



## CITY OF PORTLAND, OREGON



### Bureau of Police

Ted Wheeler, Mayor

Danielle M. Outlaw, Chief of Police

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## Directive 1500.00, Training, Executive Summary

### Introduction

The Bureau/Policy Development Team revised Directive 1500.00, Training, in collaboration with the Department of Justice (DOJ) and the Compliance Officer and Community Liaison (COCL) teams in November 2017. In accordance with the 2012 Settlement Agreement, DOJ-identified directives undergo a six-month review followed by an annual review from the first effective date in which the Bureau, DOJ, and COCL teams have mutually reviewed and agreed upon a finalized version. The directive identifies the Training Division's responsibility to conduct an annual needs assessment, which includes providing and administering training throughout the Bureau, monitoring and tracking each member's training throughout their careers, and analyzing law enforcement trends and best practices to produce training that aligns with 21<sup>st</sup> century community policing principles.

### Public Comments

The Bureau received minimal responses during both universal review and public comment periods. One comment suggested the Bureau provide a more comprehensive definition of procedural justice. The definition of procedural justice was developed in large part from the Final Report of the President's Task Force on 21<sup>st</sup> Century Policing; however, the Bureau updated the definition to reflect the practice of policing in a neutral, respectful, and compassionate manner.

### PPB's Updated Policy

The Bureau and its partners dedicated a significant amount of time and effort to the development of this directive back in 2017. Nonetheless, the Bureau identified areas within the directive that could be improved to better guide members and clarify responsibilities. The Bureau made modifications throughout the directive but will only address certain sections due to their significance. PPB added additional information under section 3.3. to explain how analysts evaluate various training programs and how the analyses are captured and provided to Bureau instructors. Throughout section 6, the Bureau included timelines for completing specialized training such as PPB Advanced Academy and Supervisory training as well as clarified member participation requirements for training events. Following the 2<sup>nd</sup> universal review and comment period, Bureau leadership believed that developing a standardized reorientation curriculum was necessary to adequately reintegrate any member who returned to full duty after an absence of one hundred and eighty days or more. The new information is captured in section 6.7.4.1. and provides the baseline requirements for all sworn members returning to duty. Lastly, in section 12, PPB added more information detailing the criteria used by the Training Division to select members to serve as trainers.

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We thank every individual who took the time to provide feedback on this directive. All comments received during both review periods are attached at the end of this document. We have removed all personal information to protect the privacy of commenters.

Directive 1500.00, Training, will go into effect on December 30, 2018.

Published 11/30/18

## **1500.00 Training**

### **Refer:**

- Training Advisory Council Bylaws
- Directive 1020.00, Weapons Administration
- Directive 1501.00, Field Training and Evaluation Program
- Training Division Standard Operating Procedures (SOPs):
  - SOP 1-19 Training Division Instructor Selection Standards
  - SOP 1-21 Request to Provide Training and Submission of Lesson Plans
  - SOP 5-2 Reintegration of Training for Sworn Members After an Extended Absence or an Extended Light Duty Assignment

### **Definitions:**

- Annual Training Plan: A document produced by the Training Division which details all training due to be delivered in the next year. It identifies who will receive training, what course material the Training Division will present, when and where the training will occur, and the reason for the training.
- Procedural Justice: The practice of engaging people respectfully and policing in a neutral and trustworthy manner, while giving individuals a voice during police encounters.
- Responsibility Unit (RU) Manager: The highest ranking sworn member or the civilian manager in a Responsibility Unit.
- Training Manager: The highest ranking sworn member permanently assigned to the Training Division.

### **Policy:**

1. It is the policy of the Training Division to administer a comprehensive training program that will provide for the professional growth and continued development of all sworn members. The Portland Police Bureau (PPB) provides necessary and adequate training as required by law and policy mandates, and as required for member assignments and staffing levels. In managing training programming, the Training Division plays a significant role in ensuring members possess the knowledge and skills necessary to provide a professional level of service that meets community needs and furthers the safety of members and the community.
2. All aspects of PPB training shall reflect and instill agency expectations that officers are committed to the constitutional rights of all individuals whom they encounter, including those individuals who have or are perceived to have mental illness, and employ strategies to build community partnerships to effectively increase public trust and safety.
3. PPB is committed to training its sworn members in community policing principles and tactics that encourage the use of non-traditional policing responses when practical. This training shall be informed by input from both the community and evidence-based strategies, such as procedural justice and interpersonal communications skills. Training

shall encourage creative thinking, proactive problem-solving, community engagement, and techniques for dealing with quality-of-life concerns. Training shall utilize community members and people with lived experience where appropriate in instruction.

**Procedure:**

1. Annual Training Needs Assessment:
  - 1.1. The Training Division shall conduct an annual training needs assessment of the Bureau by August 1<sup>st</sup> of each year. At a minimum, the needs assessment shall consider the following: (a) trends in hazards officers are encountering in performing their duties; (b) analysis of officer safety issues; (c) misconduct complaints; (d) problematic uses of force; (e) input from members at all levels of PPB; (f) input from the community; (g) concerns reflected in court decisions; (h) research reflecting best practices; (i) the latest in law enforcement trends; (j) individual precinct needs; and (k) any changes to Oregon or federal law or PPB policy.
  - 1.2. The Chief or designee shall review the needs assessment during the Annual Training Plan development process. The annual needs assessment shall inform the Annual Training Plan for the coming calendar year(s).
  - 1.3. On an annual basis, the Training Manager shall provide the Inspector with a copy of the Annual Needs Assessment for auditing purposes and revisions consistent with the Inspector's role.
2. Annual Training Plan:
  - 2.1. The Annual Training Plan identifies who will receive training, what course material the Training Division will present, when and where training will occur, and the reason for the training. The Training Manager or their designee shall develop the Annual Training Plan, which they shall review and update annually. It is the responsibility of the entire command staff to provide input to the Training Division to inform the Annual Training Plan. On an annual basis, the Training Manager will brief the Chief of Police or their designee on the Annual Training Plan. The Chief of Police or their designee may adjust the Annual Training Plan as needed.
3. Training Program Evaluation:
  - 3.1. The Training Division shall employ a program of evaluation that provides for the collections, analysis, and review of data regarding the delivery and effectiveness of training for the purpose of improving future instruction, course quality, and curriculum.
  - 3.2. Evaluations shall measure and document student satisfaction with the training received; student learning as a result of training; and the extent to which members are applying the knowledge and skills acquired in training to their jobs.
  - 3.3. Employees who analyze evaluation results shall report the results to the Training Manager or designee and shall include student evaluations of the programs and the instructor.
    - 3.3.1. Advanced Academy:

- 3.3.1.1. Analysts shall provide weekly reports to Advanced Academy instructors and supervisors. Evaluations, as well as academic score reports, shall be included in the weekly reports.
    - 3.3.2. Additional Training:
      - 3.3.2.1. At the conclusion of Enhanced Crisis Intervention Team (ECIT) training, In-Service and Supervisors In-Service, analysts shall provide the daily knowledge tests to instructors and supervisors within 30 days.
      - 3.3.2.2. The Curriculum Development unit shall meet with the instructors and supervisors to discuss the results of the surveys. The analysis of the surveys shall be completed within 60 days of the conclusion of training.
      - 3.3.2.3. The Curriculum Development unit shall meet with instructors and supervisors to discuss the survey results within 90 days of the conclusion of training. The unit shall conduct informal analysis on an ongoing basis to identify training deficiencies or anomalies. If irregularities are detected, the unit shall notify the Training Division Captain to ensure instructors are informed of the issue.
4. Training Advisory Council:
  - 4.1. The City Council established the Training Advisory Council by Ordinance on March 14, 2012. The mission of the Training Advisory Council is to provide ongoing advice to the Chief of Police and the Training Division, in order to continuously improve training standards, practices, and outcomes through the examination of training content, delivery, tactics, policy, equipment, and facilities.
  - 4.2. The Training Advisory Council shall meet at least quarterly and will provide input to the Training Division as part of the annual needs assessment. Each quarter (every three months), the Inspector shall report to the Training Advisory Council and Training Division regarding patterns and trends in officers' uses of force. The Training Advisory Council and Training Division shall make written recommendations to the Chief regarding proposed changes in policy, training, and/or evaluations based on patterns and trends in officers' uses of force. The Chief's Office shall assess all use of force patterns which the Training Advisory Council and/or Training Division identify and timely implement necessary remedial training to address those deficiencies.
  - 4.3. Training Advisory Council meetings will be open to the public unless the matter under discussion is confidential or raises public safety concerns, as determined by the Chief.
5. Maintenance and Reporting of Training Records:
  - 5.1. The Training Manager is responsible for ensuring the maintenance of all training records.
    - 5.1.1. The Training Division shall electronically track, maintain, and report records of training curricula, lesson plans, training delivered, attendance records, individual scores, and other training materials.
    - 5.1.2. The Training Division shall maintain these electronic files in a central, commonly accessible, and organized file system.

