

PORTLAND POLICE BUREAU
TRAINING DIVISION



EVALUATION REPORT 2018 ANNUAL TRAINING NEEDS ASSESSMENT

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INTRODUCTION

Purpose of the Training Needs Assessment

The first step of developing an annual training plan includes a needs assessment to identify where gaps exist between organizational or individual-level performance goals and current skill or knowledge levels. The gaps may stem from multiple causes, such as: changes in laws or policy, new equipment, changes in job duties, and the natural perishability of uncommonly used skills. The needs assessment begins the process of deciphering what gaps may be best addressed by training; however, often further processing will be required to fully prioritize the training topics, determine how many training hours are feasible, and identify the best delivery method for the material.

The process of a needs assessment is critical for increasing efficiency in the use of training time and maintaining a more comprehensive view of the training needs, especially in environments where the training needs are vast and compete for allotted training times. The format of needs assessments can vary greatly and they can include formal or informal methods of data collection.

This needs assessment focuses on the training needs that are applicable for tenured officers delivered at In-service training and Supervisors' In-service, although it also covers some components for the Enhanced Crisis Intervention Team In-service training and the Advanced Academy¹. It formalizes the analysis of some data that has been tracked by the Training Division for years, as well as implementing additional systems to receive further input from in-service attendees and monitor organizational outcomes.

This report focuses on the five core law enforcement disciplines (Control Tactics, Conducted Electronic Weapon, Firearms, Patrol Procedures, and Police Vehicle Operations), re-certification requirements for Oregon law enforcement, training needs pertaining to the DOJ agreement, and the following topics and sources outlined in the DOJ agreement:

- Trends in hazards officers are encountering in performing their duties
- Analysis of officer safety issues
- Misconduct complaints
- Problematic uses of force
- Input from members at all levels of PPB
- Input from the community
- Concerns reflected in court decisions
- Research reflecting best practices
- The latest in law enforcement trends

¹ The Training Division plans on expanding the needs assessment for the Supervisors' and Enhanced Crisis Intervention Team In-service trainings as staffing capacity allows. In 2018, the Training Division began noting identified training needs specific to changes for the Advanced Academy for new recruits. In addition, the majority of training needs identified for In-service will also be delivered to newer recruits through online training or future In-services.

- Individual precinct needs
- Any changes to Oregon or federal law or PPB policy



Figure 1. Needs Assessment and Training Planning Process

The process for this needs assessment and the collection of related information will be reviewed and refined as needed in order to best meet the needs for training and curriculum planning. This document is not intended to be a final plan for what topics will be covered during In-service, Supervisors’ In-service, or Enhanced Crisis Intervention Team In-service training, nor is it intended

to become the only source of information to be used during the formation of the strategic and in-service training plans. It is critical that any information or suggestions in this document are reviewed within the following context:

- (1) To whom does this information primarily relate?
- (2) What is the best method for disseminating this information?
- (3) Who should distribute this information?

Some information will be best delivered through training events and other information would be better disseminated through webinars, roll call videos, unit managers, direct supervision, or other means of communication. It is also important that training plans prioritize genuine and substantiated training needs and training requirements, as opposed to reacting to individual suggestions or events.

Purpose of In-Service Training

The purpose of in-service for law enforcement is to receive training pertaining to officers' state maintenance certification and OSHA requirements, the maintenance of perishable skills, new trends and equipment, updates on policy and procedural changes, and advanced law enforcement training. In general, skills perish over time when they are not used regularly. Law enforcement faces a particular challenge as they are forced to make split-second decisions in circumstances that are tense, uncertain, and rapidly evolving. These decision points are analyzed through the totality of the circumstances and the reasonableness of the officer's actions. Continual training is critical for ensuring that officers can perform at their best under these unpredictable and complicated circumstances.

MAINTENANCE CERTIFICATION REQUIREMENTS FOR OREGON LAW ENFORCEMENT

Training Requirements from the Department of Public Safety Standards and Training (DPSST)

- Every three years officers need to accrue 84 hours of training for their Oregon Law Enforcement re-certification.
 - Twenty-four of these hours need to be in use of force (eight hours annually). Use of force training includes Firearms, Defensive Tactics, Conducted Electronic Weapon, and portions of the Patrol Procedures program (e.g. scenario training).
 - Three hours need to be in ethics training (1 hour annually).
 - Three hours every three years need to be in mental health training.
- All sergeants and above must have 24 hours in leadership training.
- DPSST mandates that every two years officers are required to receive CPR / First Aid re-certification training.

Training Requirements from OSHA

- Every year officers are required to receive training in blood borne pathogens. No specific amount of hours is required for this training.

Re-certification Requirements from Taser

- Taser requires officers to deploy two cartridges every year to maintain their certification. Deployments that occur both on the job and in training can count towards this requirement. All officers and sergeants assigned to the Operations Branch are required to carry a conducted electronic weapon.

DOJ AGREEMENT

Identified DOJ Agreement Related Training Needs For In-Service²

Topic / Skill Area	Notes
Disengagement: decision making, plan, and reporting	To be determined: This is an upcoming topic area currently in discussion and tentatively planned for the 2019 Supervisor's In-service.

CIT Refresher Training Needs³

- These are currently under consideration. For information on identified mental health response related training needs see Appendix B.

In-Progress Training Requirements within the DOJ Agreement⁴ For In-Service

Topic / Skill Area	Notes
Increase the use of role-playing scenarios and interactive exercises that illustrate reasonable use of force decision making, specifically including interactions with people who have, or are perceived to have, mental illness, including training officers on the importance and impact of ethical decision making and peer intervention (DOJ 84 – a.i).	The Training Division conducted training in these areas during 2016 and 2017 In-service trainings. The Training Division will continue to related training in the 2018-3 In-service.
Continue to train on proactive problem solving and to utilize, when appropriate, disengagement, area containment, surveillance, waiting out a subject, summoning reinforcements, requesting specialized unit (including ECIT officers and mental health professionals), or delaying arrest (DOJ 84 – a.iv).	The Training Division conducted training in these areas during the 2015, 2016, and 2017 In-services. This item will continue to be refreshed in future In-service trainings as needed.

² These DOJ related training needs were obtained from the Commander overseeing the implementation of the DOJ agreement and the PPB's DOJ Coordinator in August 2018. Some Crowd Control Management and use of force reporting training needs were identified during this meeting in 2017. The Training Division will recommend these training needs for the 2019 Rapid Response Team In-service training.

³ The in-service CIT refresher training needs are determined by the Behavioral Health Unit, the external Behavioral Health Unit Advisory Committee, and the Training Division's non-sworn mental health professional. Evaluation findings from the Enhanced Crisis Intervention Team and In-service training evaluation processes are utilized, as well as other sources of information.

⁴ These items were obtained from the DOJ Agreement, case number 3:12-cv-02265-SI. This list includes items that have not yet been fully achieved or need to be continued and may not otherwise be integrated into training planning.

Annual CIT refresher for all officers. PPB's Training Division, in consultation with ABHU Advisory Committee, shall determine the subjects and scope of initial and refresher crisis intervention training for all officers (DOJ 98).

