U.S. Army Military Police	3	47
U. S. Secret Service	3	18
TN Tactical Competition	1	60
U. S. Customs	7	63
U. S. Dept. of Agriculture	2	10
Vanderbilt University	9	90
Federal Bureau of Invest.	13	91
U. S. Marshals Office	15	120
Veteran Admin. Police	7	20
U. S. Treasury Dept.	1	10
Federal Marshals Office	1	6
<b>TOTAL</b>	<b>78</b>	<b>721</b>

The following exhibit illustrates the frequency of range usage and the number of officers participating for 2002.

<b>Type Use</b>	<b>Number of Classes</b>	<b>Number of Officers Attending</b>	<b>Total Attendance</b>
Remedial Training	5	15	45
Court Officers	3	50	150
Recruit Trainees	11	50	550
MNPD Officers	24	50	1,200
MNPD Officers (2 <sup>nd</sup> Qualification)	26	50	1,300
Open Range	40	50	2,000
<b>Total</b>	<b>109</b>	<b>Total</b>	<b>5,245</b>

The Academy keeps excellent in-service training records, which include lesson plans and attendance rosters. Officers must attend the training to maintain their law enforcement certification and the state pays them \$600 for attending. The Academy tracks attendance closely and submits a detailed annual attendance report to POST each year. For 2002, the Training Division provided 58,748 POST hours and 11,397 non-POST hours of in-service training to its officers.

It should be noted that Academy staff place a strong emphasis on improving officers' proficiencies, i.e. firearms usage, defensive tactics, etc. Instructors prepare their lesson plans based upon analysis of data and monitor both in-service and recruit

trainees closely. Appropriate remedial action is taken when deficiencies are observed.

The Training Division develops its curricula based on formal and informal input from a variety of sources to include:

- POST requirements
- Mayoral executive and Civil Service mandates
- Departmental internal mandates
- Training Board recommendations
- Training Committee recommendations
- Use of force report critiques
- Vehicle pursuit critiques
- Officer involved traffic crash report critiques
- The Office of Professional Accountability (OPA) routinely identifies and reports training needs formally through its analysis of Shooting Review Board reports. The Director of Training serves on the board and the OPA commander is an advisory member.
- OPA investigators informally inform academy staff of specific incidents
- The Academy distributes training needs surveys to all class attendees.

When training needs are identified, topics are prioritized and implemented into a draft 40-hour in-service curriculum. The curricula is reviewed and approved by the Training Board prior to submission to POST for final approval.

On rare occasions, the Academy partners with outside institutions, (i.e., The Tennessee Foreign Language Institute and the University of Tennessee Center for Government Training) to develop specific training programs to enhance officer skills. In addition, very little roll call training is provided.



The following section summarizes the significant identified issues and the recommendations of the project team:

## **2. ISSUES AND RECOMMENDATIONS**

This section provides a summary of the project team's findings and recommendations regarding the delivery of in-service training to sworn personnel.

### **(1) One Civilian Employee with an Electronic Video Production Background Should Be Added to Handle this Function.**

The Training Division has video production equipment available to produce digital training materials, however there is insufficient staffing to operate the equipment. Video training is used at most progressive training centers as a way to produce uniform (and customized) presentations for use in Academy classes and roll call training sessions. The cost for such a position with benefits should be approximately \$50,000 annually.

### **(2) Two Sworn Officers Should Be Added and Cross-Trained as Instructors to Provide Relief.**

The number of staff assigned to the academy is at the very low end of the scale of all agencies surveyed. With 11 months of trainee courses per year since 1998 and the limited work force, Academy staff development has been minimal. The staff could increase its versatility if more were certified to teach more topics. The most notable areas where this deficiency exists include: cultural diversity, ethics, community oriented policing, firearms, driving, report writing, supervision and leadership.

During times when both in-service and recruit classes are in session, there is insufficient staffing to handle the overall workload. Although staff members are cross-trained to teach a number of topics and share the workload, there are frequent conflicts

between job responsibilities and available time. The estimated annual cost of these positions is \$110,000 in salary and benefits.

**(3) One Sergeant Should Be Added to Develop Advanced Training Classes and Explore Training Alliances.**

The current staff is fully occupied with conducting 11 months of new recruit training and on-going in-service classes for sworn and civilian employees. There is limited uncommitted time available for developing new classes or for exploring training alliances and opportunities with neighboring educational institutions and law enforcement agencies. However, developing new curricula and fostering alliances requires considerable effort to make advanced training developed by the Department and provided locally accessible to officers wishing to prepare for advancement. The estimated cost for this position is \$70,000 annually.

