

**INTRADEPARTMENTAL CORRESPONDENCE**

BPC #12-0017

January 12, 2012  
14.1

**TO:** The Honorable Board of Police Commissioners

**FROM:** Chief of Police

**SUBJECT:** FIELD TRAINING OFFICER SELECTION AND TRAINING INSPECTION  
(IAID No. 11-069)

**RECOMMENDED ACTION**

1. It is recommended that the Board of Police Commissioners REVIEW and APPROVE the attached Field Training Officer Selection and Training Inspection conducted by Internal Audits and Inspections Division.

**DISCUSSION**

Pursuant to the Department's Audit and Inspection Plan for Fiscal Year 2011/2012, Internal Audits and Inspections Division conducted the Field Training Officer Selection and Training Inspection to evaluate compliance with Department policies and procedures pertaining to the selection and training of Field Training Officers.

If additional information regarding this inspection is required, please contact Gerald L. Chaleff, Special Assistant for Constitutional Policing, at (213) 486-8730.

Respectfully,



CHARLIE BECK  
Chief of Police

Attachment

**LOS ANGELES POLICE DEPARTMENT**

***FIELD TRAINING OFFICER SELECTION  
AND TRAINING INSPECTION***

***(IAID No. 11-069)***



**CHARLIE BECK**  
Chief of Police

*December 2011*

# **FIELD TRAINING OFFICER SELECTION AND TRAINING INSPECTION**

**Conducted by  
Internal Audits and Inspections Division  
Second Quarter, Fiscal Year 2011/2012**

## **PURPOSE**

In accordance with the Fiscal Year (FY) 2011/2012, Los Angeles Police Department's (LAPD) Audit and Inspection Plan, Internal Audits and Inspections Division (IAID) conducted the Field Training Officer (FTO) Selection and Training Inspection to determine whether the selection/interview packages for the selected FTOs were complete, contained all required documents, and if there was evidence that the FTOs received the required basic and update training when applicable.

Internal Audits and Inspections Division conducted this inspection under the guidance of generally accepted government auditing standards, specifically pertaining to performing the inspection to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on the inspection objectives. Internal Audits and Inspections Division has determined that the evidence obtained provides a reasonable basis for the findings and conclusions based on our inspection objectives.

## **PRIOR INSPECTIONS**

Prior inspections evaluated the selection and training of FTOs separately, in two different inspections. However, in order to enhance the effectiveness of the evaluation of the aforementioned, both components were consolidated into one inspection this fiscal year.

The FTO Selection/Interview Package Inspection was previously conducted by IAID in the Second Quarter, FY 2009/2010.<sup>1</sup> During that inspection, the results indicated that 54 (82%) of the 66 FTO packages were complete and contained all required documents. Additionally, one of the inspection objectives was to determine if the TEAMS Evaluation Report (TER) was completed appropriately. Each (100%) of the 54 TERs available for review were completed appropriately and signed by the commanding officers.

The previous FTO Training Inspection indicated 100% of the 37 newly appointed FTOs had completed the 40-hour Basic FTO Course. Additionally, 96% of the 23 tenured FTOs had completed the required 24-hour Update training.

## **METHODOLOGY**

### **Time Period and Population**

Internal Audits and Inspections Division obtained a list from Position Control, Personnel Division, of all employees that received pay grade advancements from Police Officer II to Police Officer III positions, and all lateral transfers to Police Officer III positions from Transfer Order No. 8, 2010 through Transfer Order No. 6, 2011. The list identified a total of 53 FTOs classified with the designated FTO position code, 231W. Of the 53 FTOs identified, seven were found to be working assignments other than FTO, reducing the total population to 46 FTOs.

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<sup>1</sup> Internal Audits and Inspections Division did not conduct an FTO Selection/Interview Package Inspection during FY 2010/11.

## **SUMMARY OF FINDINGS**

The findings contained within this inspection report can be attributable to a need in clarification within policy and procedure in the areas of 1) FTO selection process and 2) FTO training requirements.

Evaluation of the FTO selection process under Objective No. 1 was withheld for this inspection, as it became evident that there are conflicting directives within various sections of the Department Manual as they relate to the selection and transfer of FTO positions. A qualitative assessment is offered below, which delineates the various Department Manual sections with conflicting directives.

