

Recommendation 49.2

TK

Tanya Koshy [REDACTED]

Thu 4/8/2021 5:19 PM



To:

- McGuire, Catherine (POL);
- Scott, William (POL);
- [REDACTED]

+8 others

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Dear Acting Captain Altorfer,

Our office has completed its review of the materials related to Recommendation 49.2 that have been submitted to us as part of the collaborative reform process. After reviewing the package and information provided by the Department, the California Department of Justice finds as follows:

Recommendation 49.2: Consideration should be given to using Field Training Officers to help develop and deliver training in the field regarding key community policing concepts as a way to augment and expand the training currently provided at the Training Academy.

Response to Recommendation 49.2:

SFPD's 16-week field training program serves as an opportunity for trainee officers to apply the concepts they learn in the Basic Academy in the real world. SFPD uses the program to reinforce Academy training on community policing and procedural justice. Each trainee officer is paired with a field training officer (FTO) for each of the three phases of the field training (for a total of three FTOs), each of whom evaluates the trainee officer every day on a number of skills using a Daily Observation Report (DOR). The evaluated skills include "Communicating and Interacting with Citizens/Communities" and "Community Policing/Problem Solving Techniques." If a trainee officer does not perform satisfactorily based on their DOR ratings, that officer may not successfully complete the field training program. In the last week of the field training program, the Community Engagement Division also teaches a refresher course on community policing as a way to transition trainees into full time policing.

To assess the effectiveness of the field training program, the Lieutenant in Charge of the Field Training Office recently prepared a survey for each trainee officer to complete at the end of the field training program. The survey includes questions on the program's training on community policing, and asks, in particular, how the officer applied their community policing training to their interactions with community members.

Based upon all of the above, the Department of Justice finds that SFPD is in substantial compliance with this recommendation. Please let us know if you have any questions or would like to discuss this further.

Tanya

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Finding #49: Many in the SFPD lack an understanding of current and emerging community policing practices such as procedural justice.

Recommendation # 49.2: Consideration should be given to using Field Training Officers to help develop and deliver training in the field regarding key community policing concepts as a way to augment and expand the training currently provided at the Training Academy.

Response Date: 11/19/2020

Executive Summary:

The SFPD's Field Training Program consists of a 3 phase, 16-week program. One of the mandates of this California POST approved program requires a field training officer to complete a Daily Observation Report (DOR) for trainee officers. DORs are completed on a daily basis serving several purposes. A DOR provides a numerical score which rates the trainee's performance for that day in 34 different categories. In addition to the ratings, documentation is made regarding specifics of the trainee's performance, remedial training, and any other significant information.

The 34 rating categories have been implemented in accordance with the mandates of California POST. The POST Field Training Program Guide, Section 6 (See Attachment #1) – "Competency Requirements" lists the following topics that must be trained and evaluated, in relation to community policing, by the FTO.

- Community Relations and Service
- Professional Demeanor and Communications
- Cultural Diversity
- Racial Profiling
- Crime Prevention
- COP/POP

In order for the SFPD's Field Training Program to conform to these requirements, the DOR includes the following categories:

#33: "Communicating and Interacting with Citizens/Communities"

#34: "Community Policing/Problem Solving Techniques"

The Field Training Office reviews all DORs to ensure that categories 33 and 34 are being trained and performed during all three phases of field training.



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Field training officers train the officers based on Department policies, procedures and their own experiences. The Community Engagement Division (CED) has an active role in further promoting community policing and community engagement. CED conducts community policing session during week 16 of FTO training. This is done towards the end of field training as a refresher course to reinforce the Department's Community Policing Vision, Values, Goals and Objectives to the recruits as they transition from training.

Compliance Measures:

1) Review and decision regarding use of field training officers to develop training on key community policing concepts.

In 2019 the San Francisco Police Department implemented its Community Policing Strategic Plan (DB 19-165) (See Attachment #2). This plan outlines the Department's Community Policing Vision Values Goals and Objectives, which are centered around Pillar # 4 of the 21st Century Policing and the Tenants of Procedural Justice.