The Training Division will continue to integrate this item into the 2019 In-service trainings.

For Supervisors' In-Service

Topic / Skill Area	Notes
Foster positive career development and impose appropriate disciplinary sanctions and non-disciplinary corrective action (DOJ 84 – b.iii).	The Training Division conducted training on a portion of this item during the 2018 Supervisor's In-service. Additional training is being considered for the 2019 Supervisor's In-service.

CONTROL TACTICS

In Control Tactics, officers obtain training in how to safely make contact with subjects, conduct searches, take subjects into custody, and how to counter when subjects attack an officer (including an attempt to gain control of an officer’s weapon). Inadequate control results in the risk of injury or death to the public and officers, the failure to reduce crime, and the potential for civil and criminal liability. The program stresses reasonable control given the totality of the circumstances. Control Tactics techniques require refresher trainings due to the natural perishability of the skills. Training on new techniques is necessary to keep current with developments in policy, equipment, and procedure(s).

Identified Training Needs

Topic / Skill Area	Notes	Source(s) ⁵
Ground control	Planning for 2018-3 In-service.	1, 6, 8
Takedowns	Planning for 2018-3 In-service.	1, 2, 4, 6
Techniques involving multiple officers	Planning to incorporate in 2018-3 In-service.	1, 4
Grappling / close-quarter encounters	Planning to incorporate in 2018-3 In-service.	1
Searches	Planning for 2019 In-service.	1, 2, 4
Self-defense / defending from assaults	Considering for 2019 Precinct/Investigations training.	1, 8
Weapon retention	Considering for 2019 Precinct/Investigations training.	1, 6
Control Tactics for turtled up subjects	Planning for 2018-3 In-service.	5
Con sims / skill drills	A skill drill is planned for 2018-3 In-service.	6

⁵ Source coding: 1) Feedback obtained from 2015 through 2017-1 In-service survey responses, 2) 2015 In-service learning assessment results, 3) 2016 In-service learning assessment results, 4) 2016 feedback from lead instructors on their top priorities, 5) Identified through other sections of the needs assessment, 6) 2017 feedback from lead instructors, and 7) 2018 feedback from lead instructors.

Additional Considerations for Training Planning

- Ongoing training, multiple times a year, is needed to be proficient in control tactics skills.
- There are some requests for tailoring situations towards detectives/investigators (e.g. situations that can come up in an interview room).
- There are some requests for training pertaining to communication, such as verbal judo.
- Two and a half hour training blocks are ideal for retention and maximizing training time.

Retention Rates

The Training Division is continuing to collect information pertaining to retention rates of law enforcement skills. This process includes obtaining feedback from training participants, lead instructors, and Training Division supervisory staff; reviewing related external research, and utilizing internal research findings. Future needs assessments will provide progress updates on this research although this will take years to fully develop. For an update on the estimated retention rate schedule for the core Control Tactics training skills/knowledge areas, please see Appendix C.

CONDUCTED ELECTRONIC WEAPON

Officers are trained to carry and use a CEW (Conducted Electronic Weapon) to quickly and safely resolve a violent or potentially violent encounter. These tense and quickly evolving encounters necessitate a dynamic training environment. In order to train officers to make the most reasonable decision during these confrontations, the training regimen includes weapons manipulation as well as dynamic, scenario-based training with a role player, simulating a real-world situation(s), while emphasizing reasonable decision making while under physical and mental stress.

Identified Training Needs

Topic / Skill Area	Notes	Source(s) ⁶
Scenarios (including small spaces, drawing from holster, and decision making)	Scenarios utilizing CEW will continue to be incorporated into Patrol Procedures scenarios.	1, 4
Box drill exercises (includes action/reaction decision making)	These were conducted during 2016 In-service. This teaching modality will be considered again during 2019 and 2020 In-service planning.	1, 3
Failed deployment	Planning for 2019 In-service.	1, 6
CEW usage combined with custody skills	Planning for 2018-3 and 2019 In-services.	1, 5, 6
Utilizing CEW within effective distances	Planning for 2018-3 and 2019 In-services.	2, 3
Accuracy in probe placement when deploying under stress	Planning for 2018-3 and 2019 In-services.	3, 4, 6
CEW policy refresher	Planning for 2018-3 and 2019 In-services.	1, 5, 6
Basic manipulation of the X2	Planning for 2018-3 and 2019 In-services.	3, 6

Additional Considerations for Training Planning

Conducting CEW stress courses would be beneficial and provide a new training opportunity PPB officers. This training methodology is used by Taser International and would provide officers with opportunities for quick decision making under stress and a variety of circumstances. In general, Taser International encourages

⁶ Source coding: 1) Feedback obtained from 2015 through 2017-1 In-service survey responses, 2) 2015 In-service learning assessment results, 3) 2016 In-service learning assessment results, 4) 2016 feedback from the lead instructor on their top priorities, 5) Identified through other sections of the needs assessment, and 6) 2017 and 2018 feedback from the lead instructor

the incorporation of dynamic training methodologies. The CEW stress course is staff intensive, requiring 20 to 25 staff people to operate. It also requires more physical exertion.

Retention Rates

The Training Division has begun collecting information pertaining to retention rates of law enforcement skills. This process includes obtaining feedback from training participants, lead instructors, and Training Division supervisory staff; reviewing related external research, and utilizing internal research findings. Future needs assessments will provide progress updates on this research although this will take years to fully develop. For an update on the estimated retention rate schedule for the core Conducted Electronic Weapon training skills/knowledge areas, please see Appendix C.

FIREARMS

In Firearms, officers are trained in critical skills for ensuring safe and accurate use of firearms under various circumstances that officers may encounter. Firearms are used infrequently during the course of daily patrol. However, when an incident occurs which requires the use of deadly force, it involves a high level of safety risk and often complex circumstances. Due to the nature of these incidents, it is critical that officers come into these unexpected encounters ingrained with substantial muscle memory in firearm skills to allow more cognitive capacity for rapidly evolving decision making. Ongoing refreshers and new trainings in firearms are critical due to the perishability of these skills, new policies, and technological advances in firearms training.

Identified Training Needs

Topic / Skill Area	Notes	Source(s) ⁷
Moving and shooting	Planning for 2018-3, 2019, and 2020 In-services.	1, 6, 8
Tactical courses and/or scenario-based training (including stress, decision making, coordinated team movement, and use of force)	Planning for 2018-3, 2019, and 2020 In-services.	1, 4, 6, 8
Shooting in non-standard positions (including sitting in a car)	Planning for 2018-3. Additional training will be considered for 2019 or 2020 In-service.	1, 2, 6
Use of cover / shooting from cover	Planning for 2018-3, 2019, and 2020 In-services.	1, 8
Speed and accuracy	Planning for 2018-3, 2019, and 2020 In-services.	1, 4, 6
Use of firearms under stress	Planning for 2018-3, 2019, and 2020 In-services.	1, 8
Shoot / don't shoot exercises	Planning for 2018-3, 2019, and 2020 In-services.	1, 8
Low light conditions	Planning for 2019 In-service.	1
Weapon transitions	Planning for 2018-3, 2019, and 2020 In-services.	1

⁷ Source coding: 1) Feedback obtained from 2015 through 2017-1 In-service survey responses, 2) 2015 In-service learning assessment results, 3) 2016 In-service learning assessment results, 4) 2016 feedback from lead instructor(s) on their top priorities, 5) Identified through other sections of the needs assessment, 6) 2017 feedback from the lead instructor, and 7) 2018 feedback from the lead instructor.