- 5.2. The Training Division shall record all completed training in a member's training record.
  - 5.3. The Training Division shall provide semi-annual training reports to each Reporting Unit within the third quarter of the calendar year.
  - 5.4. Each member's immediate supervisor shall review the semi-annual report for the members under their command and ensure that their members' are attending training as required, or, if not, consult with their Reporting Unit Manager and the Training Manager to resolve the deficiency.
  - 5.5. The Department of Public Safety Standards and Training (DPSST) requires all sworn police officers to attend on-going training in order to remain certified. Each member's training record is reviewed by DPSST on a three-year cycle and the member must have the following to maintain their certification:
    - 1) A current First Aid/CPR Certification (every two years);
    - 2) 8 hours of annual firearms or use of force training (24 hours total);
    - 3) 60 hours of other training.
  - 5.5.1. DPSST also requires members with their Supervisory Certification to attend on-going training in order to remain certified. Each member with a Supervisory Certification must have the following in order to maintain their certification:
    - 1) A current First Aid/CPR Certification;
    - 2) 8 hours of annual firearms or use of force training (24 hours total);
    - 3) 8 hours supervisory/leadership training (24 hours total);
    - 4) 36 hours of other training.
  - 5.6. In order to satisfy state certification requirements, the Training Division shall report training to DPSST on both a monthly and annual basis. The Training Division shall also conduct an annual review of each member's training records to ensure compliance with state standards.
  - 5.7. In addition to state certification requirements, the Training Division shall issue and maintain certifications for specialized skills (e.g., FTO, ECIT, AR-15). Members shall attend maintenance training when required in order to maintain their proficiency in these specialized skills.
6. Training Procedures:
    - 6.1. Field Training:
      - 6.1.1. Refer to Directive 1501.00, Field Training and Evaluation Program.
    - 6.2. PPB Advanced Academy training:
      - 6.2.1. In order to provide for the continued growth of newly appointed officers, the Training Division shall deliver Advanced Academy training to all probationary officers. Advanced Academy training shall be completed within the 18-month probationary period.
      - 6.2.2. The Training Manager shall consider and approve or disapprove all Advanced Academy Training.

- 6.3. Tenured Officer Training, generally:
  - 6.3.1. The Chief of Police or their designee shall require via a Special Order that tenured members attend training.
  - 6.3.2. Sworn members must attend classroom training. Members with duty restrictions may be exempt from participating in non-classroom training activities. RU Managers shall provide justification to the Training Division for annotation in the member's training records.
    - 6.3.2.1. Members must participate fully in order to receive credit for training.
  - 6.3.3. Members attending training, regardless of rank or position, shall follow the direction of an instructor as they would the direction of a supervisor.
  
- 6.4. Annual In-Service training:
  - 6.4.1. In order to provide for the continued certification, growth and development of Bureau members, the Training Division shall deliver annual In-Service training to all active members that meets or exceeds the state standard.
  - 6.4.2. The Training Manager shall oversee the development of the training plan and provide it to the Chief of Police or their designee for approval.
  
- 6.5. Supervisory Training:
  - 6.5.1. Newly promoted Sergeants and Lieutenants shall complete their initial supervisory certification within one year of being promoted, in accordance with the requirements set forth by DPSST.
    - 6.5.1.1. If newly promoted members are unable to attend initial supervisory training during the first year due to class capacity or other issues, then with DPPST's approval, they shall attend as soon as feasible thereafter not to exceed one additional year.
  - 6.5.2. In order to provide supervisory members with the training needed to maintain their supervisory certification, the Training Division shall deliver supervisory training to all supervisory members.
  - 6.5.3. The curriculum for supervisory training shall be informed by the Annual Needs Assessment.
  
- 6.6. PPB Certifications:
  - 6.6.1. The Training Division shall deliver training to members for certification in specialty skills (e.g., FTO, ECIT, AR-15).
  - 6.6.2. The Training Division shall provide members with on-going training in order for members to maintain their certification(s).
  - 6.6.3. The curriculum for specialty skills training shall be informed by the Annual Needs Assessment.
  
- 6.7. Retraining:
  - 6.7.1. Sworn and non-sworn members may have absences from full duty resulting from injury, other service connected or non-service connected disability, military, educational and personal leave, resignation and rehire, or other reasons. PPB has a responsibility to provide refresher training to members returning to full duty after an absence to ensure the safety of officers, the

- community, and to maintain a high level of service delivery and officer conduct.
- 6.7.2. Sworn members returning to full duty after an absence of one (1) to less than ninety (90) days shall be assigned to their RU to identify and complete any outstanding training requirements applicable to the member's current assignment.
    - 6.7.2.1. The RU Manager or designee, shall determine if the returning member is required to do any of the following:
      - 6.7.2.1.1. Qualify or recertify with their Bureau authorized primary sidearm other weapon(s), conducted electrical weapon (CEW), or other equipment as required by directive.
      - 6.7.2.1.2. Complete any other training as required by the Training Division, directive, special or general order, or city policy.
      - 6.7.2.1.3. Review and test on any policies enacted during the member's absence.
    - 6.7.2.2. The RU Manager may require the returning member to work with another non-probationary member for a reorientation period. The member's RU Manager will determine the length of this assignment depending on the member's progress.
    - 6.7.2.3. If training deficiencies are identified during reorientation, the member's RU Manager will consult with the Training Manager to develop a training reorientation plan.
  - 6.7.3. Sworn members returning to full duty after an absence of more than ninety (90) days, but less than one hundred eighty (180) days shall be assigned to their RU to identify and complete any outstanding training requirements applicable to the member's current assignment.
    - 6.7.3.1. In consultation with the Training Division, the RU Manager or designee, shall determine if the returning member is required to do any of the following:
      - 6.7.3.1.1. Qualify or recertify with their Bureau authorized primary firearm, other weapon(s), conducted electrical weapon (CEW), or other equipment as required by directive.
      - 6.7.3.1.2. Complete any other training as required by the Training Division, directive, special or general order, or city policy.
      - 6.7.3.1.3. Review and test on any policies enacted during the member's absence.
    - 6.7.3.2. The RU Manager shall require the returning member to work with another non-probationary member for a reorientation period. The member's RU Manager shall determine the length of the assignment depending on the member's progress.
      - 6.7.3.2.1. If training deficiencies are identified during the reorientation period, the member's RU Manager shall consult with the Training Manager to develop a formal reorientation plan.
    - 6.7.3.3. At the completion of the identified retraining, the RU Manager shall provide written documentation to the Training Manager that the member's training needs were reviewed and satisfied.
  - 6.7.4. Sworn members returning to full duty after an absence of one hundred eighty one (181) days or more shall be assigned to the Training Division for reorientation training.
    - 6.7.4.1. Members shall be required to attend at least one 10-hour day of training



that shall include Firearms, Control Tactics, Patrol Procedures, and Patrol Vehicle Operations, and legal and/or directive updates. The amount of training required beyond the one day minimum shall be decided by the Training Division Captain, in consultation with the Assistant Chief of Services, and shall be based on the individual member's needs and amount of changes in training doctrine or directives.

- 6.7.4.2. The Training Division shall coordinate the delivery of initial training needed to prepare the member to return to their primary assignment.
- 6.7.4.3. While the member is assigned to the Training Division, the member's progress shall be monitored by the Training Division staff and reported to the Training Manager.
- 6.7.4.4. Upon successful completion of reorientation training, the member shall be released to their RU.
- 6.7.4.5. The RU Manager shall assign the member to work with another non-probationary member for a reorientation period. The length of this assignment will be determined by the Training Manager.
- 6.7.4.6. While the member is assigned to their RU, the member's progress shall be monitored by the RU and reported to the RU Manager.
- 6.7.4.7. If training deficiencies are identified during the reorientation period, the member's RU Manager shall consult with the Training Manager to resolve the deficiencies.
- 6.7.4.8. Upon successful completion of the reorientation period, the RU Manager shall provide written documentation to the Training Manager that the member's training needs have been met.
- 6.7.4.9. Once verified by the Training Manager, the member will be fully released to their RU.
- 6.7.5. Non-sworn members returning to full duty after an absence of any length will be assigned to their RU to identify and complete any outstanding training requirements applicable to the member's current assignment, which may include the following:
  - 6.7.5.1. Any training as required by directive, special order, or city policy.
  - 6.7.5.2. Any other training as required by their RU Manager.