The decision was made by the San Francisco Police Department's Field Training Division to use field training officers to train on these key community policing concepts. These mentioned concepts are used as an evaluation tool on the Daily Observation Report Sheet (See Attachment #3) which are filled out by the Field Training Officer for daily observations regarding the trainee officer's (recruits) performance. The Field Training Division ensures that trainees are embodying the community policing concepts outline in the Strategic Plan with emphasis in the areas of "Communicating and Interacting with Citizens/Communities" and "Community Policing/Problem Solving Techniques".

For some new officers, the transition from a "sterile" academy environment to the "unpredictable" real life environment can be extremely difficult. The classroom setting provides a "stress free" environment where the officers can focus on the important and fundamental concepts of community policing. The Community Engagement Division teaches a community policing class (See Attachment #4) during the week 16 of FTO training. This is done towards the end of field training as a refresher course to reinforce the San Francisco Police Department's Community Policing Vision, Values, Goals and Objectives to the recruits as they transition from training.

2) Training plan for community policing training delivered in the field if FTOs are used, if not, explanation provided regarding the decision.

The San Francisco Police Department's plan for delivering community policing training in the field is delivered in three parts to the recruits; through the Field Training division at the Academy, through the field training officer, and the Community Engagement Division. Field training officers receive community policing and procedural justice



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training as a refresher on the Department's community policing and procedural justice policies and procedures. These concepts, policies and procedures that the FTO's are training on are utilized by the FTO's, while training the recruits during field training and are further reinforced by CED with a classroom training session during week 16 of FTO.

In 2019 the San Francisco Police Department implemented its Community Policing Strategic Plan (DB 19-165). This plan outlines the Department's Community Policing Vision Values Goals and Objectives, which are centered around Pillar # 4 (Community Policing and Crime Reduction) of the 21st Century Policing and the Tenants of Procedural Justice. Under Objective 5.7 "Integrate community policing values in recruitment, training, and professional development of Department Members." In the Strategic Plan Under the category of Strategies "Emphasize community policing in all trainings, and implement specialized topic curricula for both new and veteran officers." Both of these sections mentioned are taken into account and used at the Field Training Office and implemented into the Field Training program.

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As recruit officers in the Academy, they learn about procedural justice, community policing and community engagement concepts, policies and procedures. During field training, these same officers are now expected to actively engage with the community on a daily basis utilizing what they have learned during training at the Academy. The FTO's who are also trained in these same concepts provide guidance, training and supervision of their respective trainee in the Field.

Field training can be extremely stressful as the expectation is for these new officers to satisfactorily perform their duties. Although there is a learning curve for them, the public has high expectations for these new officers. These brand new officers face the same dangers and unknowns as any veteran officer. For some new officers, the transition from a "sterile" academy environment to the "unpredictable" real life can be extremely difficult.

The classroom setting provides a "stress-free" environment where the officers can focus on the important and fundamental concepts. This training session is also beneficial as they progress in their careers and begin their probationary officer status where they will no longer have a field training officer to train or mentor them.



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3) Review to determine effectiveness of training support to field personnel on community engagement.

Field training officers rate trainee officers utilizing DOR categories #33: "Communicating and Interacting with Citizens/Communities" and #34: "Community Policing/Problem Solving Techniques". The Field Training Office reviews all DORs to ensure they are completed correctly and within compliance of CA POST and SFPD policies and procedures. This review also ensures that trainee officers are being trained and evaluated during all three phases of field training.

San Francisco Police Department Peace Officer Field Training Manual Page Week 6, 277-288, Section D Community Policing has three categories. First the trainee must review the section, then the trainee must perform competency for this section, and lastly the FTO signs off on the trained section.

San Francisco Police Department Peace Officer Field Training Manual Preface Page 35 (Attachment #5) describes in two sections "Communicating and Interacting with Citizens/Communities" and "Community Policing Problem Solving Techniques" how the DOR sheet can be rated by the Field Training Officer with ratings from #1, #4, and #7. These sections of the San Francisco Police Department Field Training Manual have been reviewed and remains good practice to this current date. Per SFPD's Field Training Office (FTO) Lieutenant, the FTO Manual that is online dated 2013 is the most current manual and is used as current practice. The manual currently aligns with the goals and objectives from the Community Policing Strategic plan.