Shotgun skills	Planning for 2018-3, 2019, and 2020 In-services.	1, 2, 4, 6, 8
Malfunction drills and reloads	Planning for 2018-3, 2019, and 2020 In-services.	1, 6
Target recognition with backdrop changes	Planning for 2018-3, 2019, and 2020 In-services.	1, 8
AR-15 refresher	To be determined.	3

Additional Considerations for Training Planning

Ongoing training, multiple times a year, is needed to be proficient in firearms skills.

Retention Rates

The Training Division is continuing to collect information pertaining to retention rates of law enforcement skills. This process includes obtaining feedback from training participants, lead instructors, and Training Division supervisory staff; reviewing related external research, and utilizing internal research findings. In 2018, the Training Division collected feedback from training participants regarding how often they need training in the following areas of Firearms: low-light conditions, shotgun fundamentals, shotgun marksmanship, and shotgun malfunction drills. Future needs assessments will provide progress updates on this research although this will take years to fully develop. For an update on the estimated retention rate schedule for the core Firearm training skills/knowledge areas, please see Appendix C.

PATROL PROCEDURES

Patrol Procedures is the discipline of synthesizing all of an officer’s mental and physical skills and tools to accomplish a goal in a police contact or incident. It is the training that prepares officers for the complexity, stress, and fluid nature of patrol work. It prepares them to manage scenes by using a full repertoire of communication skills, legal knowledge, decision-making, and tactical skills. Patrol Procedures utilizes a combination of scenario-based, skills-based, and classroom training methods. Training on new techniques is necessary to keep up with trends in calls officers are encountering on the job, national trends, lawsuits, and new procedures.

Identified Training Needs

Topic / Skill Area	Notes	Source(s) ⁸
Active shooter	Planning for 2019 In-service.	1, 4, 5, 7
Building searches	Planning for 2019 or 2020 In-service.	1, 2, 7
High risk vehicle stops	Planning for 2020 In-service.	1, 7
Critical incident response, including a perimeter refresher, ensuring sergeants stay in the role of scene management, and developing and communicating tactical plans	Considering for 2021 In-service.	1, 2, 5
Force training in general (e.g. decision making, deadly force encounters)	Planning for 2019 In-service.	1, 4, 5
Ambush response / officer safety	Planning for 2018-3 In-service.	1, 4, 5
Officer / Citizen rescue	Planning for 2018-3 In-service.	7
Post-shooting / shield	Post-shooting training is planned for 2018-3 In-service. Shield training is to be determined.	7

⁸ Source coding: 1) Feedback obtained from 2015 through 2017-1 In-service survey responses, 2) 2015 In-service learning assessment results, 3) 2016 In-service learning assessment results, 4) 2016 and 2017 feedback from lead instructor(s) on their top priorities, 5) Identified through other sections of the needs assessment, 6) Added to list due to retention rate feedback, and 7) 2018 feedback from lead instructor(s) on their top priorities.

Foot pursuits	To be determined.	1
Scenario training, including force on force decision making, tailored scenarios for plainclothes assignments, increased complexity / fully completed scenarios, interacting with uncooperative people, mental health related scenarios (including disengagement with a plan, more challenging/less common mental health symptoms), medical components, increased stress, ambush, the use of cover and movement, crossfire awareness, shields, Control Tactics, Police Vehicle Operations, Firearms, and Conducted Electronic Weapon skills)	Planning for 2019, 2020, and 2021 In-services.	1, 2, 5
Investigator / detective specific training	Planning for 2019 In-service.	1, 5
Interacting with uncooperative people (e.g. uncooperative occupants during a building clear, uncooperative protesters)	To be determined.	1, 5
De-escalation skills (including identifying when de-escalation attempts are ineffective)	Planning in 2018-3 scenario training.	3, 5
Assessing scene risk and subject threat levels	To be determined.	3, 5
Counterterrorism and explosive devices	To be determined: Considering starting with a training video.	4

Additional Considerations for Training Planning

- In general, more training time and opportunities are needed for effectively meeting the full scope of training needs.
- Other portions of the evaluation process found these additional following areas that intersect with Patrol Procedures:
 - Integrating reminders, where appropriate, pertaining to officers explaining the reasoning behind their actions or lack of actions in certain circumstances may help reduce some complaints (more information can be found on page 21).
 - Integrate reminders on lifting, where they naturally fit in with scenarios and/or other Patrol Procedures training exercises (page 20).
 - Search and seizure (pages 24 and 33) and reasonable suspicion (page 24).

- Development of the upstairs of the Training Complex would allow for conducting more scenarios simultaneously, maximizing training time.
- The lead instructors need more time for curriculum research and development, as well as for further training and mentoring the satellite instructors.

Retention Rates

The Training Division is continuing to collect information pertaining to retention rates of law enforcement skills. This process includes obtaining feedback from training participants, lead instructors, and Training Division supervisory staff; reviewing related external research, and utilizing internal research findings. In 2018, the Training Division collected feedback from training participants regarding how often they need training in the following areas of Patrol Procedures: Officer/Citizen Rescue, Tactical Emergency Casualty Care, and Post Shooting & Shield. Future needs assessments will provide progress updates on this research although this will take years to fully develop. For an update on the estimated retention rate schedule for the core Patrol Procedures training skills/knowledge areas, please see Appendix C.

POLICE VEHICLE OPERATIONS

In Police Vehicle Operations (PVO), officers receive training related to safely and efficiently handling police vehicles in challenging traffic environments, various road conditions, during pursuits and emergency situations, and with multiple distractions. PVO training integrates tactical decision-making, state law, and bureau policy with physically operating the police vehicle under stress in different conditions and circumstances. Refresher training is critical for ensuring officers will be able to utilize low frequency vehicle maneuvers, such as pursuit intervention techniques (PIT), safely and accurately when needed. Continual training is also important for reducing liability with collision avoidance, staying proficient in driving fundamentals, practicing PVO techniques with new police vehicles, integrating new policy changes, and staying apprised of technological advances in car safety and driving systems.

