



## CITY OF PORTLAND, OREGON



### Bureau of Police

Charlie Hales, Mayor

Michael W. Marshman, Chief of Police

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### MEMORANDUM

September 14, 2016

**TO:** Training Advisory Council (TAC)

**Subject:** TAC 2016 Training and Use of Force Report Recommendations

Thank you for the opportunity to review the TAC 2016 Training and Use of Force Report Recommendations. As you know, the Training Division plays a major role in the DOJ settlement agreement, and has already made significant changes in the way it develops, conducts and evaluates training. The Division will continue to undergo additional review and development as DOJ recommendations are implemented and institutionalized. The TAC has highlighted the monumental responsibility and role this division plays in the Bureau in keeping our members safe and ensuring public safety for our community.

As you will note in our attached response, the Police Bureau will adopt a majority of the recommendations and to agree in part, or agree to review a couple specific recommendations. We have responded to each recommendation as well as documented our objectives.

Thank you for your hard work and thoroughness that was displayed in this report. Please also accept my sincere gratitude for your continued participation on the Training Advisory Council and the efforts you are making to continue to improve training practices that will positively impact the Portland Police Bureau and our city.

MICHAEL W. MARSHMAN  
Chief of Police

MWM/tws

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## PPB Responses to the 2016 Training and Use of Force Recommendations

### Opportunity Area 1: Coaching Trainers

- 1. Instruction and course development must be viewed as separate role requiring different sets of skills even if the same member of the training staff performs both.**

**Agree.** It is critical to build expertise within the Training Division to enhance both instruction and course development. In 2014, the Training Division expanded its curriculum development unit and added two non-sworn staff with a background in adult learning and content development. The Training Division continues to seek opportunities to enhance the skills of our sworn cadre of trainers.

- 2. The Training Division should explore partnership opportunities with TAC to design and implement a fully funded training development coaching program. The program would be for those team members whose role it is to develop training courses and other support materials.**

**Agree.** The Training Division is willing to explore opportunities that leverage the experience and knowledge of the TAC Members. We know many of the members have experience in adult learning strategies and we would welcome their insight in crafting a coaching program for our cadre of trainers.

- 3. The Training Division and training developers should consider adjusting aspects of performance evaluation against professional objectives set forth in development plans created as a result of the coaching program.**

**Agree.** The on-going process of evaluation is critical for the success of any program. As objectives are set, we will make necessary adjustments in our evaluation of performance in an effort to capture the change through data.

### Opportunity Area 2: Evaluation and Assessment

- 1. The methods of program evaluation should change to match the best practices of adult learning as established by cognitive scientists and psychologists. TAC recommends that:**
  - a. The Kirkpatrick model of training evaluation be recognized as the evaluation standard for the Portland Police Bureau by other advisory boards and external organizations**
  - b. ALL mandates and recommendations by external organizations to PPB that relate to the measurement and/or evaluation of training should also align with the Kirkpatrick Model.**
  - c. Per the Kirkpatrick model of training evaluation, the weight of evaluations results at each level of the model should be considered in the measurement of PPB individual and organizational performance. Level 3 and 4 evaluations must be implemented and Level 3 evaluation will outweigh Level 1 and 2 evaluations.**

**Agree in part.** The Training Division recognizes the Kirkpatrick Model as the industry standard for program evaluation and they are currently working to fully implement this model. This implementation includes on-going training for personnel specializing in program evaluation and