## 7. Scheduling Training:

- 7.1. The scheduling of training has an impact on the day to day operations of PPB. In order to balance the need to train against maintaining an effective staffing level, the Training Division shall maintain a Bureau wide training calendar.
- 7.2. The Training Division will consider the impact to the day to day operations when scheduling training initiatives.
- 7.3. The Training Division shall make the training calendar accessible to all members.

## 8. Review and Approval of Training Materials:

- 8.1. All training PPB provides shall conform to current policies at the time of training.
- 8.2. In order to ensure consistency with current policy and training doctrine, the Training

Division will maintain SOP 1-21, outlining the process for reviewing and approving curriculum and other training materials.

9. Delivery of Training:

9.1. The Training Division shall determine the method used to deliver approved training curriculum. Methods of delivery include, but are not limited to:

9.1.1. Classroom Training:

9.1.1.1. Classroom training is used to deliver foundational materials that form the basis for decision making in the field.

9.1.1.2. Classroom Training can include the use of lecture, presentation, assessment, tabletop exercises, and/or group exercises.

9.1.2. Skills Training:

9.1.2.1. Skills Training is used to provide members with the opportunity to practice or demonstrate “hands on” skills, techniques, or tactics.

9.1.2.2. Skills training can include practical demonstrations, physical practice, assessment, and/or simulations.

9.1.3. Scenario Based Training:

9.1.3.1. Scenario based training is used to provide members with the opportunity to demonstrate their knowledge, skills, and abilities to solve problems in a safe environment.

9.1.3.2. Scenario based training shall be delivered in a safe environment using procedures approved by the Training Division.

9.1.4. Roll Call Videos:

9.1.4.1. Roll Call Videos are used to deliver brief and timely video based updates to members as part of their normal work shift or to provide members with prerequisite information prior to other training.

9.1.4.2. The Training Division will have the lead in the production of all roll call videos, but it may rely on other subject matter experts to develop specific content.

9.1.5. Tips and Techniques:

9.1.5.1. Tips and techniques are used to deliver timely printed updates to members as part of their normal work shift.

9.1.5.2. Tips and techniques may be developed by subject matter experts outside of the Training Division.

9.1.5.3. The Training Division shall review and approve all Tips and Techniques prior to final publication and distribution.

9.1.6. E-Learning:

9.1.6.1. E-Learning is computer based instruction where training occurs via the Intranet.

9.1.6.2. E-Learning may be used to deliver standalone content or to provide members with prerequisite information prior to other training.

9.1.6.3. The Training Division shall have the lead in the production of all E-Learning modules, but it may rely on other subject matter experts to develop specific content.

10. Safety Planning:

10.1. The safety of the training environment is the responsibility of the Training Division.

Certain types of training involve the use of simulated equipment and the use of such

equipment requires a safety plan to ensure no dangerous or deadly weapons are present in the training environment.

- 10.1.1. The Training Division shall maintain SOP 1-21 outlining the process for the review and approval of a training safety plan. During instruction the lead instructor or designated safety officer shall be responsible to ensure adherence to the safety plan.
  - 10.1.1.1. Members attending training, regardless of rank or position, shall follow the direction of a safety officer as they would the direction of a supervisor.
  - 10.1.1.2. If circumstances require a change to the approved safety plan, all training will be stopped and a Training Division supervisor will be notified.
  - 10.1.1.3. The training supervisor shall review the exception(s) or deviation(s) and must approve them before training can resume.
  - 10.1.1.4. If the training supervisor does not approve of the exception(s) or deviations(s), the training shall be canceled.
- 10.1.2. All members attending training shall be briefed on the safety plan and all members shall terminate training immediately should anything unsafe be observed in the training environment.

## 11. Delivery of Training:

- 11.1. The Training Division shall regularly review lesson plans and training to ensure that they conform to PPB's policies at the time of training.
- 11.2. The Training Division shall not deliver or authorize training in conflict with PPB policy.
- 11.3. The Training Division shall not deliver or authorize training unless there is an approved lesson plan on file.
- 11.4. In order to ensure consistency, instructors shall not deviate from the approved lesson plan.
  - 11.4.1. Training Division supervisors shall randomly audit training to ensure adherence to the lesson plan.
- 11.5. In order to ensure consistency with current policy, instructors shall only teach policies that have received final approval from the Chief of Police or their designee.

## 12. Selection of Sworn Trainers:

- 12.1. The Training Division shall select officers to serve as trainers consistent with the following:
  - 12.1.1. The officer shall have a demonstrable record of professional conduct and suitable work performance and work history.
  - 12.1.2. No officer with a history of using excessive force shall serve as a trainer. A history of using excessive force shall be determined by the following criteria:
    - 12.1.2.1. If the officer has been subject to disciplinary action based upon a use of force within the preceding three (3) years, or twice in the preceding five (5) years.
  - 12.1.3. No officer may serve as a trainer if they are subject to disciplinary action based

upon the use of force or mistreatment of people with mental illness within the three (3) preceding years, or twice in the preceding five (5) years.

12.1.4. The selection of officers to serve as trainers shall, at a minimum, take into account whether a civil judgment has been rendered against the City of Portland in the last five (5) years based on the trainer-candidate's use of force.

12.2. The Training Division shall maintain SOP 1-19 which outlines additional trainer selection guidelines.

### 13. Precinct/Division Training:

#### 13.1. Authorization:

13.1.1. Precincts/divisions may deliver proficiency or tactical training as authorized by the Training Division.

13.1.2. In order to maintain training consistency throughout the Bureau, the Training Division shall review and preapprove all precinct/division training. Specifically, the Training Division shall be responsible for the review, approval, scheduling, safety planning, recording, and reporting of precinct/division training.

13.1.3. Precincts/divisions intending to conduct training shall submit a training plan through their RU Manager to the Training Division not less than sixty (60) days prior to the first day of the training.

13.1.3.1. When exigent circumstances exist, RU Managers may request a waiver of the (60) day requirement in writing to the Training Manager.

13.1.3.2. The Training Manager or designee shall review the training plan to ensure all training comports with current policies and training doctrine.

13.1.4. In the event a training plan is denied, reasons for rejecting the training plan shall be provided in writing.

13.1.5. RU Managers may appeal denied training plans through channels, to the Chief of Police or their designee, in instances in which the RU Manager feels there is a compelling need to present the training.

#### 13.2. Scheduling:

13.2.1. The Training Division may not authorize precinct/division training when it will have an adverse impact on the day to day operations of PPB.

13.2.2. If a request to train on a specific date(s) is denied reasons for rejecting the date(s) shall be provided in writing to the RU Manager.

13.2.3. RU Managers may appeal the denied date(s) through channels, to the Chief of Police or their designee, in instances in which the RU Manager believes there is a compelling need to deliver the training on the specified date(s).

#### 13.3. Safety Planning:

13.3.1. Based on the type(s) of training described in the training plan, the Training Division shall determine if a safety plan is needed before precincts/divisions will be authorized to deliver training.

13.3.2. The Training Division shall maintain a safety plan template and provide it to the requesting precinct/division when required.

13.3.3. The Training Manager or designee shall review the safety plan to ensure it comports with standards established by the Training Division.

13.3.4. When required, precincts/divisions shall not deliver training unless there is an

approved safety plan on file with the Training Division.

- 13.3.5. The Training Division shall randomly observe and audit safety screening and delivery of training to ensure adherence to the approved safety plan.
- 13.3.6. In the event a safety plan is denied reasons for rejecting the safety plan shall be provided in writing.
- 13.3.7. RU Managers may appeal the denied safety plan through channels, to the Chief of Police or their designee, in instances in which the RU Manager believes there is a compelling need to deviate from safety standards established by the Training Division.

13.4. Delivery:

- 13.4.1. Precincts/divisions shall not deliver training unless there is an approved lesson plan on file with the Training Division.
- 13.4.2. In order to ensure consistency, instructors shall not deviate from the approved lesson plan.
  - 13.4.2.1. The Training Division shall randomly observe and audit precinct/division training to ensure adherence to the approved lesson plan.

13.5. Reporting:

- 13.5.1. All precinct/division training shall be reported to the Training Division within thirty (30) days of delivery.
- 13.5.2. RU Managers shall be responsible for reporting the names of instructors and attendees in its training programs to the Training Division.
- 13.5.3. If training is reported more than thirty (30) days after delivery the reporting RU shall include a memorandum to the Training Division Manager explaining the reason for the delay.
- 13.5.4. Once all documentation has been received the Training Division shall record and report the training.