**(4) A Uniform Format Should Be Adopted for All Academy Lesson Plans to Ensure They Are Comprehensive and Consistent.**

Although class lesson plans are updated frequently, they are not formatted uniformly. This lack of uniformity makes them difficult for substitute instructors to use, and for staff to review to ensure they are kept current. It also makes it difficult to substantiate the desire to cross-train staff. Staff time should be dedicated to making all lesson plans follow the same format and outline approach.

**(5) Some Measures Should Be Taken to Establish a Means for Night-Time Shooting Exercises.**

Night-time shooting exercises are virtually non-existent. Due to the fact that the range is outdoors and located near a neighborhood, any such training requires special notification of the local city council representative from the area. This lack of night-time shooting is a major flaw in training for both the recruit and in-service training programs, because most shooting incidents occur during hours of darkness. The Police Department should take steps to make night-shoots represent at least 50% of all shooting exercises (both during in-service and in new recruit classes).

**(6) The Police Department Should Focus More Effort on Improving Driver Training for Field Personnel.**

The Matrix Consulting Group noted that the Police Department does provide pursuit and other driving classes periodically as part of in-service training. This is a critical training area for most police departments due to the high levels of liability exposure resulting from both routine and pursuit driving activities by police officers. The Matrix Consulting Group recommends that the MNPD take the approach that driving receive the same level of attention as firearms and defensive tactics – i.e., that driving be part of the curriculum each year in the in-service program. It is important to note that the average police officer may drive their vehicle more than 1,000 hours each year – this equates to more than 600,000 hours of driving each year – just in patrol.

The MNPD has facilities on which to conduct driver training (using the old runway and the associated facilities). This opportunity should be utilized each year by each officer who is assigned to patrol, traffic and other units which require extensive time

behind the wheel (as well as extensive risk for pursuit and other high-liability operations). These units should include FLEX, Vice / Narcotics, Patrol, Traffic, etc.

**(7) The Overall Poor Condition of the Academy Facilities Should Be Addressed in the Space Study.**

The Academy facilities appear to be too small to handle the training volume and they are in very poor condition. On occasion, class sizes exceed classroom capacity and students must stand or sit at ad hoc desks. There is not classroom space during periods when both in-service and recruit classes are in full session. This causes confusion, congestion, and inefficiency. It also severely limits the Academy's capability to develop and schedule additional training programs. This issue directly affects the academic learning environment for students, the daily work environment for Academy staff members, and the overall productivity of the Academy. The following list illustrates obvious facility deficiencies observed by the project team:

- Structures consist of the main training center, which was built in 1974. It houses two regular classrooms, one computer training room, a gymnasium, a fully-equipped weight room, and an aerobics room. The building is badly in need of repair and it is evident that constant repairs are required. The restrooms and shower areas for both sexes are in poor condition. Showers are much too small to accommodate the number of students and the lockers are rusted and falling apart.
- There are three decrepit modular buildings on the firing range section of the property. These structures have been on-site since mid 1970 and it is apparent they had been previously used for other purposes. Currently, one is used as a range office, one is used as a gun cleaning station, and one is a classroom. (Note: Although none of the buildings have security systems, ammunition and other supplies are stored in the one used as an office.) The classroom structure is too small to handle average size classes and frequently officers must stand during the lecture portions of training. In addition, the furnishings are in very rough condition. Chairs are not appropriately sized to handle average size adults – made even more difficult when those adults are wearing gun belts and other equipment.

- There is no running water or inside bathroom facilities on the range. (Port-o-lets are used.)
- The range does not have any protective cover to protect attendees from the elements. (Most ranges have bleachers under protective cover for use during lectures and between shooting drills.)
- The range has two non-functioning running man targets.
- An old concrete dairy barn on the property has been renovated on the inside by Academy staff to accommodate simulated building and room entries. The building is in very rough condition, but it provides an excellent area for scenario type training. Video equipment is in place to record training exercises, but it was not in full working order.
- The Academy does not have a driving skid pad (for simulating poor driving conditions), but it does have a one-half mile driving track that is in rough condition and in need of repair.
- There is an out-door running track with an obstacle course in moderate condition.
- A driving simulator is on order and it is anticipated the simulator will share the same modular structure as the FATS equipment. It is likely that having both simulators in the same small space will create cueing problems and inefficiency.

These issues should be addressed in the Police Department facilities study.

**(8) The Department's Career Development Program Should Be Implemented Fully to Account for a Range of Career Plans**

The department has recently assigned one sergeant to the position of **career development coordinator**. Although the program has not been developed or implemented, organizations that use such programs report improvement in employee job performance and job satisfaction. For MNPD's program to be effective, it should include the following elements:

- Focus groups and surveys to determine employee needs.
- Input from administrators and managers to identify problems that need solutions.
- Measurable objectives.