Trainee officers are given rating scores based on the POST-approved Standardized Evaluation Guidelines. These guidelines provide scoring criteria and examples of situations. If a new officer is not performing satisfactorily based on the DOR ratings, that officer may not successfully complete the field training program. The different phases of the Field Training Program have three different Field Training Officers. The Field Training Office reviews three different sets of DOR's encompassing the feedback from Field Training Officers. The Field Training Office reviews the three different sets of DOR's for each individual recruit. The three sets of DOR's show the different feedback on the subject of Community Engagement from the Field Training Officers regarding the recruit. The Field Training Officer from each phase then are able to share their feedback on the subject of Community Engagement with the Field Training Office through the DOR. The FTO will identify any gaps in training, deficiencies in performance standards, and the FTO will help give oversight in positive future development of the recruit. The FTO will then communicate this to the FTO office. The communication between the FTO office and the FTO are crucial so that the feedback received can be used for future development of police concepts in training. The DOR Per SFPD's Field Training Office (FTO) Lieutenant, any remarks made on any category, including community relations, are reflected in the Daily Observation Report (DOR) and the amount of minutes in remediation time (discussing the score) are documented to improve their performance



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on a continuous basis. The Field Training Office then can review the feedback to expand on improvement areas for training in the subject of community policing.

All DORs are maintained by the Field Training Office.

On 11/05/2020 during a prescreen call with Hillard Heintze and California Department of Justice to discuss Recommendation # 49.2:

Consideration should be given to using Field Training Officers to help develop and deliver training in the field regarding key community policing concepts as a way to augment and expand the training currently provided at the Training Academy.

Cal DOJ recommended clarifying that the plan referred to in CM2 is the strategic plan and providing an explanation that the Field Training Manual (2013) has been reviewed and remains good practice. Hillard Heintze recommended that, for CM3, SFPD request feedback not only from trainees but also from field personnel, such as field training officers.

Response:

Requested changes made to compliance measure two adding wording regarding the Community Engagement strategic plan.

Requested changes were made to compliance measure three, per SFPD's Field Training Office (FTO) Lieutenant, the FTO Manual that is online dated 2013 is the most current manual and is used as current practice. The manual currently aligns with the goals and objectives from the Community Policing Strategic plan. This plan outlines the Department's Community Policing Vision Values Goals and Objectives, which are centered around Pillar # 4 (Community Policing and Crime Reduction) of the 21st Century Policing and the Tenants of Procedural Justice. Under Objective 5.7 "Integrate community policing values in recruitment, training, and professional development of Department Members." In the Strategic Plan Under the category of Strategies "Emphasize community policing in all trainings, and implement specialized topic curricula for both new and veteran officers." Both of these sections mentioned are taken into account and used at the Field Training Office and implemented into the Field Training program.

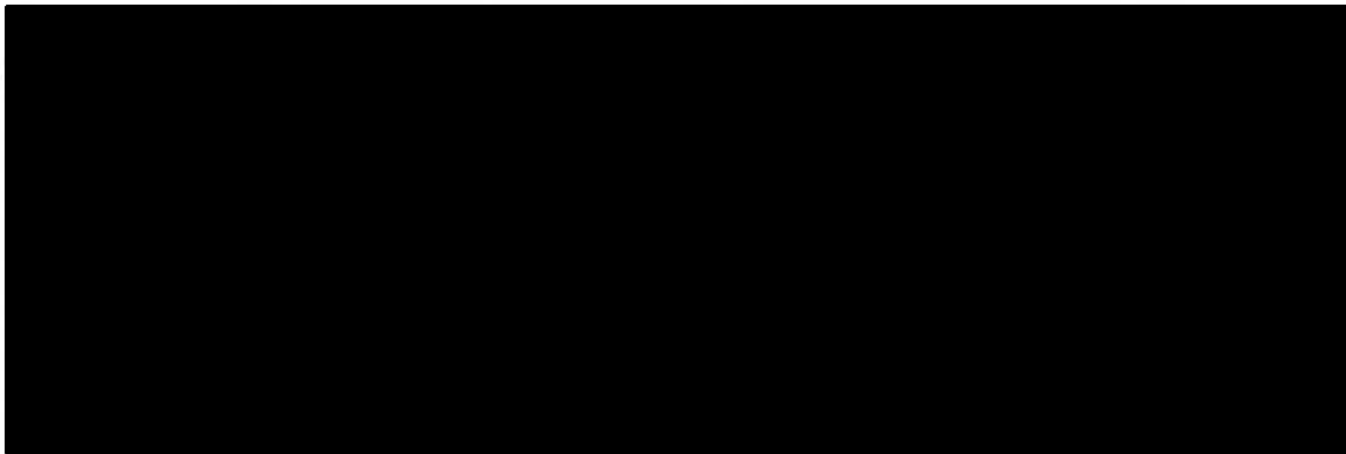
In regards to the recommendation made for compliance measure three: Trainee officers are given rating scores based on the POST-approved Standardized Evaluation Guidelines. These guidelines provide scoring criteria and examples of situations. If a new officer is not performing satisfactorily based on the DOR ratings, that officer may not successfully complete the field training program. The different phases of the Field Training Program have three different Field Training Officers. The Field Training Office