**History:**

- Originating Directive Date: 02/06/2015
- Last Revision Signed: 11/30/18
  - Effective Date: 12/30/18
- Next Review Date: 12/30/19

## 1500.00 Training

### Refer:

- Training Advisory ~~Committee~~[Council](#) Bylaws
- Directive 1020.00, ~~Firearms~~[Weapons Administration](#)
- Directive 1501.00, Field Training [and Evaluation](#) Program
- Training Division Standard Operating Procedures (SOPs):
  - SOP 1-19 Training Division Instructor Selection Standards
  - SOP 1-21 Request to Provide Training and Submission of Lesson Plans
  - SOP 5-2 Reintegration of Training for Sworn Members After an Extended Absence or an Extended Light Duty Assignment

### Definitions:

- ~~• Responsibility Unit (RU) Manager: The highest ranking sworn member or the civilian manager in a Responsibility Unit.~~
- ~~• Training Manager: The highest ranking sworn member permanently assigned to the Training Division.~~
- Annual Training Plan: A document produced by the Training Division which details all training due to be delivered in the next year. It ~~expressly~~ identifies who will receive training, what course material the Training Division will present, when and where the training will occur, and the reason for the training.
- Procedural Justice: The ~~idea~~[practice](#) of ~~fairness in the processes that resolve disputes~~[engaging people respectfully](#) and ~~allocate resources. Relative to policing, it is the perception of being treated with respect in a neutral and dignity by the trustworthy manner, while giving individuals a voice during police, in an impartial manner in accordance with the law~~[encounters](#).
- Responsibility Unit (RU) Manager: The highest ranking sworn member or the civilian manager in a Responsibility Unit.
- Training Manager: The highest ranking sworn member permanently assigned to the Training Division.

### Policy:

1. It is the policy of the Training Division to administer a comprehensive training program that will provide for the professional growth and continued development of all sworn members. ~~PPB~~ [The Portland Police Bureau \(PPB\)](#) provides necessary and adequate training as required by law and policy mandates, and as required for member assignments; [and](#) staffing levels. [In managing training programming,](#) the Training Division plays a significant role in ensuring members possess the knowledge and skills necessary to provide a professional level of service that meets community needs and furthers the safety of members and the community.
2. All aspects of PPB training shall reflect and instill agency expectations that officers are

committed to the constitutional rights of all individuals whom they encounter, including those individuals who have or are perceived to have mental illness, and employ strategies to build community partnerships to effectively increase public trust and safety.

3. PPB is committed to training its sworn members in community policing principles and tactics that encourage the use of non-traditional policing responses when practical.— This training shall be informed by input from both the community and evidence-based strategies, such as procedural justice and interpersonal communications skills. Training shall encourage creative thinking, proactive problem-solving, community engagement, and techniques for dealing with quality-of-life concerns. Training shall utilize community members and people with lived experience where appropriate in instruction.

### **Procedure:**

#### 1. Annual Training Needs Assessment:

- 1.1. The Training Division shall conduct an annual training needs assessment of the Bureau ~~by August 1<sup>st</sup> of each year.~~ At a minimum, the needs assessment shall consider the following: (a) trends in hazards officers are encountering in performing their duties; (b) analysis of officer safety issues; (c) misconduct complaints; (d) problematic uses of force; (e) input from members at all levels of ~~the Portland Police Bureau~~ ~~PPB~~; (f) input from the community; (g) concerns reflected in court decisions; (h) research reflecting best practices; (i) the latest in law enforcement trends; (j) individual precinct needs; and (k) any changes to Oregon or federal law or ~~Portland Police Bureau~~ ~~PPB~~ policy.

- 1.2. The Chief or designee shall review the needs assessment during the Annual Training Plan development process. The annual needs assessment shall inform the Annual Training Plan for the coming calendar year(s).

- 1.3. On an annual basis, the Training Manager shall provide the Inspector with a copy of the Annual Needs Assessment for auditing purposes and revisions consistent with the Inspector's role.

#### 2. Annual Training Plan:

- 2.1. The Annual Training Plan ~~expressly~~ identifies who will receive training, what course material the Training Division will present, when and where training will occur, and the reason for the training. The Training Manager or their designee shall develop the Annual Training Plan, which they shall review and update annually. It is the responsibility of the entire command staff to provide input to the Training Division to inform the Annual Training Plan. On an annual basis, the Training Manager will brief the Chief of Police or their designee on the Annual Training Plan. The Chief of Police or their designee may adjust the Annual Training Plan as needed.

#### 3. Training Program Evaluation:

- 3.1. The Training Division shall employ a program of evaluation that provides for the collections, analysis, and review of data regarding the delivery and effectiveness of training for the purpose of improving future instruction, course quality, and curriculum.

- 3.2. Evaluations shall measure and document student satisfaction with the training received; student learning as a result of training; and the extent to which members are applying the knowledge and skills acquired in training to their jobs.
- 3.3. Employees who analyze evaluation results shall report the results to the Training Manager or designee and shall include student evaluations of the programs and the instructor.

3.3.1. Advanced Academy:

3.3.1.1. Analysts shall provide weekly reports to Advanced Academy instructors and supervisors. Evaluations, as well as academic score reports, shall be included in the weekly reports.

3.3.2. Additional Training:

3.3.2.1. At the conclusion of Enhanced Crisis Intervention Team (ECIT) training, In-Service and Supervisors In-Service, analysts shall provide the daily knowledge tests to instructors and supervisors within 30 days.

3.3.2.2. The Curriculum Development unit shall meet with the instructors and supervisors to discuss the results of the surveys. The analysis of the surveys shall be completed within 60 days of the conclusion of training.

3.3.2.3. The Curriculum Development unit shall meet with instructors and supervisors to discuss the survey results within 90 days of the conclusion of training. The unit shall conduct informal analysis on an ongoing basis to identify training deficiencies or anomalies. If irregularities are detected, the unit shall notify the Training Division Captain to ensure instructors are informed of the issue.

4. Training Advisory Council:

4.1. The City Council established the Training Advisory Council by Ordinance on March 14, 2012. The mission of the Training Advisory Council is to provide ongoing advice to the Chief of Police and the Training Division, in order to continuously improve training standards, practices, and outcomes through the examination of training content, delivery, tactics, policy, equipment, and facilities.

4.2. The Training Advisory Council shall meet at least quarterly and will provide input to the Training Division as part of the annual needs assessment. Each quarter (every three months), the Inspector shall report to the Training Advisory Council and Training Division regarding patterns and trends in officers' uses of force. The Training Advisory Council and Training Division shall make written recommendations to the Chief regarding proposed changes in policy, training, and/or evaluations based on patterns and trends in officers' uses of force. The Chief's Office shall assess all use of force patterns which the Training Advisory Council and/or Training Division identify and timely implement necessary remedial training to address those deficiencies.

4.3. Training Advisory Council meetings will be open to the public unless the matter under discussion is confidential or raises public safety concerns, as determined by the Chief.



5. Maintenance and Reporting of Training Records:
  - 5.1. The Training Manager is responsible for ensuring the maintenance of all training records.
    - 5.1.1. The Training Division shall electronically track, maintain, and report records of training curricula, lesson plans, training delivered, attendance records, individual scores, and other training materials.
    - 5.1.2. The Training Division shall maintain these electronic files in a central, commonly accessible, and organized file system.
  - 5.2. The Training Division shall record all completed training in a member's training record.
  - 5.3. The Training Division shall provide semi-annual training reports to each Reporting Unit within the third quarter of the calendar year.
  - 5.4. Each member's immediate supervisor shall review the semi-annual report for the members under their command and ensure that their members' are attending training as required, or, if not, consult with their Reporting Unit Manager and the Training Manager to resolve the deficiency.
  - 5.5. The Department of Public Safety Standards and Training (DPSST) requires all sworn police officers to attend on-going training in order to remain certified. Each member's training record is reviewed by DPSST on a three-year cycle and the member must have the following to maintain their certification:
    - 1) A current First Aid/CPR Certification; (every two years);
    - 2) 8 hours of annual firearms or use of force training (24 hours total);
    - 3) 60 hours of other training.
  - 5.5.1. DPSST also requires members with their Supervisory Certification to attend on-going training in order to remain certified. Each member with a Supervisory Certification must have the following in order to maintain their certification:
    - 1) A current First Aid/CPR Certification;
    - 2) 8 hours of annual firearms or use of force training (24 hours total);
    - 3) ~~24~~ 48 hours supervisory/leadership training; (24 hours total);
    - 4) 36 hours of other training.
  - 5.6. In order to satisfy state certification requirements, the Training Division shall report training to DPSST on both a monthly and annual basis. The Training Division shall also conduct an annual review of each member's training records to ensure compliance with state standards.
  - 5.7. In addition to state certification requirements, the Training Division shall issue and maintain certifications for specialized skills (e.g., FTO, ECIT, AR-15). Members shall attend maintenance training when required in order to maintain their proficiency in these specialized skills.
6. Training Procedures:
  - 6.1. Field Training:

- 6.1.1. Refer to Directive 1501.00, Field Training and Evaluation Program.
- 6.2. PPB Advanced Academy training:
  - 6.2.1. In order to provide for the continued growth of newly appointed officers, the Training Division shall deliver Advanced Academy training to all probationary officers. Advanced Academy training shall be completed within the 18-month probationary period.
  - 6.2.2. The Training Manager shall consider and approve or disapprove all Advanced Academy Training.
- 6.3. Tenured Officer Training, generally:
  - 6.3.1. The Chief of Police, or their designee, shall require via a Special Order that tenured members attend training.
  - ~~6.3.2. Members shall be released to full duty in order to attend training, unless they have been pre-authorized to attend by their Responsibility Unit Manager and the Training Manager.~~
  - 6.3.2. Sworn members must attend classroom training. Members with duty restrictions may be exempt from participating in non-classroom training activities. RU Managers shall provide justification to the Training Division for annotation in the member's training records.
    - 6.3.2.1. Members must participate fully in order to receive credit for training.
  - 6.3.3. Members attending training, regardless of rank or position, shall follow the direction of an instructor as they would the direction of a supervisor.
- 6.4. Annual In-Service training:
  - 6.4.1. In order to provide for the continued certification, growth and development of Bureau members, the Training Division shall deliver annual In-Service training to all active members that meets or exceeds the state standard.
  - 6.4.2. The Training Manager shall oversee the development of the training plan and provide it to the Chief of Police, or their designee, for approval.
- 6.5. Supervisory Training:
  - 6.5.1. Newly promoted Sergeants and Lieutenants ~~will earn~~shall complete their initial supervisory certification within one year of being promoted, in accordance with the requirements set forth by DPSST.
    - 6.5.1.1. If newly promoted members are unable to attend initial supervisory training during the first year due to class capacity or other issues, then with DPPST's approval, they shall attend as soon as feasible thereafter not to exceed one additional year.
  - 6.5.2. In order to provide supervisory members with the training needed to maintain their supervisory certification, the Training Division shall deliver ~~Supervisory~~supervisory training to all supervisory members.
  - 6.5.3. The curriculum for ~~Supervisory~~supervisory training shall be informed by the Annual Needs Assessment.
- 6.6. PPB Certifications:
  - 6.6.1. The Training Division shall deliver training to members for certification in

- specialty skills (e.g., FTO, ECIT, AR-15).—
- 6.6.2. The Training Division shall provide members with on-going training in order for members to maintain their certification(s).
- 6.6.3. The curriculum for specialty skills training shall be informed by the Annual Needs Assessment.

6.7. Retraining:

- 6.7.1. Sworn and non-sworn members may have absences from full duty resulting from injury, other service connected or non-service connected disability, military, educational and personal leave, resignation and rehire, or other reasons. ~~The Bureau~~ PPB has a responsibility to provide refresher training to members returning to full duty after an absence to ensure the safety of officers, the community, and to maintain a high level of service delivery and officer conduct.
- 6.7.2. Sworn members returning to full duty after an absence of one (1) to less than ninety (90) days shall be assigned to their ~~Responsibility Unit~~ RU to identify and complete any outstanding training requirements applicable to the member's current assignment.
  - 6.7.2.1. The ~~Responsibility Unit~~ RU Manager or designee, shall determine if the returning member is required to do any of the following:
    - 6.7.2.1.1. Qualify or recertify with their Bureau authorized primary sidearm other weapon(s), ~~electronic control~~ conducted electrical weapon (~~ECW~~ CEW), or other equipment as required by directive.
    - ~~6.7.2.1.2.1.1.1.1. Complete any other training as required by the Training Division, directive, special or general order, or city policy.~~
    - ~~6.7.2.1.3.1.1.1.1.1. Review and test on any policies enacted during the member's absence.~~
    - 6.7.2.1.2. Complete any other training as required by the Training Division, directive, special or general order, or city policy.
    - 6.7.2.1.3. Review and test on any policies enacted during the member's absence.
  - 6.7.2.2. The ~~Responsibility Unit~~ RU Manager may require the returning member to work with another non-probationary member for a reorientation period. The member's ~~Responsibility Unit~~ RU Manager will determine the length of this assignment depending on the member's progress.
  - 6.7.2.3. If training deficiencies are identified during reorientation, the member's ~~Responsibility Unit~~ RU Manager will consult with the Training Manager to develop a training reorientation plan.
- 6.7.3. Sworn members returning to full duty after an absence of more than ninety (90) days, but less than one hundred eighty (180) days shall be assigned to their ~~Responsibility Unit~~ RU to identify and complete any outstanding training requirements applicable to the member's current assignment.
  - 6.7.3.1. In consultation with the Training Division, ~~The Responsibility Unit~~ the RU Manager or designee, shall determine if the returning member is required to do any of the following:
    - 6.7.3.1.1. Qualify or recertify with their Bureau authorized primary firearm, other weapon(s), ~~electronic control~~ conducted electrical weapon (~~ECW~~ CEW), or other equipment as required by directive.

- 6.7.3.1.2. Complete any other training as required by the Training Division, directive, special or general order, or city policy.
- 6.7.3.1.3. Review and test on any policies enacted during the member's absence.
- ~~6.7.3.1.2.1.1.1.1. Complete any other training as required by the Training Division, directive, special or general order, or city policy.~~
- ~~6.7.3.1.3. Review and test on any policies enacted during the member's absence.~~
- 6.7.3.2. The **Responsibility UnitRU** Manager shall require the returning member to work with another non-probationary member for a reorientation period. The member's **Responsibility UnitRU** Manager shall determine the length of the assignment depending on the member's progress.
- 6.7.3.2.1. If training deficiencies are identified during the reorientation period, the member's **Responsibility UnitRU** Manager shall consult with the Training Manager to develop a formal reorientation plan.
- 6.7.3.3. At the completion of the identified retraining, the **Responsibility UnitRU** Manager shall provide written documentation to the Training Manager that the member's training needs were reviewed and satisfied.
- 6.7.4. Sworn members returning to full duty after an absence of one hundred eighty one (181) days or more shall be assigned to the Training Division for reorientation training.
- 6.7.4.1. ~~In consultation with the member and their Responsibility Unit Manager the Training Division shall develop a reorientation training plan, as outlined by Training Division SOP 5-2. Once the reorientation plan is established, the~~Members shall be required to attend at least one 10-hour day of training that shall include Firearms, Control Tactics, Patrol Procedures, and Patrol Vehicle Operations, and legal and/or directive updates. The amount of training required beyond the one day minimum shall be decided by the Training Division Captain, in consultation with the Assistant Chief of Services, and shall be based on the individual member's needs and amount of changes in training doctrine or directives.
- ~~6.7.4.1.~~6.7.4.2. The Training Division shall coordinate the delivery of initial training needed to prepare the member to return to their primary assignment.
- ~~6.7.4.2.~~6.7.4.3. While the member is assigned to the Training Division, the member's progress shall be monitored by the Training Division ~~Staff~~staff and reported to the Training Manager.
- ~~6.7.4.3.~~6.7.4.4. Upon successful completion of ~~initial~~reorientation training, the member shall be released to their **Responsibility UnitRU**.
- ~~6.7.4.4.~~6.7.4.5. The **Responsibility UnitRU** Manager shall assign the member to work with another non-probationary member for a reorientation period. The length of this assignment will be determined by the Training Manager.
- ~~6.7.4.5.~~6.7.4.6. While the member is assigned to their **Responsibility UnitRU**, the member's progress shall be monitored by the **Responsibility UnitRU** and reported to the **Responsibility UnitRU** Manager.
- ~~6.7.4.6.~~6.7.4.7. If training deficiencies are identified during the reorientation period, the member's **ResponsibilityRU** Manager shall consult with the Training Manager to resolve the deficiencies.
- ~~6.7.4.7.~~6.7.4.8. Upon successful completion of the reorientation ~~training period,~~