- One-on-one interviews/counseling.
- Special courses to improve knowledge and skills.
- Self-help materials.
- Program evaluation and revision processes.

The individual assigned this responsibility should work closely with the academy staff to address training needs. Specific recommendations for career development need for sworn personnel in the MNPD include the following:

- **Develop a program which can meet the needs of three types of employee:**
  - Those who plan to progress through the supervisory and management ranks of the Department.
  - Those who do not plan to promote, but who do intend to engage in a number of specialty assignments.
  - Those who do not plan to advance out of patrol, but who intend to make a career out of mastering the variety of aspects of police patrol operations.
- **Develop a mentoring program so that personnel have a contact who can provide them with advice and counsel regarding their intended career path. The personnel who opt to become mentors should be interviewed before acceptance into the program. This should not be viewed as a position for additional compensation.**
- **For those who plan to advance up the traditional ladder of supervisory and management positions, the Police Department should develop the following:**
  - **Supervisor School** (for Sergeants) which should address the needs of first-line supervisors in the Police Department. Specific issues that should (at minimum) be covered include the following:
    - Personnel law and regulations with a focus on risk-management.
    - General risk management protocols.
    - Planning and managing for line operations.
    - Payroll and personnel systems.

- Disciplinary process, complaint taking, internal affairs, etc.
- Making the transition from line employee to supervisor.
- Establishing goals and objectives for day to day operations.
- Measuring performance against specific goals.
- Development of tactical plans for addressing specific community law enforcement needs.
- Motivational techniques for working with a diverse work force.
- On-going topics should also be made available to personnel once they have completed the school (as is done now as part of continuing education for command staff).
- **Command School** (for Lieutenants and Captains) should focus on the expectations for the command staff members of the Department. These should include topics such as the following:
  - Strategic planning and management techniques for law enforcement operations.
  - Personnel management, risk management, etc.
  - Basic budget training.
  - Management training.
- **Executive School** (for Captains and above):
  - Budgeting for operations.
  - Fiscal management.
  - Strategic management.
- For those who intend to advance their careers either within specialty assignments or by remaining in patrol for the majority of their career, the department should establish the following:
  - Build upon the existing rank structure for Police Officer. Consider making those person who attain a specialty skill a PO3 ahead of the time schedule.

- Consider the development of a Master Officer position for those who intend to make a career out of working in Patrol. The City of Orlando has such a program and pays one-time bonuses to those who work their way up through the first three classes of police officer. Those who obtain the rank of Master Police Officer receive a repeating annual bonus.
- Develop criteria for personnel to meet these goals. As has been stated elsewhere in this report, personnel who are working in a specialty assignment should be required to obtain a broad range of certifications (passing required coursework for example).

These topics should certainly not serve as a limitation on the topics to be covered in any such training. Furthermore, these training opportunities should not be viewed as a substitute for sending staff out to external opportunities (i.e., FBI Academy, Northwestern University, etc.). Overall, the primary focus of any professional development program should be to enable sworn staff to continue to add to their skills, regardless of their career path or plans. A successful plan will also provide personnel with a wide variety of opportunities, both in the form of coursework as well as in the form of mentoring and other options.

## **(9) Employees Learn About Training Opportunities in Several Ways**

Employees may receive notification of possible training opportunities differently if they are internal or external, as summarized, below.

### **(9.1) Internal Training**

The department has an efficient system in place to notify members of available in-service training. The Academy distributes course announcements booklets to all divisions and posts the information on the department's internal web-page. Supervisors schedule personnel attendance electronically via the Academy's department-wide computer program.

### **(9.2) External Training**



Notification regarding available outside training is ad hoc. When academy staff or other members of the department become aware of available outside training, the information is forwarded to the career development sergeant newly assigned to the Background and Training Unit. The sergeant posts the information on the department's electronic web-page where it can be accessed by everyone.

MNPD employees who wish to attend any training on duty when the training is conducted by other than the Academy or Metro, must obtain approval from the chief through their respective chain of command.

## **6. EVALUATION OF CIVILIAN FOCUSED IN-SERVICE TRAINING**

This chapter focuses on the provision of training to non-sworn personnel in the Police Department. The training needs of these personnel vary widely from those of the sworn personnel in the Department. The first section, which follows, provide a summary of the current program.

### **1. SUMMARY OF CURRENT NON-SWORN IN-SERVICE TRAINING**

The Academy offers civilian employees some in-service training. For 2002 and 2003, the academy offered two days (16 hours) of civilian “supervisor” training only. For 2002, the first day was scheduled in January and February, and day two was scheduled in August and March. In 2002, only 45 supervisors attended the first day and 46 attended the second day. In 2003, 19 attended the first day and 16 attended the second day. Non-supervisory personnel could attend this training with supervisory approval. The exhibit that follows illustrates the training curriculum for 2002 and 2003.