Identified Training Needs

Topic / Skill Area	Notes	Source(s) ⁹
Pursuits (including scenarios, pursuit driving on a track, management, decision making, spike strips)	This was included in the 2018-1 In-service. Additional training on the pursuit directive will be included in the 2018-3 In-service.	1, 4, 5
Scenarios (including PIT and Box-in techniques, high-risk stops, ambush with escape driving)	Scenarios involving PVO topic areas will be incorporated into Patrol Procedure scenarios.	1, 8
Driving in FIUs	This was included in the 2018-1 In-service and is planned for the 2019 In-service PVO training.	1, 7
PIT (including post-positioning)	PIT was included in the 2018-1 In-service. Post-PIT is planned for 2020 In-service.	1, 2, 4, 7, 8
Box-in (including post-positioning and making contact with at least two points of the car)	Planning for 2018-3 In-service.	1, 4, 5, 7, 8
High speed driving	This was included in the 2018-1 In-service. Additional training is planned for 2021 In-service.	1
Backing (with FIUs)	Planning for 2019 In-service.	1, 2, 7

⁹ Source coding: 1) Feedback obtained from 2015 through 2017-1 In-service survey responses, 2) 2015 In-service learning assessment results, 3) 2016 In-service learning assessment results, 4) 2016 feedback from lead instructor(s) on their top priorities, 5) Identified through other sections of the needs assessment, 6) Collision data, 7) 2017 and 2018 feedback from lead instructor(s), and 8) Feedback obtained from 2018-1 In-service survey responses.

Skidcar	Planning for 2020 In-service.	1, 8
Intersections	Planning for 2019 In-service.	1, 7
Collision avoidance drills	Planning for 2019 In-service.	1, 4, 7
Lane changes	Planning for 2019 In-service.	1
Threshold braking	Planning for 2019 In-service.	1
Accurately judging distance	This was included in the 2018-1 In-service and is planned to be reinforced during the 2019 In-service training.	6
Vehicle inspection refresher	Planning for 2019 training video.	7

Retention Rates

The Training Division is continuing to collect information pertaining to retention rates of law enforcement skills. This process includes obtaining feedback from training participants, lead instructors, and Training Division supervisory staff; reviewing related external research, and utilizing internal research findings. The needs assessments will provide progress updates on this research although this will take years to fully develop. For an update on the estimated retention rate schedule for the core Police Vehicle Operation training skills/knowledge areas, please see Appendix C.

TRENDS IN HAZARDS OFFICERS ARE ENCOUNTERING IN PERFORMING THEIR DUTIES AND OTHER OFFICER SAFETY ISSUES

Officers encounter numerous hazards and other officer safety issues on a regular basis as a normal part of their job. These include, but are not limited to, driving hazards, being assaulted during arrests and other policing encounters, exposure to pathogens and hazardous materials, issues with sleep disruption common for shift workers, exposure to excessive amounts of trauma, and exposure to the effects of gunfire. In addition to these hazards and officer safety issues, officers may encounter new hazards due to changes in cars or equipment, road conditions or structure, coverage for their shift or precinct, policy, radio dead spots, crime or call types, etc.

Identified Training Needs For General In-Service Audience

Topic / Skill Area	Notes	Source(s) ¹⁰
Legal authority for calls for service to abandoned homes of transients moving in the home. No person in charge, owner or bank representative is able to be reached to approve the removal. Sometimes the property does not have a trespass agreement.	Considering for 2019 video legal updates, in combination with some requests under Individual Precinct Needs.	1
Managing job related stress for officers. (Including reducing and managing stress during work-related investigations and complaint processes; managing the anti-police sentiments encountered on the job.)	To be determined. The Training Division is currently establishing a wellness officer who will focus on this and other officer health training needs.	1, 2, 6
Ambush; fatal attacks on officers	Planning for 2018-3 In-service.	1, 2, 3
More control/defensive tactics training (including weapon defense and strikes)	The Training Division is working on increasing its training offerings in control/defensive tactics.	1, 2, 4, 5
Reducing stigma of utilizing EAP and other services.	To be determined. The Training Division is currently establishing a wellness officer who will focus on this and other officer health training needs.	2, 6

¹⁰ Source coding: 1) Feedback obtained from 2014 through 2017-1 In-service survey responses, 2) Feedback from the Training Division supervisor and command staff, the PPB's Injury and FPDR Liaison Sergeant and/or Officer, and/or the PPB's nurse, 3) 2016 DOJ Organized Crime Conference, 4) FPDR injury data, 5) Use of Force case injury data, and 6) Identified through other sections of the needs assessment.

Reminders about proper lifting techniques when it relates to what is being covered during skills or scenario training. (Many of these cases may not be preventable as more of the injuries are related to assisting uncooperative subjects than static lifting.)	The Training Division will continue to integrate reminders into training.	2, 4
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Identified Training Needs For The Advanced Academy

Topic / Skill Area	Notes	Source(s) ¹¹
Managing job related stress for officers.	To be determined. The Training Division is currently establishing a wellness officer who will assist in the development of the mentorship program for the Advanced Academy.	1, 2, 6

Identified Training Needs For Supervisors' In-Service Audience

Topic / Skill Area	Notes	Source(s) ¹²
Command staff and supervisory training on organizational health strategies, including: How to choose and implement organizational health strategies Identifying and appropriately supporting employees in regards to healthcare needs, including the appropriate and inappropriate use of accommodations	Planning for 2019 Supervisor's In-service.	2, 6

¹¹ Source coding: 1) Feedback obtained from 2014 through 2017-1 In-service survey responses, 2) Feedback from the Training Division supervisor and command staff, the PPB's Injury and FPDR Liaison Sergeant and/or Officer, and/or the PPB's nurse, 3) 2016 DOJ Organized Crime Conference, 4) FPDR injury data, 5) Use of Force case injury data, and 6) Identified through other sections of the needs assessment.

¹² Source coding: 1) Feedback obtained from 2014 through 2017-1 In-service survey responses, 2) Feedback from the Training Division supervisor and command staff, the PPB's Injury and FPDR Liaison Sergeant and/or Officer, and/or the PPB's nurse, 3) 2016 DOJ Organized Crime Conference, 4) FPDR injury data, 5) Use of Force case injury data, and 6) Identified through other sections of the needs assessment.

MISCONDUCT COMPLAINTS

Identified Training Needs For General In-Service Audience¹³

Topic / Skill Area	Notes
<p>Officers explaining the reasoning behind their actions. This includes being aware of how reasonable policing actions may be perceived by community members and taking a moment to explain after the fact, for example, how their direct commands were utilized for the purpose of maintaining safety. Remembering they are often interacting with people at their lowest points of their lives.</p>	<p>Planning for 2018-3 In-service.</p>
<p>Officers explaining their lack of action in certain circumstances. For example, people often want officers to make an arrest or take an action they cannot do. At times it may be beneficial for officers to be more thorough in explaining the limits of their authority.</p> <p>How to communicate the news that you cannot take action in certain areas. What is the Bureau's position on why we are not taking action in certain areas?</p>	<p>Planning for 2018-3 In-service.</p>
<p>Increase familiarity with the complaint process (for internal and external complaints): how to take a complaint, when to call a sergeant if it's on the street, what is the investigation and outcome process, refresher on the new Service Improvement process.</p>	<p>Considering a 2019 Tips and Techniques and/or other online learning.</p>
<p>Training pertaining to officer health / reducing compassion fatigue</p>	<p>A portion (EAP services) was covered in the 2017-2 In-service. The Training Division is currently establishing a wellness officer who will focus on this and other officer health training needs.</p>

¹³ The information for the misconduct complaint section was gathered through reviewing Independent Police Review (IPR) Annual Reports, additional analyses provided by the IPR Analyst, and discussions with the IPR Director, Internal Affairs Lieutenant and Sergeant, and Training Division In-service Lieutenant and Sergeant. Some of the items from previous needs assessments remained, as they were identified as still applicable to current training needs. Some Crowd Control training needs were identified through this process as well. The Training Division will recommend these training needs for the 2019 Rapid Response Team In-service training.