- the ~~Responsibility Unit~~RU Manager shall provide written documentation to the Training Manager that the member's training needs have been met.
- ~~6.7.4.8:~~6.7.4.9. Once verified by the Training Manager, the member will be fully released to their ~~Responsibility Unit~~RU.
- 6.7.5. Non-sworn members returning to full duty after an absence of any length will be assigned to their ~~Responsibility Unit~~RU to identify and complete any outstanding training requirements applicable to the member's current assignment, which may include the following:
- 6.7.5.1. Any training as required by directive, special order, or city policy.
- 6.7.5.2. Any other training as required by their ~~Responsibility Unit~~RU Manager.
7. Scheduling Training:
- 7.1. The scheduling of training has an impact on the day to day operations of ~~the Police Bureau~~PPB. In order to balance the need to train against maintaining an effective staffing level, the Training Division shall maintain a Bureau wide training calendar.
- 7.2. The Training Division will consider the impact to the day to day operations when scheduling training initiatives.
- 7.3. The Training Division shall make the training calendar accessible to all members.
8. Review and Approval of Training Materials:
- 8.1. All training ~~the Police Bureau~~PPB provides shall conform to current policies at the time of training.
- 8.2. In order to ensure consistency with current policy and training doctrine, the Training Division will maintain SOP 1-21, outlining the process for reviewing and approving curriculum and other training materials.
9. Delivery of Training:
- 9.1. The Training Division shall determine the method used to deliver approved training curriculum. Methods of delivery include, but are not limited to:
- 9.1.1. Classroom Training:
- 9.1.1.1. Classroom training is used to deliver foundational materials that form the basis for decision making in the field.
- 9.1.1.2. Classroom Training can include the use of lecture, presentation, assessment, tabletop exercises, and/or group exercises.
- 9.1.2. Skills Training:
- 9.1.2.1. Skills Training is used to provide members with the opportunity to practice or demonstrate "hands on" skills, techniques, or tactics.
- 9.1.2.2. Skills training can include practical demonstrations, physical practice, assessment, and/or simulations.
- 9.1.3. Scenario Based Training:
- 9.1.3.1. Scenario based training is used to provide members with the opportunity to demonstrate their knowledge, skills, and abilities to solve problems in a safe environment.
- 9.1.3.2. Scenario based training shall be delivered in a safe environment using

procedures approved by the Training Division.

9.1.4. Roll Call Videos:

9.1.4.1. Roll Call Videos are used to deliver brief and timely video based updates to members as part of their normal work shift or to provide members with prerequisite information prior to other training.

9.1.4.2. The Training Division will have the lead in the production of all roll call videos, but it may rely on other subject matter experts to develop specific content.

9.1.5. Tips and Techniques:

9.1.5.1. Tips and techniques are used to deliver timely printed updates to members as part of their normal work shift.

9.1.5.2. Tips and techniques may be developed by subject matter experts outside of the Training Division.

9.1.5.3. The Training Division shall review and approve all Tips and Techniques prior to final publication and distribution.

9.1.6. E-Learning:

9.1.6.1. E-Learning is computer based instruction where training occurs via the Intranet.

9.1.6.2. E-Learning may be used to deliver standalone content or to provide members with prerequisite information prior to other training.

9.1.6.3. The Training Division shall have the lead in the production of all E-Learning modules, but it may rely on other subject matter experts to develop specific content.

10. Safety Planning:

10.1. The safety of the training environment is the responsibility of the Training Division. Certain types of training involve the use of simulated equipment and the use of such equipment requires a safety plan to ensure no dangerous or deadly weapons are present in the training environment.

10.1.1. The Training Division shall maintain SOP 1-21 outlining the process for the review and approval of a training safety plan. During instruction the lead instructor or designated safety officer shall be responsible to ensure adherence to the safety plan.

10.1.1.1. Members attending training, regardless of rank or position, shall follow the direction of a safety officer as they would the direction of a supervisor.

10.1.1.2. If circumstances require a change to the approved safety plan, all training will be stopped and a Training Division supervisor will be notified.

10.1.1.3. The training supervisor shall review the exception(s) or deviation(s) and must approve them before training can resume.

10.1.1.4. If the training supervisor does not approve of the exception(s) or deviations(s), the training shall be canceled.

10.1.2. All members attending training shall be briefed on the safety plan and all members shall terminate training immediately should anything unsafe be observed in the training environment.

11. Delivery of Training:

11.1. The Training Division shall regularly review lesson plans and training to ensure that they conform to PPB's policies at the time of training.

- 11.2. The Training Division shall not deliver or authorize training in conflict with PPB policy.
- 11.3. The Training Division shall not deliver or authorize training unless there is an approved lesson plan on file.
- 11.4. In order to ensure consistency, instructors shall not deviate from the approved lesson plan.
  - 11.4.1. Training Division supervisors shall randomly audit training to ensure adherence to the lesson plan.
- 11.5. In order to ensure consistency with current policy, instructors shall only teach policies that have received final approval from the Chief of Police [or their designee](#).

12. Selection of Sworn Trainers:

- 12.1. The Training Division shall select officers to serve as trainers consistent with the following:
  - [12.1.1. The officer shall have a demonstrable record of professional conduct and suitable work performance and work history.](#)
  - ~~12.1.1.~~ [12.1.2.](#) No officer with a history of using excessive force shall serve as a trainer. A history of using excessive force shall be determined by the following criteria:
    - ~~12.1.1.1.~~ [12.1.2.1.](#) If the officer has been subject to disciplinary action based upon a use of force within the preceding three (3) years, or twice in the preceding five (5) years.
    - ~~12.1.2.~~ [12.1.3.](#) No officer may serve as a trainer if they are subject to disciplinary action based upon the use of force or mistreatment of people with mental illness within the three (3) preceding years, or twice in the preceding five (5) years.
    - ~~12.1.3.~~ [12.1.4.](#) The selection of officers to serve as trainers shall, at a minimum, take into account whether a civil judgment has been rendered against the City of Portland in the last five (5) years based on the trainer-candidate's use of force.
  - ~~12.1.~~ [12.2.](#) The Training Division shall maintain SOP 1-19 which outlines additional trainer selection guidelines.

13. Precinct/Division Training:

- 13.1. Authorization:
  - 13.1.1. Precincts/divisions may deliver proficiency or tactical training as authorized by the Training Division.
  - 13.1.2. In order to maintain training consistency throughout the Bureau, the Training Division shall review and preapprove all precinct/division training. Specifically, the Training Division shall be responsible for the review, approval, scheduling, safety planning, recording, and reporting of precinct/division training.
  - 13.1.3. Precincts/divisions intending to conduct training shall submit a training plan through their **Responsibility Unit** [RU](#) Manager to the Training Division not less than sixty (60) days prior to the first day of the training.
    - 13.1.3.1. When exigent circumstances exist, **Responsibility Unit** [RU](#) Managers may request a waiver of the (60) day requirement in writing to the Training



Manager.

- 13.1.3.2. The Training Manager or designee shall review the training plan to ensure all training comports with current policies and training doctrine.
  - 13.1.4. In the event a training plan is denied, reasons for rejecting the training plan shall be provided in writing.
  - 13.1.5. ~~Responsibility Unit~~RU Managers may appeal denied training plans through channels, to the Chief of Police or their designee, in instances in which the ~~Responsibility Unit~~RU Manager feels there is a compelling need to present the training.
- 13.2. Scheduling:
- 13.2.1. The Training Division may not authorize precinct/division training when it will have an adverse impact on the day to day operations of ~~the Police Bureau~~PPB.
  - 13.2.2. If a request to train on a specific date(s) is denied reasons for rejecting the date(s) shall be provided in writing to the ~~Responsibility Unit~~RU Manager.
  - 13.2.3. ~~Responsibility Unit~~RU Managers may appeal the denied date(s) through channels, to the Chief of Police or their designee, in instances in which the ~~Responsibility Unit~~RU Manager believes there is a compelling need to deliver the training on the specified date(s).
- 13.3. Safety Planning:
- 13.3.1. Based on the type(s) of training described in the training plan, the Training Division shall determine if a safety plan is needed before precincts/divisions will be authorized to deliver training.
  - 13.3.2. The Training Division shall maintain a safety plan template and provide it to the requesting precinct/division when required.
  - 13.3.3. The Training Manager or designee shall review the safety plan to ensure it comports with standards established by the Training Division.
  - 13.3.4. When required, precincts/divisions shall not deliver training unless there is an approved safety plan on file with the Training Division.
  - 13.3.5. The Training Division shall randomly observe and audit safety screening and delivery of training to ensure adherence to the approved safety plan.
  - 13.3.6. In the event a safety plan is denied reasons for rejecting the safety plan shall be provided in writing.
  - 13.3.7. ~~Responsibility Unit~~RU Managers may appeal the denied safety plan through channels, to the Chief of Police or their designee, in instances in which the ~~Responsibility Unit~~RU Manager believes there is a compelling need to deviate from safety standards established by the Training Division.
- 13.4. Delivery:
- 13.4.1. Precincts/divisions shall not deliver training unless there is an approved lesson plan on file with the Training Division.
  - 13.4.2. In order to ensure consistency, instructors shall not deviate from the approved lesson plan.
    - 13.4.2.1. The Training Division shall randomly observe and audit precinct/division training to ensure adherence to the approved lesson plan.