#### **2002 Civilian Supervisor In-Service Training**

<b>Day 1</b>			
<b>Class</b>	<b>Hours</b>	<b>Instructor Source</b>	<b>Total Attendees</b>
Legal issues for Supervisors	2	MNPD	<b>45</b>
7 Habits of Highly Effective People	4	MHR	
Department & Discipline	2	MHR	

<b>Day 2</b>			
<b>Class</b>	<b>Hours</b>	<b>Instructor Source</b>	<b>Total Attendees</b>
Substance Abuse Update	4	MHR	<b>46</b>
Performance Evaluations	2	MGR	
Effective Supervisory Practices	1	MHR	
Character Counts	1	MNPD	

**2003 Civilian Supervisor In-Service Training**

<b>Day 1</b>			
<b>Class</b>	<b>Hours</b>	<b>Instructor Source</b>	<b>Total Attendees</b> <b>26</b>
Verbal Judo	4	MNPD	
Emergency Preparedness	2	MNPD	

<b>Day 1</b>			
<b>Class</b>	<b>Hours</b>	<b>Instructor Source</b>	<b>Total Attendees</b> <b>25</b>
Financial Planning	4	External	
Working Within a Culturally Diverse Workplace	2	MHR	

The Academy did not offer in-service training specific to non-supervisory civilian personnel in either 2002 or 2003, except for that which was required to maintain certifications, i.e., FCIC/NCIC computer access, etc.

Metro's Central Human Resource Department offers a variety of in-service training classes to all employees including MNPD sworn and civilian personnel. In 2002, Metro offered a variety of 50 different class topics over the entire year and scheduled 272 class sessions. Metro posts the information on an electronic web page and attendance is voluntary. Police department members wishing to attend make arrangements through the departments' personnel office. The Academy is not involved and Metro does not routinely inform the department of MNPD attendance. Although many of these classes occur at the Academy, Academy staff personnel are usually not involved. Actual attendance for MNPD personnel was not available as this information is not reported to or tracked by the Academy. The following exhibit illustrates a summary listing of the training courses offered by Metro to all city employees for 2002.

**TRAINING COURSES OFFERED**

**2002**

<b>COURSE TITLE</b>	<b>NUMBER OF CLASSES CONDUCTED</b>
Adult CPR	5
Seven Habits of Highly Effective People	3
<b>Basic First Aid</b>	5
<b>Business Writing</b>	4
Career Enhancement and Professional Development	4
Conflict Resolution	2
<b>CPR—Infant and Child</b>	4
<b>DDC-4</b>	12
DDC-6	13
DDC-8 Safety Center Classes	16
Effective Business Writing	0
Effective Supervisory Practices	4
Employment Law and Civil Service Commission Rules	1
Employment Law/Performance Eval/Workplace Violence	2
Employment Practices	1
ESP Review I	1
ESP Review II	2
ESP Review III	2
Financial Planning—Beyond Budgeting	2
Financial Planning—College Funding	3
Financial Planning—Debt & Credit Management	1
Financial Planning—Looking Forward Financially	4
Financial Planning—Retirement Income	5
Financial Planning—Tax Strategies	3
HR/Benefits Orientation	50
Internet & Electronic Mail Use Policy	1
Learned Optimism	2
Less Is More—Professional Writing	2
Men's Health Issues	1
MMI—Dynamics of Communication	6
MMI—Civil Service Rules/EAP/Safety Regulations	6
MMI—Coaching and Counseling	5
MMI—Customer Service	11
MMI—Diversity Awareness	7
MMI—Employment Law	5
MMI—Leadership Skills	5
MMI—Performance Evaluation	5
MMI—Sexual Harassment Awareness Training—Supervisory	7
MMI—Workplace Violence	6
Nutrition	2
Personal Safety	1
Safety	1

Sexual Harassment Awareness Training—Non-Supervisors	12
Sexual Harassment Awareness Training—Supervisors	1
Stress Management	3
Substance Abuse Policy Training—Non-Supervisors	16
Substance Abuse Policy Training—Supervisors	11
Team Building	5
Time Management	1
Women's Health Issues	1
<b>Total Offerings</b>	<b>272</b>

Metro requires all new supervisors to attend “Sexual Harassment in the Workplace” and “Substance Abuse” classes. However, there is no formal system in place to notify Academy staff of civilian promotions or to confirm attendance. Metro also requires all employees who operate agency vehicles to attend a defensive driving course.

## **2. ISSUES AND RECOMMENDATIONS**

This section provides a summary of the project team’s findings and recommendations related to now-sworn in-service training in the MNPDP.