Identified Training Needs For Supervisors' In-Service Audience¹²

Topic / Skill Area	Notes
<p>General leadership and management skills, including:</p> <p>Dealing with difficult employee behavior, such as interpersonal behavioral issues and performance issues. Including how to provide corrective action prior to reaching a level of misconduct.</p> <p>Motivating employees.</p> <p>Increase familiarity with additional resources for supervisors: BHR, city trainings, etc.</p> <p>Supervising fairly, including between different groups such as non-sworn, officers, command staff.</p> <p>Setting employee and/or unit goals and expectations.</p> <p>Provide base level supervisor training that includes specifics on how to deal with common supervisory challenges, scenarios or other types of training exercises, and follow-up resources (such as Tips and Techniques, pocket cards, and/or articles).</p>	<p>Planning for 2019 Supervisor's In-service.</p>

APPLIED USE OF FORCE DATA

Training needs pertaining to equipping officers for use of force decision making and application are documented throughout this needs assessment. For the officers input on use of force training needs, please see the Control Tactics, Firearms, Patrol Procedures, and Conducted Electronic Weapon sections of this document. This section is specifically for a review of data related to use of force data collection systems, including related complaints and Internal Affairs Investigations.

Identified Training Needs For General In-Service Audience

Topic / Skill Area	Notes	Source(s) ¹⁴
Reminder to request, and if possible, wait for cover	Planning for 2018-3 In-service.	1, 2
Control Tactics for turtled up subjects	Planning for 2018-3 In-service.	2
Box-in: making contact with the car in at least two points	Planning for 2018-3 In-service.	2
Pursuit initiation and management	To be determined.	2
Verbally describing use of force actions, such as when a sergeant arrives on scene to review an incident	The Training Division is considering incorporating this item into scenario training and debriefs.	3

Identified Training Needs For Supervisors' In-Service Audience

Topic / Skill Area	Notes	Source(s) ¹³
Critical Incident Management: including rapidly evolving incidents in which the Incident Commander has little information when assuming command.	Planning for 2019 Supervisor's In-service.	5

¹⁴ Source coding: 1) Use of Force Audit Report, 2) 2017 & 2018 Feedback from Use of Force Audit Lieutenant and/or Analysts, 3) 2017 & 2018 Feedback from the Training Division and/or Internal Affairs supervisors and command staff, 4) Training Division's review of problematic uses of force, 5) Training Division's 2017 & 2018 review of officer involved shootings, and 6) Additional analyses of force data.

Problematic uses of force are defined as cases outside of the Portland Police Bureau directive. The Portland Police Bureau's Use of Force Directive is stricter than the constitutional standard. Therefore, cases determined to be unconstitutional would be included. Cases that have the potential for being problematic uses of force are referred to the Internal Affairs of the Professional Standards Division, either through internal means or by the Independent Police Review.

CONCERNS REFLECTED IN COURT DECISIONS

Identified Training Needs¹⁵

Topic	Notes	Year
Search and Seizure		
<ul style="list-style-type: none"> • The boundaries regarding when a passenger can be seized at a traffic stop. • Factors pertaining to traffic cases crossing state lines. • Reassessing legal authority when circumstances shift (e.g. after an emergency dissipates). • Factors pertaining to searching shared living spaces. • What can be searched under consent, based on type of suspicion. • Affirm how to remedy incorrect warrant information. • Boundaries pertaining to home entry without a warrant and cases involving the emergency aid exception. 	<p>A portion of this is planned for 2018-3</p> <p>In-service. Additional online training is in discussion for 2019.</p>	2016, 2017, 2018
Consent		
<ul style="list-style-type: none"> • Who has authority to give consent? • What actions constitute giving consent? • The importance of proximity between unlawful police conduct and the defendant's consent. • Exceptions to consent. 	<p>Planned for 2018-3</p> <p>In-service.</p>	2016, 2017, 2018
Reasonable Suspicion		
<ul style="list-style-type: none"> • The increased restrictions pertaining to the officer-safety exception. • Identifying what qualifies as objectively reasonable suspicion. • Traffic stop investigations in areas beyond those reasonably related to the stop. 	<p>Online training is in discussion for 2019.</p>	2016, 2017, 2018

¹⁵ The Training Division works in collaboration with the City Attorney's Office for identifying trends reflected in court decisions. The City Attorney's Office examines state and federal court cases to identify court decisions that may be applicable to Oregon law enforcement. The sources for these cases primarily come from the United States Supreme Court, Ninth Circuit Court, Oregon Supreme Court, and Oregon Court of Appeals rulings. The findings from these cases are summarized and provided to the Training Division for review as a part of the training needs assessment process. Since the 2017 needs assessment, the Training Division received 25 additional case summaries. The Training Division examines the findings for trends and relevancy to training for Portland Police Bureau Officers. This examination utilizes the court decision findings as well as other information gathered throughout the needs assessment process.

CHANGES IN OREGON AND FEDERAL LAW

Identified Training Needs for Oregon Law Changes¹⁶

Law ¹⁷	Notes	Year
HB 2597 – Revised ORS 811.507 to prohibit drivers from holding an electronic device in their hands while operating a motor vehicle on public highways. The penalties for violations of ORS 811.507 were also increased.	Tips and Techniques	2017
HB 2988 – Modifies ORS 166.065 to reclassify harassment of family and household members to a class A misdemeanor when the offense is committed in the immediate presence of, or is witnessed by, the person’s or the victim’s minor child, stepchild, or a minor child residing within the household of the person or victim.	For City Attorney or District Attorney portion of In-service.	2017
HB 2987 – Eliminates the specific purpose requirement in ORS 162.385 and expands criminal liability to those who provide false information to the police.	For City Attorney or District Attorney portion of In-service.	2017
SB 257 – Modifies ORS 162.415 to elevate certain cases of official misconduct in the second degree to official misconduct in the first degree.	For City Attorney portion of In-service.	2017
SB 357 – Modifies ORS 166.116 to change the penalties for the offense of interfering with public transportation.	For City Attorney or District Attorney portion of In-service.	2017
SB 101 – Amends ORS 419B.045 regarding child abuse investigations in school settings. The amendments relate to where investigations can take place, limits of the investigation, and boundaries pertaining to disclosing information.	For City Attorney or District Attorney portion of In-service.	2017
HB 2225 – Authorizes circuit court judge to authorize execution of search warrant outside judicial district of court for search related to certain offenses involving victim 65 years of age or older.	Tips and Techniques	2015

¹⁶ The listing of new 2018 Oregon laws changes were obtained from the Oregon State Bar’s 2018 Oregon Legislation Highlights report. The list was vetted through some of the Training Division’s sergeants and command staff to determine which warranted a future training need for officers. Several items from the 2016 and 2017 needs assessment also remained as they are still in progress.