13.5. Reporting:

- 13.5.1. All precinct/division training shall be reported to the Training Division within thirty (30) days of delivery.
- 13.5.2. ~~Responsibility Unit~~RU Managers shall be responsible for reporting the names of instructors and attendees in its training programs to the Training Division.
- 13.5.3. If training is reported more than thirty (30) days after delivery the reporting ~~Responsibility Unit~~RU shall include a memorandum to the Training Division Manager explaining the reason for the delay.
- 13.5.4. Once all documentation has been received the Training Division shall record and report the training.

## 1st Universal Review: 12/1/17-12/30/17

**From:**  
**To:**  
**Subject:** FW: COMMENTS on Gratuities, Ethics, and Training Directives December 2017  
**Date:** Tuesday, September 11, 2018 12:57:49 PM

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From:  
Sent: Friday, December 29, 2017 11:01 AM

Subject: COMMENTS on Gratuities, Ethics, and Training Directives December 2017

Comments on Gratuities, Ethics, and Training Directives December 2017

To Chief Outlaw, Capt. Bell, Lieutenant Morgan, PPB Policy Analysts, Compliance Officer/Community Liaison Team, Community Oversight Advisory Board staff, US Dept. of Justice, Citizen Review Committee and the Portland Police Bureau:

Below are our comments on some of the Directives posted for review in December 2017 (at <http://www.portlandoregon.gov/police/59757>). First off, we once again encourage the Bureau to re-examine its consideration of timelines. Once again, the existing policies were posted with no indication of what the Bureau is considering changing. And, in this particular instance, a good chunk of the time in the review period includes holidays which mean both officers and community members wanting to comment in essence had less than the posted 30 days; in other words, when there are holidays or other considerations-- such as lengthy Directives like 1500.00 on Training that's up for review-- the timeline should be adjusted at least by a few days. We also repeat here that having only 15 days to comment after the Bureau posts proposed revisions makes a reasonable analysis difficult for many organizations (including City-sanctioned advisory bodies).

We repeat here the comment we made in August 2015 about 660.32 Agent/Informant Processing: "We're not going to make any detailed comments on the Directives around Bureau use of informants (660.32 & 660.33), as we find the practice unsavory. Reading these Directives was a lot like watching sausage get made." That said, we note that the Directive was rewritten to put one person who is not in the Chief's office in charge of the program: The head of the Drugs and Vice Division. Not only does this seem strange structurally, but the head of DVD over the last several years has been the dubious Captain Mark Kruger. Given Kruger's past honoring Nazis, attacking protestors, exposing someone he supervises for filing a complaint about him, expressing distaste at the complaint process, and having his sustained findings expunged from his record through a lawsuit, perhaps this idea should be revisited to include more checks and balances. That is, if the Bureau wants to continue to pay people to lie to put other people in jail. (Side note: we do appreciate that the PPB responded to our comment that abbreviations such as "CCH" should be spelled out; in the current version it is written as "Computerized Criminal History.")

Portland Copwatch (PCW) will keep suggesting the Bureau add letters to section headings (Definitions, Policy, Procedure) to avoid having multiple sections with the same numbers, and return to its earlier

practice of enumerating the Definitions, to make referencing them easier. Look at the USDOJ Settlement Agreement, which has over 60 paragraphs which are definitions, or the City Code around the "Independent" Police Review (IPR) (Chapter 3.21, with Section .020 on Definitions).

Our comments below refer to the Procedure section unless otherwise noted.

### 1500.00 TRAINING

In our previous comments on this Directive in August 2015, we noted that "the concept of making sure training matches policy is not in the 'Policy' section and doesn't even appear until Procedure Section 10.2." Due to renumbering, that Section has now relocated to 11.5. However, to give some credit to the Bureau, a new Section that is much clearer appears earlier in the Directive. but still not until Section 8.1. Also, a new Section, 11.1, requires the Training Division (Training) to review plans to ensure they conform with policy, while Section 11.4 has been rewritten to forbid instructors from deviated from approved lesson plans (renumbered from Section 10).

We also noted that Section 2.1(f) asks for Training to take input from the community, but doesn't clarify if that goes beyond the Training Advisory Council (TAC, now in Section 4).

We continue to wonder why the date of creation of the TAC is needed in a Directive (section 4.1). That said, we appreciate that the Bureau adopted our suggestion to changes the TAC's meetings from being "quarterly" to "at least quarterly" (Section 4.2).

Here are some other observations about changes we found in the new Directive:

--The "Refer" Section still calls the TAC the Training Advisory "Committee" instead of "Council."

--The newly added Definition of "Procedural Justice" was lifted word for word from Wikipedia: "The idea of fairness in the processes that resolve disputes and allocate resources." We encourage the Bureau to find a more casual definition that doesn't use the word "processes" (which is from the same root as Procedure). The second sentence stating that Procedural Justice is "the perception of being treated with respect and dignity by the police, in an impartial manner and in accordance with the law" should emphasize that police behavior should include treating people with respect, dignity and impartiality, which leads to improved community-police relations. As it stands, all that matters is "the perception."

--In Policy Section 1, we applaud that the Bureau dropped a clause talking about how "training is provided within the confines of funding." New Policy Sections 2 and 3 include concepts inherent in the DOJ agreement-- commitment to Constitutional rights including for people who may have mental illness, increasing public trust, and using "non-traditional policing responses" including communications and problem solving. However, there is no emphasis on de-escalation, as

suggested by PCW and the National Lawyers Guild in 2015 (and elsewhere).

--Section 4.2 on the TAC adds specific guidance for the group to receive presentations on use of force patterns and trends, which is supposed to lead to recommendations. This also comes from the DOJ Agreement. PCW attends most every TAC meeting, and they often seem more focused on how the Bureau generates the data than the data itself. How this deficiency will be fixed is unclear, as Training Captain Bob Day rightfully wants the TAC to make its own decisions, but someone needs to be sure they follow their mandate. In adding this important language around the issue of force, old section 3.2 requiring the TAC to have input into the annual needs assessment has disappeared.

--In Section 5.4, the Directive asks supervisors to review the members' training histories every six months. It's still not clear why Directive 215.00 was changed to make Performance Reviews annual rather than semi-annual (as we noted in September).

--Using the words "ongoing training" rather than "maintenance training" is a good choice in Section 5.5

--Even though the Training Division still reports on each officer to the Department of Public Safety, Standards and Training (DPSST) monthly and annually (Section 5.6), DPSST apparently only looks at that information once every three years (5.5). Perhaps we are reading this incorrectly, but if that is so, the state needs to step up its reviews to be sure officers aren't falling through the cracks.

--Retraining for officers used to be broken down into 180 days or less (back to the Precincts), and 2.5 years to 5 years (retraining needed), in old sections 6.3.2 and 6.3.4. It is now broken down into 90 days or less (Precincts/6.7.2), 91-180 days (Training Division helps Precincts/6.7.3), and over 180 days (retraining/6.7.4). Nothing in the current policy clarifies that DPSST certification expires after 5 years.

--Under Section 5.5 (and 5.5.1 on Supervisors (in unusually numbered subsections), the few specifics of what officers might have to re-certify on are: First Aid/CPR, firearms/use of force, and "60 hours of other training." Are these the only state certifications for law enforcement personnel?

--New Sections on Advanced Academy (6.2), In-Service (6.4), Supervisory training (6.5) and PPB certifications (6.6) help clarify the breadth of what PPB training covers. On this note, PCW is concerned that the Advanced Academy has been cut from 14 weeks to 10 weeks to push new recruits out on the streets faster. A community policing resolution passed by City Council in 2004-- which makes it binding City policy-- called for Advanced Academy to be expanded from 14 to 16 weeks. We hope the PPB will reconsider and/or find a way to get the new recruits all the training they need.