### **(1) The Civilian In-Service Training Program Should Be Mandatory.**

Although the MNPDP has a civilian supervisor in-service training program, generally only some supervisors attend and very few other employees. The program should be made mandatory for all supervisors. The curriculum should current topics, as determined by the training committee/board and an assessment of training needs. The supervisor’s immediate supervisor should be required to schedule attendance and the Department should consider including attendance at required classes as an element of the performance evaluation system. The Police Department should endeavor to take advantage of classes already offered by Metro Human Resources (rather than investing in the effort to create such programs themselves).

**(2) The Department Should Establish a Mandatory New-Employee Agency Orientation Program.**

The Police Department does not have a new-employee orientation program. At the very least, the Department should establish a basic program that extends beyond an explanation of working conditions, benefits, etc. It should include an orientation to the agency's role, purpose, goals, policies, procedures, and the rules and regulations affecting all employees. These classes should include a tour of the various facilities of the Department. Attendance should be mandatory and classes held regularly.

**(3) The Department Should Develop or Purchase an Electronic Scheduling Computer Software Program to Help Manage NCIC and Other Recurring Certifications. Consideration Should be Given to Consolidating all of the Electronic Record-Keeping and Scheduling into one Integrated Program to Handle the Entire Academy. Every Effort Should Be Made to Coordinate Such Acquisitions with Metro Human Resources.**

The NCIC Unit expends an inordinate amount of time monitoring certification expiration dates and scheduling class attendance. The unit posts class notices, calendars attendance dates, and distributes training manuals. However, there is an approximately 50 percent no-show rate. This results in unfilled class seats and voluminous unnecessary follow-up telephone calls to reschedule.

This function should have access to an electronic scheduling computer software program, similar to the one currently used for sworn officer in-service classes, to help manage this process. Supervisors should be required to schedule subordinates and ensure attendance, with exceptions made only with supervisory approval. The department should consider including attendance at required training classes as an element of the performance evaluation system. The Police Department should

coordinate the acquisition of such a system with Metro Human Resources, the Fire Department and other potential large-scale training providers within Metro.

Academy staff should solicit the same attendance requirements from administrations of other agencies that use these training services.

**(4) Add One Police Operations Coordinator 1 and Cross-Train the Non-Sworn Staff to Serve as Relief for the NCIC Coordinator and the Permits & Classification Coordinator. This Individual Should Also Function as the Academy Librarian.**

Workloads for both the NCIC coordinator and the permits & classifications coordinator is nonstop. During illness, vacations, etc., there is no relief available. One police operations coordinator I should be added and cross-trained to serve as relief and to maintain the Academy library. The cost of this position would be approximately \$42,500 annually in salary and benefits.

## **7. SPECIALTY ASSIGNMENT TRAINING**

The Department has not uniformly identified specific training requirements for specialty assignments. Department policy allows each division to determine its needs and coordinate attendance. Officers assigned to very specialized assignments, i.e., bomb squad, K-9, etc., attend training courses as they become available. However, the training of personnel assigned to other internal assignments is ad hoc. Most often, training occurs after the individual receives the assignment.

The current system of providing officers, who are transferred to specialty assignments or promoted to a supervisory position, is not handled in a manner that insures all receive proper fundamental training in a timely manner, or at all. Specialized training for new first line supervisors was held in 2003, immediately prior to the most recent promotional exams. Class attendance was limited and not all who were eligible were afforded the opportunity to attend. The last new master patrol officer class was held in 2000 and the last new field training officer class was held in 2001. These assignments/promotions should require at least basic specialized knowledge immediately, beyond what is provided by the police academy.

Other assignments that should require specialized training include: detective, supervisor, traffic enforcement officer, etc.

The following list illustrates specific points which should be considered.

- The Academy should be made the central coordination point for all specialized training.
- The existing training committees/board should identify minimum training requirements for each specialized position throughout the department.



- Academy staff should be notified immediately of all transfers and promotions as they occur and schedule training accordingly.
- The Academy should use internal and external instructors to develop and present all of the courses within its capabilities from the established training needs list. This should only apply where likely class attendance justifies the workforce commitment.
- The Academy should have a budget allotment to fund the use of subject matter experts to teach specialized career development topics, when no qualified instructors from within the Department are available, funded at \$50,000 annually.
- Classes which should be offered on a regular basis should be identified and scheduled accordingly based upon department needs. These may include:
  - Risk Management
  - Use of Force
  - Handling Employee Grievances
  - Patrol Driving
- Attendance should be arranged at outside institutions when the training applies to individuals or limited numbers.
- Alliances should be formed with outside educational institutions, or other Metro Departments, to host training sessions at their facilities when specialized (and fixed) equipment is not required.
- If space is available, other law enforcement agencies should be invited to participate in classes that are mutually beneficial (i.e., cost sharing for technical training, access to experts within other agencies). This may or may not be on a tuition-basis.
- Use of facilities that are not currently viewed as “training” locations – such as community rooms in the Precincts should be considered for training (this is done now for internal training) if facility availability is viewed as an impediment.