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All DORs are maintained by the Field Training Office.





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Finding # 49: Many in the SFPD lack an understanding of current and emerging community policing practices such as procedural justice.

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Response Date: 01/26/2021

ADDENDUM:

PSPP received an email from Hillard Heintze File Review Form attached with additional requests for information:

Compliance Measures 1 and 2 have been met. The SFPD reviewed the recommendation and decided to use FTOs to educate and evaluate trainee officers on key community policing concepts. The training plan includes 16 hours of community policing education in the Academy and FTO use of daily observation reports.

Compliance Measure 3 has not been met. In the current submission, it is asserted that completion of the field training program is evidence that the training was effective. The measure seeks this answer: "what do you have in place to determine whether the community policing training delivered was effective?" A good sample response would be ... 'the FTO observed the trainee use key community policing principles to resolve X issue', for example. Another way of determining the effectiveness of the training is to ask the trainee. Most FTO programs include an end of phase or end of program review meeting. Conversations regarding the effectiveness of community policing training can be asked during these meetings.

PSPP Acting Captain Altorfer offered the following solution in response:

In response to the RFI, let me extend my apologies for not ensuring the guidance provided in the prescreen meeting on 11/5/20 was adequately addressed. As luck would have it, I believe that the most recent FTO class is completing their 3rd phase of training next week. As indicated in the RFI notes - the recruits that successfully complete the field training program have one last FTO meeting in which they are given a survey to complete in regards to the training program. We are coordinating with the FTO Office to incorporate the following questions on their end of phase surveys:

#33 COMMUNICATING AND INTERACTING WITH CITIZENS / COMMUNITIES - Evaluates the trainee's ability to interact effectively and appropriately with members of ethnic, cultural, and social groups of the community

#34 COMMUNITY POLICING PROBLEM-SOLVING TECHNIQUES - Evaluates the trainee's ability to recognize problems within the community and generate possible solutions.



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Proposed Survey Questions:

Please comment on how the FTO program performed in teaching these concepts: whether that was through your FTOs and street experiences, or the Week 16 Community Engagement Presentation at with your FTO class.

If you can, describe a situation where you interacted with the community and were encouraged to do so with your FTO, or when you used problem solving techniques with your FTO and feel like you made an impact or impression with a community member.

Please let me know if these are responsive to the guidance provided in the RFI notes.

Hillard Heinzte responded with a minor language change to the proposed questions and said:

"Following that change, we would recommend that the 2001 for 49.2 be amended to include the information you've listed below as well. With those amendments included it will be responsive to the RFI notes."

PSPP contacted Lieutenant Perdomo, OIC of the Field Training Office, who created new SFPD Form 490F "Field Training Program Critique Form" with questions #10 and #11 regarding community policing training while in the FTO Program. The FTO Office conducts these surveys at the end of recruits FTO program to gauge overall program effectiveness and feedback for improvement, and were modified for this recommendation. Lt. Perdomo distributed the critique forms the week of 1/11/2021.

Attached to this addendum are FTO response questionnaires received. The forms provide general responses to the FTO program for review and improvement. Regarding questions 10 & 11 related to Community Policing training and experiences, recruits overall noted that the training provided was helpful and that community relationships are important in the field. Recruits also responded with some sort of personal experience where they engaged the community positively.

(See attachment 6)- Field Training Program Critique Forms (Questions 10 and 11)

Ofc. K. Endo #2475

Professional Standards and Principled Policing