With respect to Objective No. 2, there seemed to have been a previous misunderstanding by the FTO Unit with regards to the POST requirement for the 24-hour recertification when officers returned to an FTO assignment. The FTO Unit had provided the 24-hours of recertification incrementally, as opposed to a 24-hour block. The FTO Unit confirmed with POST that FTOs are required to have a 24-hour block of update training prior to being assigned a trainee.<sup>2</sup>

**TABLE NO. 1 – SUMMARY OF FINDINGS**

<b>Objective</b>	<b>Description</b>	<b>Results</b>
1	Evaluation of FTO Selection Process	Withheld
2(a)	Officers Completed 40-Hour FTO School	46/46 (100%)
2(b)	Recertification of Separated FTOs	3/10 (30%)

## **QUALITATIVE ANALYSIS OF OBJECTIVE NO. 1 – EVALUATION OF FTO SELECTION PROCESS**

During the course of conducting the assessment of the FTO appointment process, there were various policies and procedures noted, which inhibited a conventional analysis, such as determining whether a sampled population was meeting the standards in accordance with Department requirements. Therefore, this section offers a qualitative analysis of the issues encountered that pertain to the FTO appointment process.

Here, the term “appointment” is utilized when referring to officers who are appointed to an FTO assignment. Based on the review of the Department Manual, it is purported here that the terms “selection”, “transfers”, and “competing” are used synonymously under some policies, and contradictory under other policies. The following is an explanation of the policies and procedures related to FTO appointments.

### **Department Manual**

#### **Section 3/763.86.**

**Assignment of Position** – This section describes the various manners in which an officer can be assigned to an FTO position. The section articulates what the FTO applicant must submit in order to

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<sup>2</sup> See Recommendation No. 3 – *It is recommended that Training Division along with the FTO Unit create a 24-hour block of instruction dedicated to updating FTOs returning from a separation of an FTO assignment, thus ensuring that FTOs attend the 24-hour update training prior to engaging in the FTO assignment, as required by POST; or that returning FTO officers be required to attend the Basic FTO Course.*

be considered when competing for the position. Included in this section are the numerous checks managers must conduct, which include, but are not limited to, a review of the employee's complaint history. This section also indicates that a review of adverse judicial findings must be completed by contacting Risk Management Division (RMD). Moreover, the section indicates that a TER, Form 01.78.04, be utilized to document any egregious sustained complaint or adverse judicial finding.

**Review of Candidate's Work History and Evaluation of Findings – Lateral Transfers** – This part of the aforementioned section also describes what an officer is required to submit when interested in laterally **transferring** into a FTO assignment. This section then indicates that upon the actual transfer of the employee, the gaining command shall conduct another work history review according to Department Manual Section 3/763.77, and the review shall be placed in a divisional file maintained for all original completed TERs.

#### **Section 3/763.77.**

**Review of Selected Candidate's Work History and Evaluation of Findings** – Sections prefacing this particular section pertain to qualifications and selections of Gang Enforcement Details (GED). This particular section makes no mention of FTOs, but articulates the requirements for the review of egregious sustained complaints and adverse judicial findings of GED officers. It also indicates that such findings shall be documented on a TER, and refers to the reviewing of documentation listed in Manual Section 3/763.75.

#### **Section 3/763.75.**

**Gang Enforcement Detail – Qualification and Selection Requirements** – This section does not make any mention of FTOs, but delineates the qualifications needed to become a GED officer/supervisor. The section also indicates the need for a TER to be completed for the officer.

#### **Section 1/668.04.**

**Types of TEAMS II Reports** – This section refers to the utilization of TERs, and indicates they are used for personnel **transferring** into or **loaned** to, among other positions, the position of FTO. The Department has established specific criteria for selecting sworn personnel to specialized or sensitive assignments. This information is to be used to ensure that all mandated selection criteria for these assignments are appropriately addressed.

#### **Section 3/762.80.**

**Commanding Officer's Duties – Transfers** – this section indicates that the TER is **not** required to be completed for regular transfers. The TER shall only be used when **selecting** sworn personnel for, among other positions, the position of FTO. Internal Audits and Inspections Division analyzed 46 FTO positions, for which 18 FTOs competed for an advertised FTO position, and were selected. The 18 FTOs' files were reviewed for inclusion of a completed TER, Form 1.78.04, however, only five of the 18 FTOs had a completed TER in the package.

During discussions with the various Area commands, it became evident that there were various interpretations with regard to the FTO selection process and requirement of a TER. Moreover, when reviewing the different Areas that had advertised and selected the 18 FTOs, there were Areas that had

completed a TER for some FTOs, but not for others. There were also FTOs that transferred into Areas and had completed TERs on file.