The following exhibit illustrates examples of the type assignment and related foundation courses which should be considered as prerequisite (or as courses which should be completed within 6 – 12 months of taking the assignment).

Assignment	Foundation Training
Supervisor / Manager	Specialized Education as Described in a Preceding Area of this Report – Depending on Rank
Investigator	General Investigation Evidence Collection / Crime Scene Processing Interviews & Interrogations Courses Focused on Specific Assignment (Domestic Violence, Gangs, Narcotics, Vice, Youth Crimes / Victims) Should Be Provided for Special Assignments.
Traffic Enforcement Officer	DUI Enforcement and Field Sobriety Testing Traffic Crash/Homicide Investigation Interviewing Techniques for the Traffic Crash Investigator
Crime Scene Officer	Basic and Advanced Crime Scene Processing Photography Finger Print Identification and Lifting <i>Specialized Training for Those Who Work With the IBIS (firearms “fingerprint” system) MUST Be Provided to Those Who Will Work With the System</i>
Field Training Officers	Basic and Advanced Training in Field Officer Training Systems and Techniques
School Resource Officers	Youth Crimes / Victims Training Interviewing Techniques for Use With Minors Specific Legal Information Related to Working in an Educational Environment

These changes will enhance the delivery of services throughout the MNP and Metro Nashville by improving the preparedness of personnel assigned to specialty units. It is important to note that The Commission for the Accreditation of Law Enforcement Agencies, Inc., requires “. . . the agency to update records of employees following their participation in training programs.”

## **8. TRAINING RECORD KEEPING**

This chapter focuses on the approaches used to maintain the critical training records and other documentation related to training provision.

### **1. SUMMARY OF CURRENT RECORD KEEPING APPROACHES**

The academy staff maintains extensive records of all academy coordinated recruit training and in-service training for all sworn and civilian personnel. Hard copies of all lesson plans and class sign-in sheets are on file. Recent records are stored in files located within the main academy building and all others are stored in the library basement. There is no fire protection in the academy basement. It has fire detectors, but no extinguishing system.

The academy also maintains a very detailed and comprehensive computerized database of class dates and names of attendees. Although this system allows for ready retrieval of individual attendance information, it does not generate a list of persons who have not attended particular classes. That information must be searched individually.

Academy staff members are responsible for submitting updated curricula and lesson plans to POST for approval. In addition, POST requires the Academy to maintain detailed attendance records and grades. It is critical that these records are accurate and submitted in a timely manner. Academy staff members update their records daily and have thorough documentation from 1969 to the present.

Officers and civilian members, who wish to attend specialized or advanced training offered outside of the department (not hosted by the training section or Metro), are required to submit requests to their respective division commanders for

authorization. After approval by the division commander, the request documentation continues on to the fiscal section for funding approval. It is incumbent upon the member to register for the class and make any necessary travel arrangements. Upon completion of the training, members may, at their option, forward copies of any completion certificates to the Training Division, or to the Human Resource Division for inclusion in their training files.

Officers and civilian members who attend Metro sponsored training classes obtain approval from their respective supervisors. Metro maintains a record of attendance, but does not notify the Training Division.

## **2. ISSUES AND RECOMMENDATIONS**

This section of the chapter provides a summary of the findings and recommendations of the Matrix Consulting Group project team relating to the documentation of training by the Police Department.

### **(1) All Internal and External Training Documentation Should Be Routed through the Training Division and a System Developed to Ensure Attendance Certificates Are Properly Filed and Recorded in One Central Repository for Easy Retrieval.**

Professional organizations maintain comprehensive personnel training records for numerous reasons. The primary reason is to have a record showing personnel are appropriately trained in the event such documentation is needed during litigation. The department also can monitor expenditures and ensure training dollars are applied where it will do the most good. Also, requiring proof of training ensures that employees actually attend the class.

The Training Division should be included in the routing of external training request documentation after approval by the Division commander and prior to approval by the Fiscal Division. The Training Division should note the pending training, and upon completion of the course, personnel should be required to forward copies of certificates to the Training Division for inclusion in their respective files. Once this system is established, The Training Division should methodically survey the entire department to update the training records and obtain copies of previously unrecorded training certificates.

All personnel should be required to submit copies of completed training course certificates to the Training Division. Personnel should not be reimbursed for incidental travel expenses until they have provided documentation of successful completion.