¹⁷ Oregon State Bar’s annual Oregon Legislation Highlights reports.

HB 2335 – Revises definition of “enter or remain unlawfully” for purposes of crimes of burglary and criminal trespass.	Tips and Techniques	2015
HB 2356 – Creates crime of invasion of personal privacy in the first degree.	Tips and Techniques	2015
HB 2596 – Provides that person who records another person’s intimate areas commits crime of invasion of personal privacy.	Tips and Techniques	2015
HB 2693 – Creates crime of encouraging sexual assault of an animal.	Tips and Techniques	2015
SB 173 – Authorizes person licensed to carry concealed handgun to present valid license instead of providing firearm to peace officer for examination when possessing firearm in public building.	Tips and Techniques	2015
SB 614 – Provides that peace officer may enter motor vehicle and impound animal when peace officer is authorized by law and has probable cause to believe animal is being subjected to certain criminal offenses.	Tips and Techniques	2015
HB 2601 – Requires member of law enforcement agency who has probable cause to believe custodial interference or kidnapping with respect to child has occurred to notify Oregon State Police missing children clearinghouse within 24 hours.	Tips and Techniques	2015
HB 2317 – Extends statute of limitations of certain sex crimes from six to 12 years after commission of crime or, if victim was under 18 years of age, anytime before victim attains 30 years of age.	Tips and Techniques	2015
SB 641 – Prohibits law enforcement agency from obtaining by forensic imaging information from portable electronic device without warrant except when authorized by consent.	Tips and Techniques	2015

<p>HB 4094 – Provides person is immune from prosecution for offense of possession of alcohol by persons under 21 years of age if a person was in need of medical assistance due to alcohol consumption or if a person sought medical assistance for another person in need of medical assistance due to alcohol consumption, and evidence of offense resulted from person’s having sought or obtained medical assistance.</p>	Tips and Techniques	2014
<p>HB 4124 – Establishes a Youth Suicide Intervention and Prevention Coordinator within Oregon Health Authority.</p>	Tips and Techniques	2015
<p>HB 2385 – Provides that person commits crime of luring a minor if offense involves police officer posing as minor or agent of police officer posing as minor.</p>	Tips and Techniques	2015
<p>HB 3468 – Adds threatening to cause physical injury to animal to induce other person to engage in conduct as manner of committing crime of coercion.</p>	Tips and Techniques	2015
<p>SB 839 – Exempts specified persons from arrest and prosecution for certain offenses and for certain violations of terms of release or supervision if evidence of offense was obtained because emergency medical services or law enforcement agency was contacted to obtain necessary medical assistance due to drug-related overdose.</p>	Tips and Techniques	2015
<p>HB 4066 – prohibits weaponizing unmanned aircraft systems, creates a new violation for interfering with the flight of another aircraft, and requires the development of policies and procedures for safeguarding the information gathered.</p>	Considering developing a 2018 training video in partnership with the flight crew.	2016
<p>HB 4055 – modifies three “hit and run” statutes that define the obligations of a motor vehicle driver following an accident, when the accident results in damage to property, injuries to persons, and injuries to domestic animals.</p>	Tips and Techniques or video training	2018
<p>HB 4116 – modifies ORS 811.507 (offense of driving a motor vehicle while using a mobile electronic device), by modifying the definition of “driving” and “hands-free accessory”.</p>	Tips and Techniques or video training	2018

SB 1538 – modifies provisions relating to driving privileges, suspensions, revocations, and the ability of individuals to obtain driving privileges following a suspension or revocation.	Tips and Techniques or video training	2018
HB 4049 – modifies ORS 181A.323 through 181A.326, to establish a committee SAFE kits, a statewide tracking system, and an anonymous tracking system for sexual assault victims.	Tips and Techniques for Detectives	2018
HB 4145 – modifies several statutes relating to firearms, firearm offenses, ammunition, background checks, and firearm reporting; including establishing a Class A misdemeanor for certain people who unlawfully possess firearms or ammunition.	Tips and Techniques or video training	2018
SB 1562 – amends ORS 163.187 to expand the definition of strangulation and reclassify the offense as a class C felony if the victim is a family or household member as defined by ORS 135.230.	Tips and Techniques or video training	2018

Identified Training Needs for Federal Law Changes¹⁸

The City Attorney’s Office examines federal court decisions for any changes in federal law pertinent to Oregon law enforcement. There were no federal law changes pertinent to law enforcement identified for the time period of June 2017 through August 2018.

¹⁸ Federal law changes are obtained from the City Attorney’s Office throughout the year. A City Attorney reviews and summaries Oregon and Federal court decisions that are applicable to the Portland Police Bureau.

CHANGES IN PPB POLICY

Identified Training Needs¹⁹

Policy	Notes
810.10 Immigration Enforcement and Diplomatic Immunity	An online knowledge check was conducted. Additional online or classroom training is currently in consideration.

Upcoming Directives Still Under Review

Policy	Notes
635.10 Crowd Management / Crowd Control	Planning for an online knowledge check. Related concepts will be reinforced through the equity trainings.
630.05 Vehicle Interventions and Pursuits	Planning for an online knowledge check and 2018-3 In-service PVO session.
1010.00 Use of Force	Planning for an online knowledge check.
640.37 Guidelines for Communicating with Limited English Proficient Individuals	Planning for an online knowledge check. Additional online or classroom training has yet to be determined.

¹⁹ A list of Portland Police Bureau directives that were newly formed or amended between November 2017 and May 2018 was obtained from the PPB's Policy Lieutenant and Analysts. The list was vetted through the Policy Lieutenant and Analyst, as well as the Training Division's In-service Lieutenant and Sergeant to determine which directives warranted future consideration during training planning.

INPUT FROM THE COMMUNITY AND OTHER EXTERNAL STAKEHOLDERS

The Training Division tracks and vets community and stakeholder input pertaining to the training needs of tenured officers. Input from the community and external stakeholders come from a variety of sources, and the sources referenced below are not an exhaustive list. The Training Division continues to look for ways to improve our connection with the community and external stakeholders in order to solicit feedback on the training needs of officers.

The recommendations included below are specific to training content. Recommendations related to training processes have been noted and continue to be monitored by the Portland Police Bureau.