--Section 6.3.2, which we think is supposed to say that officers have to get permission to miss mandatory training, uses this very confusing language:

"Members shall be released to full duty in order to attend training, unless they have been pre-authorized to attend by their Responsibility Unit Manager and the Training Manager."

We assume this does not reflect the intention and hope the PPB will remedy this wording.

--A few new Sections require that officers returning to duty review and be tested on new policies (6.7.2.1.3 and 6.7.3.1.3).

--A new Section on Selection of Trainers (12) lifts and reinforces language from the Settlement Agreement about what would disqualify officers from delivering training, with Section 12.4 pointing to a Standard Operating Procedure where additional restrictions might be added.

To wrap up this analysis of 1500.00, we repeat our support for previous comments from the NLG that "all officers should be required to attend regular training on cultural competency, community policing, and nonviolent communication." We also continue to believe the policy should include mandatory training on institutional racism. Furthermore, PCW has stated repeatedly that officers should undergo a "homeless immersion" and live on the street for 24 or more hours to get more empathy. PCW's policy is that we will not have our members go on ridealongs with police until such an immersion is given to all Portland Police.

## CONCLUSION

We continue to remind the Bureau that the Portland Commission on Community Engaged Policing (PCCEP) has been required by City Council to be integrated into the Directives review process. It will likely become quickly apparent that our comments about adding letters to each major section, and revising review timelines to allow discussion and deliberation are shared by other community members. While we have seen some minor improvements based on PCW's comments, we expect that a city-sanctioned body will carry more weight and their input will lead to more improvements. But if they are hamstrung by unrealistic deadlines, that input may never reach the Bureau.

Thank you as always for the opportunity to comment

Directive 1500.00 Feedback  
2nd Universal Review: 2/15/18-3/2/18

#1

COMPLETE

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**Q1** Please provide feedback for this directive

COMMENTS on Training Directive, February 2018

To Chief Outlaw, Capt. Bell, Lieutenant Morgan, PPB Policy Analysts, Compliance Officer/Community Liaison Team, Community Oversight Advisory Board staff, US Dept. of Justice, Citizen Review Committee and the Portland Police Bureau:

Below are our comments on the Training Directive, which was posted for secondary review in February at <https://www.portlandoregon.gov/police/article/672978>>. While we generally have been concerned about the 15-day response period for these second reviews, in this case the larger issue is that only two minor changes are being proposed to this policy. And while one of those (correcting the name of the Training Advisory Council in the reference section) came from Portland Copwatch (PCW), this means the Bureau did nothing to integrate the many other ideas we sent previously.

Thus, we present an edited list of those comments for reconsideration before the policy is finalized.

1500.00 TRAINING

--We recommended (in August 2015 and in December) that "the concept of making sure training matches policy" should be placed in the "Policy" Section of the Directive, and made clear much earlier than Sections 8.1, 11.1 (requiring the Division to ensure training plans conform with policy), 11.4 (prohibiting deviation from approved lesson plans) and 11.5 (base training only on approved policies).

--To be clear, the reason we asked whether Section 2.1(f), which asks for Training to take input from the community, applies to anything other than the Training Advisory Council is because we think it should be spelled out that it does.

--We suggested that the Definition of "Procedural Justice," rather than using Wikipedia's definition, should be more casual and not use the word "processes" (which is from the same root as Procedure). We also suggested that police should be encouraged to actually treat people with respect, dignity and impartiality, which will lead to improved community-police relations, rather than projecting the "perception" that is how officers behave.

--We noted that the Policy section does not place an emphasis on de-escalation, even though that is now the first section of the Force directive. (This suggestion goes back to 2015 and came both from us and the National Lawyers Guild.)

--The Bureau should address that the Training Advisory Council is required to focus on trends in force rather than just how the data are generated (4.2). We also noted that TAC's required input into the annual needs assessment is no longer in the Directive but probably should be.

--While we support Section 5.4 having supervisors review officers' training histories every six months, it's not clear whether this is related to the Performance Reviews. Those Reviews were (erroneously, in our opinion) cut back from twice a year to annual in Directive 215.00.

## Directive 1500.00 Feedback

--We suggested that the monthly and annual reports to the Department of Public Safety, Standards and Training (DPSST) (Section 5.6) should be looked at more often in Salem than once every three years (5.5).

--We noted that the policy does not clarify officers' certification will expire after 5 years if they do not go for re-training (should be in Section 6).

--We asked whether there are more state certifications than First Aid/CPR, firearms/use of force, and "60 hours of other training" as listed in 5.5 and 5.5.1.

--We asked that the Bureau clarify language in Section 6.3.2, which we think is supposed to say that officers have to get permission to miss mandatory training, but says: "Members shall be released to full duty in order to attend training, unless they have been pre-authorized to attend by their Responsibility Unit Manager and the Training Manager."

--We repeated our previous support for comments from the NLG that "all officers should be required to attend regular training on cultural competency, community policing, and nonviolent communication." We also continue to believe the policy should include mandatory training on institutional racism. Furthermore, PCW has stated repeatedly that officers should undergo a "homeless immersion" and live on the street for 24 or more hours to get more empathy. We repeat here that it is PCW's policy not have our members go on ridealongs with police until such an immersion is given to all Portland Police.

### CONCLUSION

Portland Copwatch will keep suggesting the Bureau add letters to section headings (Definitions, Policy, Procedure) to avoid having multiple sections with the same numbers, and return to its earlier practice of enumerating the Definitions, to make referencing them easier, as we have suggested in nearly every set of comments on PPB policy.

In the last analysis of 1500.00, we raised our concern that the PPB's Advanced Academy has been cut from 14 weeks to 10 weeks to push new recruits out on the streets faster. We referred to a 2004 community policing City Council resolution (binding City Policy), which called for Advanced Academy to be expanded from 14 to 16 weeks. We asked the Bureau to reconsider and/or find a way to get the new recruits all the training they need.

In our previous analysis, we expressed hope that the Portland Commission on Community Engaged Policing (PCCEP) and its requirement to be part of the Directives review process will increase public sway on Bureau policy. Since the job description for the person tasked with assembling the PCCEP was just re-posted, we are not sure if and when that will happen. So we encourage the Bureau to post the comments that come in as they are received, rather than at the time the policies are being finalized. That way community members can compare notes about what ideas are being floated.

Thank you for the opportunity to comment  
Dan Handelman and other members of  
Portland Copwatch

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### Q2 Contact Information (optional)

Name

Email Address

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#2

COMPLETE

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### Q1 Please provide feedback for this directive

I am submitting two recommendations to Directive 1500.00 Training. The recommendations are specific to the Definitions section.

1. Community Policing should be defined.

2. Provide a broader definition of procedural justice. My understanding is that procedural justice is a research-based approach seen in in 21st Century Policing strategies and elsewhere. It is being applied in the court system as well as in law enforcement.

A comprehensive definition will be useful as the principles of procedural justice are introduced to the police officers and the community.

Rather than sending a proposed definition for procedural justice I am sharing a few resources that I used to learn how procedural justice is defined.

The National Initiative for Building Trust and Justice:  
<https://trustandjustice.org/resources/intervention/procedural-justice>

"Procedural justice focuses on the way police and other legal authorities interact with the public, and how the characteristics of those interactions shape the public's views of the police, their willingness to obey the law, and actual crime rates. Mounting evidence shows that community perceptions of procedural justice can have a significant impact on public safety.

Procedural justice is based on four central principles: "treating people with dignity and respect, giving citizens 'voice' during encounters, being neutral in decision making, and conveying trustworthy motives." Research demonstrates that these principles contribute to relationships between authorities and the community in which 1) the community has trust and confidence in the police as honest, unbiased, benevolent, and lawful; 2) the community feels obligated to follow the law and the dictates of legal authorities, and 3) the community feels that it shares a common set of interests and values with the police."

The US Department of Justice COPS Office has this definition:  
<https://cops.usdoj.gov/Default.asp?Item=2866>

"Procedural justice refers to the idea of fairness in the processes that resolve disputes and allocate resources. It is a concept that, when embraced, promotes positive organizational change and bolsters better relationships. Procedural justice speaks to four principles, often referred to as the four pillars:

- fairness in the processes
- transparency in actions
- opportunities for voice
- impartiality in decision making"

Procedural Fairness for Judges and Courts:  
<http://www.ncsc.org/Sitecore/Content/Microsites/Procedural-Fairness/Home/>

"Procedural fairness (also referred to as procedural justice) is an evidence-based practice reliably associated with higher levels of compliance with and greater amounts of satisfaction with decisions by authority figures."

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**Q2** Contact Information (optional)

Name

Email Address

Phone Number

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