**(2) The Computer Software Program Used for Tracking In-Service Training Should Be Modified to Allow Flexibility for Sorting and Summarizing Key Information About Subject, Department, Unit or Individual Training. It Also Should Allow the Academy to Establish Class Size Limits.**

Currently, the software used for tracking training attendance has very limited capabilities for producing data for management purposes. In addition, the sergeant who manages the scheduling and recordkeeping for in-service training must spend considerable time contacting supervisors throughout the department to reschedule due to overbooking. The software used for this purpose should be modified to allow Academy staff to monitor training activities, produce management reports in a variety of formats, and set seating limits for classes.

**(3) Training Records Should Be Backed Up.**

The library building is the repository for all training records. These documents can prove crucial in litigation proceedings and should be protected, and the current facility has no fire suppression system. The Training Academy should make use of Metro's contract for "imaging" of critical documents. This would allow training documents to be stored on-site (with no additional investment) and to be accessed electronically (in a searchable database).

## **9. FIELD TRAINING PROGRAM**

This chapter provides a summary of the Matrix Consulting Group project team's assessment of the field training program. It is important to note that the MNPD is in the midst of altering their approach to delivering the Field Training Program. This assessment may include recommendations for steps that have already been taken (or considered).

### **1. SUMMARY OF CURRENT APPROACH**

MNPD's 22-week police officer Field Training Program (FTP) is a function of the Patrol Division and coordinated by a sergeant stationed at the Hermitage Substation. (Management responsibilities for the program were reassigned from the Training Academy to the Patrol Division in September, 2002.) All new MNPD officers are required to participate and successfully complete this training. This includes lateral officers (experienced officers from other law enforcement agencies who join the department). In addition, "return to patrol" refresher training and some regular officer remedial training is handled through the FTP.

Generally, the Police Academy graduates two classes of recruits per year. Immediately upon completion of the Academy, these new officers [Officers in Training (OITs)] transfer to the Patrol Division and begin the FTP. The number of trainees in the FTP is dictated by department manpower needs.

While in the FTP, OITs function under the direct observation and direction of specially trained Field Training Officers (FTOs). Under the current program, FTOs

provide training as outlined in a training guide provided by the program coordinator. During the 22 weeks, OITs rotate between three FTOs located at different duty stations. (OITs remain with an FTO throughout the entire six months, unless specifically released from the program by the Assistant Chief of Police of the Uniform Services Bureau.)

FTOs are responsible for recording the dates of all training provided and observations of tasks performed on a checklist maintained by the OIT. The OIT forwards the completed checklist to the FTO Coordinator at the end of the program.

On a weekly basis, FTOs complete reports of ratings and observations of the OIT's performance. These reports are submitted electronically to the program coordinator. Department policy requires field supervisors to monitor progress and review/critique FTO documentation. There is no requirement for the field supervisor to complete any regular documentation.

FTOs complete benchmark reports (summary evaluations) at the end of weeks 1-8, 9-16, and 16-22. These evaluations are based on a weighted scale of 20, 30, and 50 percent respectively. OITs must achieve at least minimum scores of 2.0, 2.5, and 3.0 on these benchmarks to advance to the next phase of training. (These reports are intended to identify OITs who are not performing to the level expected of a new officer at that time in the process.) The final benchmark report is due 3-4 weeks before the end of the OIT's release from the program, which coincides with the OITs release from probation. (All new officers serve a one year probationary period which covers six months in the police academy and six months in the FTP.) The shortened time frame for the last benchmark report allows for a buffer period during which an FTP board meets to assess each OIT's overall performance and determine retention. The FTP



board consists of two assistant chiefs, all five sector captains, the training captain and the department recruiter.

To qualify for consideration as an FTO, officers must have at least 3 years on the department and must not have been suspended for five or more days within 12 months of the application date. Upon selection, prospective FTOs must complete a 40 hour training class. (For 2003, the Academy scheduled an additional 8 hours of training for FTO's in addition to the regularly scheduled 40-hour in-service class.) Each receives a six percent annual salary adjustment for performing the FTO function regardless if assigned an OIT. The department currently has 81 officers designated as FTOs.

OITs complete evaluations on their respective FTOs at the end of each eight week cycle and forward them to the program coordinator. These evaluations are considered confidential, but are shared with the FTO's district commander and the respective FTO. Communications between the FTO coordinator and FTOs is ad hoc via telephone and department e-mail. (Department policy requires officers to check their e-mails at least weekly.) A read receipt is generated with an approximate 90 percent response rate from the FTOs. The program coordinator follows up via telephone with FTOs who do not respond to the e-mails.

FTP weekly and benchmark reports are routed electronically to, and maintained by, the FTO Coordinator. Reports for 2003 are readily accessible; however, reports from previous years were not accessible because the program coordinator did not have the records available electronically.