The definitions for the terms “selection”, “transfer”, and “competing” are further skewed because these terms do not mean the same thing for the various positions mentioned on the TER (i.e. Force Investigation Division, Gang Enforcement Detail, Professional Standards Bureau and Narcotics Enforcement Detail). Officers compete and are subsequently *selected* into the aforementioned units. Therefore, there is no question about the fact that a TER must be completed during this selection process. However, FTO positions are different because they may be *selected or transferred*. Officers may either compete for an advertised FTO position, whereby, they are subsequently selected, or they may place themselves on a waiting list with Position Control, Personnel Division, whereby they are subsequently transferred. When considering the variation in the use of “selection” and “transfer” in the aforementioned Department Manual sections, one may reasonably conclude this to be the contributing factor to the inconsistency of the FTO appointment process and the completion of TERs.

## **DETAILED FINDINGS**

### **Objective No. 2(a) - Officers Completed 40-Hour FTO School**

#### **Criteria**

The Los Angeles Police Department Field Training Manual states, “*Eligible employees selected for or assigned to an FTO position are not certified to train probationary officers in the Structured Field Training Program Period (SFTPP, initial 24 weeks in the field) or the Recruit Academy Training Period (ride-along from the police academy) until completing the 40-hour POST certified FTO School.*”

#### **Inspection Procedures**

The 46 FTOs’ TEAMS II reports were reviewed to determine if they had completed the 40-hour FTO School. The Department met the standard if the TEAMS II report reflected the completion of the 40-hour FTO School.

#### **Findings**

Each (100%) of the 46 FTOs attended the 40-hour FTO school.

### **Objective No. 2(b) – Recertification of Separated FTO’s**

#### **Criteria**

The Los Angeles Police Department’s Field Training Manual states, “*An FTO with prior experience, but who has not worked as an FTO for a period of two or more years, shall also attend and successfully complete either the FTO School or 24-hour POST certified FTO Update Course prior to working with a SFTPP probationary officer or Recruit Academy ride-along.*”<sup>3</sup>

<sup>3</sup> The California Police Officer Standards and Training (POST) Administrative Manual (PAM) states, “*Every reassigned FTO, after a 3 year-or-longer break in service as an FTO, shall successfully complete a POST-certified Field Training Officer Update Course (as set forth in PAM Section D-13) prior to training new officers; and complete 24-hours of update training every three years.*”

## **Inspection Procedure**

The 46 FTO's TEAMS II reports were examined to identify officers who were previously FTOs and were returning to an FTO position after an absence of two or more years. Internal Audits and Inspections Division identified 10 officers who met the criteria. The 10 TEAMS II reports were examined to determine if officers had attended either 24 hours of FTO Update Training, or the 40-hour Basic FTO School.

## **Findings**

Three (30%) of the 10 FTOs examined had completed 24 hours of FTO Update Training or the 40-hour Basic FTO School prior to resuming FTO duties.<sup>4</sup>

Of the remaining seven FTOs, five had been separated from an FTO assignment for three years or more.

## **RECOMMENDATIONS**

1. It is recommended that Planning and Research Division evaluate the various Department Manual sections pertaining to the selection and transfer processes of FTOs, and make that process clear as to whether a TER is required during a selection, and/or transfer of a FTO.
2. It is recommended that the FTO Unit revise the FTO Training Manual to reflect the same requirement as POST regarding recertification of FTOs every three years when separated from an FTO assignment; currently the FTO Training Manual stipulates a two-year requirement.
3. It is recommended that Training Division along with the FTO Unit create a 24-hour block of instruction dedicated to updating FTOs returning from a separation of an FTO assignment, thus ensuring FTOs attend the 24-hour update training prior to engaging in the FTO assignment as required by POST; or, that officers returning to a FTO assignment be required to attend the Basic 40-hour FTO Course.

## **ACTIONS TAKEN**

1. Internal Audits and Inspections Division met with the Director of Police Training and Education, the Commanding Officer for Training Division, and respective FTO Unit staff to discuss the results of the inspection as it pertained to the FTO training objectives, and all were in general agreement with the findings and related recommendations.
2. Internal Audits and Inspections Division presented the inspection report and findings to the Director, Office of Administrative Services who was in general agreement with the results.

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<sup>4</sup> Five of the FTOs had received 8 hours of update training; one FTO received 14 hours of update training; and, one FTO received 16 hours of update training.