Identified Training Needs For General In-Service Audience

Topic / Skill Area	Notes	Source(s) ²⁰
<p>Training on use of force requires modifications to incorporate all aspects of the Settlement Agreement, including provisions on de-escalation, appropriate disengagement, and consideration of signs and symptoms of mental illness. Portland Police Bureau needs to prioritize these revisions so that officers and supervisors clearly understand their roles and responsibilities in the field.</p>	<p>This was included in the 2017, 2018-1, and 2018-2 In-services. The Training Division will continue to integrate this item into the 2018-3 In-service.</p>	<p>1</p>

²⁰ Source coding: 1) Plaintiff's Notice of Second Periodic Compliance Assessment Report *United States v. City of Portland*, Case No. 3:12-cv-02265-SI Document 124 Filed 10/18/16 <https://www.portlandoregon.gov/police/article/595056>

2) Semi-annual Outcome Assessment Report. May 2017
<http://coclcoab.org/sites/default/files/COCL%20May%202017%20Outcome%20Assessment%20-%20Final%20with%20appendices.pdf>

Compliance Report of the Compliance Officer and Community Liaison. First and Second Quarters: January through June 2016. March 3, 2107.

<http://cocl-coab.org/sites/default/files/COCL%202016%20Q1-Q2%20Compliance%20Assessment%20-%20Final.pdf>

Semi-annual Outcome Assessment Report. November, 2016.

<http://cocl-coab.org/sites/default/files/COCL%20November%202016%20Outcomes%20Assessment.pdf>

Compliance and Outcome Assessment Report of the Compliance officer and Community Liaison. Third and Fourth Quarters: July through December, 2016. Filed July 10, 2017. <http://cocl-coab.org/sites/default/files/COCL%202016%20Q3-Q4%20Compliance%20Assessment%20-%20Final%207.10.2017.pdf>

Compliance and Outcome Assessment Report of the Compliance officer and Community Liaison. January through September, 2017. Filed December 7, 2017. <http://cocl-coab.org/sites/default/files/FINAL%20COMPLIANCE%20AND%20OUTCOME%20ASSESSMENT%20REPORT%20JAN-SEPT%202017.pdf>

3) 2017 Settlement Agreement Compliance Assessment, Case 3:12-cv-02265-SI, Document 158-1, Filed 12/26/17.

http://media.oregonlive.com/portland_impact/other/DOJ2017DECcomplianceassessmentreport.pdf

4) From the Training Advisory Council. The Report is available to read on the TAC website

<http://www.portlandoregon.gov/police/61449>

5) From the Professional Standards Division's list of training requests that come through the Police Review Board, the Department of Justice, the PPB case review processes, the City Auditor, and various other auditors and community advisory groups.

6) Rosenbaum, D., Watson, A., and Christoff, T. Views from Inside the Portland Police Bureau: A Survey of Sworn and Civilian Employees, May, 2015.

Many of the items above are provided by a Training Division curriculum development specialist assigned to tracking and vetting community input pertaining to the training needs of tenured officers and a Training Division Auditing Sergeant. The Training Division Auditing Sergeant position became vacant in July 2017.

Provide specific training on the interpersonal aspects of policing, including mental health crisis response, diversity/sensitivity, and de-escalation.	This was included in the 2018-2 In-service. The Training Division will continue to cover this item in the 2018-3 In-service.	2, 7
Continue to include commonly encountered situations in scenarios with attention to procedural justice and empathy.	This was covered in the 2016 and 2017 In-services. The Training Division will continue to cover this item in the 2018-3 In-service.	2
Increase non-tactical training and scenarios on topics related to interpersonal communication skills and procedural justice.	This will be covered in the 2018-3 In-service.	2
Use of cover course.	Planning for 2018-3 and 2019 In-services.	5
Reinforcement in training of location announcements during officer involved shooting incidents.	A portion of this item is planned for 2018-3 In-service.	5
PPB should provide a training course on tactical handcuffing during a CEW cycle.	Planned for 2018-3 In-service.	2

Identified Training Needs For Supervisor’s In-Service Audience

Topic / Skill Area	Notes	Source(s) ²¹
Ensure that the requirements found in Section IV of the Settlement Agreement – Training are applied to ECIT, Advanced Academy, In-Service, and Supervisors’ In-service.	The Training Division will continue to integrate these items into the 2019 In-service and Supervisors’ In-service trainings.	2, 7
Provide Organizational Change Management leadership training (or something similar) for the Chief, all senior management, and selected trainers.	Planning for 2019 Supervisor’s In-service.	4
PPB should clarify what qualifies as disengagement.	Planning for 2019 Supervisor’s In-service.	3
Provide supervisor coursework related to “good supervision”, addressing problematic behavior, coaching and organizational justice.	Planning for 2019 Supervisor’s In-service.	2
General leadership and management skills, including: Motivating employees, supervising fairly, fostering employee development, utilizing positive interventions such as coaching and counseling for some corrections, holding employees accountable, and rewarding good work ethic.	Planning for 2019 Supervisor’s In-service.	6

²¹ Source coding: 1) Plaintiff’s Notice of Second Periodic Compliance Assessment Report *United States v. City of Portland*; Case No. 3:12-cv-02265-SI Document 124 Filed 10/18/16 <https://www.portlandoregon.gov/police/article/595056>

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<http://cocl-coab.org/sites/default/files/COCL%202016%20Q1-Q2%20Compliance%20Assessment%20-%20Final.pdf>

Semi-annual Outcome Assessment Report. November, 2016.

<http://cocl-coab.org/sites/default/files/COCL%20November%202016%20Outcomes%20Assessment.pdf>

3) 2017 Settlement Agreement Compliance Assessment, Case 3:12-cv-02265-SI, Document 158-1, Filed 12/26/17.

http://media.oregonlive.com/portland_impact/other/DOJ2017DECcompliance.pdf

4) From the Training Advisory Council. The Report is available to read on the TAC website

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5) From the Professional Standards Division’s list of training requests that come through the Police Review Board, the Department of Justice, the PPB case review processes, the City Auditor, and various other auditors and community advisory groups.

6) Rosenbaum, D., Watson, A., and Christoff, T. Views from Inside the Portland Police Bureau: A Survey of Sworn and Civilian Employees, May, 2015.

Many of the items above are provided by a Training Division curriculum development specialist assigned to tracking and vetting community input pertaining to the training needs of tenured officers and a Training Division Auditing Sergeant. The Training Division Auditing Sergeant position became vacant in July 2017.

INDIVIDUAL PRECINCT NEEDS

Identified Training Needs For General In-Service Audience

Training Topic	Year Suggested ²²	Notes
Active Shooter Training	2014 & 2018	Planning for 2019 In-service.
Additional Control Tactics Training needs / Precinct Control Tactics Training Reinstated (Quarterly)	2014, 2017, & 2018	The Training Division is planning on reinstating precinct and other Control Tactics training opportunities in 2019.
D.A. Legal updates: including Unauthorized Use of Motor Vehicle investigations and prosecution	2015 & 2018	The Training Division is planning to offer additional legal updates from the City Attorney's Office.
Update on person-encounters- detentions, stops, mere conversations, reasonable suspicion	2015 & 2018	Online training planning with the City Attorney's Office is in discussion.
Search and seizure update	2016	A portion of this is planned for 2018-3 In-service. Additional online training planning with the City Attorney's Office is in discussion.
Police Vehicle Operations: pursuit driving and management, pursuit directive, and proper procedures for dealing with drivers who intentionally elude traffic stops	2017 & 2018	The Pursuit Directive was covered in 2017-2 In-service. Pursuit driving and management utilizing the FIU vehicles was completed in the 2018-1 In-service. Box-in will be covered in 2018-3 In-service.
More live tactical firearms training that includes movement	2017 & 2018	Planning for 2018-3 and 2019 In-services.