## **2. ISSUES AND RECOMMENDATIONS**

The current Field Training Program deviates considerably from recognized models. Notable areas of concern include:

- The lack of direct coordination between the academy and the FTO program results in a disconnect between the lessons taught in the academy and the approach used in the field.
- There are discrepancies in the official record of task observation dates.
- Daily observation reports are not required.
- Not all checklists are returned to the program coordinator for filing.
- Field supervisors have limited FTO program responsibilities.
- FTO meetings are not held regularly.
- Very little instruction is provided to FTOs regarding how best to educate the adults with whom they are working (i.e., techniques for conveying information to adults who may learn in a variety of ways).
- The Officer in Training washout rate is exceptionally low. This may be a result of the screening process for new recruits – or it may indicate that the FTO program needs to be more demanding for new hires.
- The FTO program coordinator could not gain access to some OIT records.

The following sections summarize our key findings and recommendations.

### **(1) The FTO Program Should Be Integrated with the Training Academy.**

Currently, personnel who complete the training academy program as new recruits are assigned to one or more FTO's in the field training program. The FTO program is managed from within the patrol commands of the Police Department with no connection to the training academy. The project team believes the FTO program should be **closely coordinated with** the training academy to **ensure** the continuity between the

training program for new recruits and their field training as new police officers. However, the FTO Coordinator should continue to report to Patrol and not the Academy.

**(2) FTOs Should Be Required to Complete Checklists Accurately and Timely.**

A review of 2003 reports revealed that the majority of the FTOs make entries in the OITs task checklist at the end of the workweek. It is evident that the dates on many of the forms do not accurately reflect dates tasks were observed. These discrepancies bring into question whether or not any of the tasks were performed or observed. Accurate training documentation is an essential element in defending litigation.

**(3) FTOs Should Be Required to Complete Daily Reports.**

The current reporting schedule does not require daily observation reports. (Model field training programs require daily reports to ensure that important observations are recorded promptly and accurately.)

**(4) FTOs Should Send All Checklists to the Program Coordinator for Filing.**

The system should be modified to ensure that all task checklists, including those of OIT's who leave the department before completing the program, are forwarded to the program coordinator for filing. Again, these documents are crucial in litigation proceedings. Consideration should be given to adding these records to the training files of each Officer, rather than maintaining them with the FTO Coordinator.

**(5) Field Supervisors Should Be Required to Assume an Active Role in the FTO Program and Submit Evaluations of Trainees.**

The current system does not ensure that field supervisors assume an active role in the OIT evaluation process. Reports are submitted electronically by the FTO to the program coordinator and there is no means to ensure that the supervisor has even

reviewed or agrees with it. Model FTPs require field supervisors to review all FTO submissions and to submit independent weekly reports of their own observations.

**(6) The FTO Program Should Be Modified to Include Periodic Meetings.**

FTO meetings are very important to the training process and should be held on a regular basis. Such meetings help to ensure that the training process is handled uniformly for all trainees. FTOs can receive periodic refresher training and share concerns. (Model FTPs schedule regular meetings either monthly or quarterly.) Academy staff responsible for recruit training should participate in these meetings to identify weaknesses in the Academy recruit training curricula.

**(7) More Adult Learning Instruction Should Be Included in the FTO Training Curriculum.**

A review of the FTO training curriculum revealed that only one hour of instructor development training was provided. As most FTOs do not have previous experience as trainers, the curriculum should include a substantial amount of “adult learning” instruction. This type training could be arranged through the local community college or university.

**(8) The FTOs’ Objectivity and Accuracy of Ratings Should Be Watched Closely to Determine if There Is a Problem.**

While not an exact determinant or symptom of a problem, the termination rate for the last class was less than four percent. On the average, termination rates are generally near ten percent. As noted, above, this may result from the success of the screening process for new applicants or from a less-than-necessarily-stringent FTO evaluation protocol. The Police Department is examining this issue currently.

**(9) Consideration Should Be Given to Providing Assistance to the FTO Coordinator and Providing More Training to Field Supervisors.**

Immediately following an academy graduation, approximately 50 OITs report to patrol and are assigned to FTOs. This means the program manager is responsible for coordinating the scheduling, monitoring OIT activities and related problems, and following up on required documentation for all shifts. In addition to this being an incredible workload, there is no one trained or assigned to assume these responsibilities in the event the manager is absent due to vacation, schooling, sickness, etc. It should be noted that the present field supervisors have received only one hour of training and do not have an active role in the program. Sergeants should take a more active role in evaluating these new employees.

**(10) Proper Access Should Be Provided to the FTO Coordinator to Access OIT Training Records.**

The program coordinator does not have immediate access to pre-2003 OIT training records. All such records should be readily accessible. This would require some access-modifications to be made by the IT personnel in the Department – there would be no additional cost.