²² The Training Division Captain or Lieutenant reviews these training needs and receives new ones from Precinct Command Staff at an Operations Branch Meeting each year. The feedback is vetted through the Training Division sergeants and command staff to determine which concerns are applicable to the general population of patrol officers and the most appropriate venue for delivery. Some Crowd Control / Mobile Field Force training needs were identified through this process as well. The Training Division will recommend these training needs for the 2019 Rapid Response Team training.

Homelessness / Houselessness: How to address and utilize current abatement strategies Current rules pertaining to clean up of camps Trespassing Landlord tenant law, ORS 90.100: including squatter and campers on private property rights, public property, evictions from hotels / shelters	2017 & 2018	Considering developing a 2019 training video in partnership with the EAST Neighborhood Response Team.
Detective specific training: interview and interrogation, surveillance	2018	The Training Division is planning on integrating a portion of this in 2018, with some detective specific scenario training. The rest is to be determined.
Detective specific training: Officer involved shooting/line of duty – what to look for, case debriefs, tactics to avoid	2018	To be determined.
Practical use of FLIR (for patrol)	2018	To be determined.
Practical use of IBIS (Integrated Biometrics Identification System) wands (for patrol)	2018	To be determined.
Police and practice monitoring pursuits from other agencies, those conducted in the City of Portland	2018	Tips and Techniques
Under what circumstances and what timing to notify Detectives	2018	Considering a Tips and Techniques or another online training format.

Advanced interview training for patrol officers	2018	To be determined: Considering a refresher training from Detectives at In-service.
High risk stops and Box-in review	2018	Planned for 2018-3 and 2020 In-services.
Dealing with difficult people: co-workers and community members	2018	To be determined.
More Patrol Procedures and scenario training	2018	Planned for 2019 and 2020 In-services.
More Police Vehicle Operations training	2018	Planned for 2019 and 2020 In-services.
Customer service training: including active listening, empathy, and scenarios	2018	This was partially covered in 2018-2 In-service. Additional training is planned for 2018-3 In-service.

Identified Training Needs For The Advanced Academy

Training Topic	Year Suggested ²³	Notes
More bicycle certification options	2018	This is being considered for the Advanced Academy.

²³ The Training Division Captain or Lieutenant reviews these training needs and receives new ones from Precinct Command Staff at an Operations Branch Meeting each year. The feedback is vetted through the Training Division sergeants and command staff to determine which concerns are applicable to the general population of patrol officers and the most appropriate venue for delivery. Some Crowd Control / Mobile Field Force training needs were identified through this process as well. The Training Division will recommend these training needs for the 2019 Rapid Response Team training.

Identified Training Needs For Supervisor’s In-Service Audience

Training Topic	Year Suggested ²⁴	Notes
Fiscal Updates: fleet and the replacement cycle, facilities, alarms and recording false alarm responses.	2017	To be determined.
Leadership and supervisory skills and development: including Performance Management, the fundamentals of supervisors’ roles, mentoring/coaching/counseling, and addressing problem employees (including related intervention strategies), resolving conflicts, communication, mindset, change management, and officer health.	2018	Planning for 2019 Supervisor’s In-service.
Wellness / stress management	2018	Planning for 2019 Supervisor’s In-service.
Critical incident and large scale incident management: e.g. active shooter, earthquakes, etc.: including table top exercises and scenario training.	2018	Planning for 2019 Supervisor’s In-service.

²⁴ The Training Division Captain or Lieutenant receives new training suggestions from Precinct Command Staff via email each year. The feedback is vetted through some of the Training Division Lieutenants and Sergeants to determine which concerns are applicable to the general population of patrol officers and/or supervisors, and the most appropriate venue for delivery. In addition, in 2018 the following survey items were included in the Supervisor’s In-service survey: “What training topics would you like to see in future Supervisor’s In-service training?” and “How would you prioritize the following training needs for the officers you supervise: (ambush/fatal attack on officers; managing stress from sources inside PPB; managing stress from sources outside PPB; more frequent control/defensive tactics training; District Attorney legal updates; update on person-encounters/detentions, stops, mere conversation, reasonable suspicion; and active shooter training) to obtain additional feedback from supervisors”.

RESEARCH REFLECTING BEST PRACTICES AND LATEST IN LAW ENFORCEMENT TRENDS

For many years the Training Division has sent staff to trainings, conferences, and agencies, in order to gain information on training trends and new innovations in law enforcement training. In 2014, the Training Division implemented a system to begin tracking information obtained from these events. The Training Division has also developed a system for reviewing and tracking literature findings pertaining to law enforcement training research, equipment, and trends. This information is utilized for identifying training needs, developing curriculum content, advancing training methods, and enhancing training related research.

Staff Trainings and Conferences, and Agency Visits

From November 2017 to August 2018 the Training Division staff continued to attend trainings and conferences, and visits to other agencies. However, this information was not fully tracked and prepared for this document, as the position assigned to tracking this information (the Training Division's Audit Sergeant position) was vacant during the time period this information would normally be compiled.

Literature Research Pertaining to Law Enforcement Training

The Training Division has formalized its review of literature and research on law enforcement training. The sources for information include, but are not limited to, peer-reviewed research journal articles, the International Law Enforcement Educators and Trainers, the Criminal Justice Abstracts and PsycINFO databases, the Community Oriented Policing Services, the Police Executive Research Forum, policing journals, recommendations from the COCL team, reports from other police agencies, and web searches.

The focus of these searches and reviews are on the following topics:

- Active Shooter
- Crisis Intervention
- Defensive Tactics
- Electronic Control Equipment
- Firearms
- Patrol Procedures
- Police Legitimacy
- Police Vehicle Operations
- Procedural Justice
- Racial Equity
- Use of Force

Within these topic areas, some of the categories of information gathered are:

- Best methods for delivery of particular training topics
- Retention rates & other information pertaining to the perishability of the skill
- Training/curriculum models
- Related teaching methods to increase learning
- Suggestions for related key learning objectives, training components, and exercises
- Trends in the number of training hours provided
- Training for performance under stress
- New training technologies

To date, the Training Division focused its literature research on the topics of use of force, active shooter training, police legitimacy and procedural justice, training retention and perishability of skills, police vehicle operations, and crisis intervention / mental health response training. A listing and brief summaries of the articles reviewed on these topics since the 2016 needs assessment can be found in Appendix C.

The Training Division is continuing to review articles pertaining to these and the other topics above. To date, the current considerations that may warrant some follow-up pertaining to future training topic areas:

In-Service

The Portland Police Bureau's Advanced Active Shooter curriculum is consistent with the current research findings pertaining to training needs. The research supports it would be beneficial to get all PPB members trained with this curriculum, particularly given the seriousness and the increasing volume of these events.²⁵

The Portland Police Bureau's officer-level training covers the main components of Police Legitimacy and Procedural Justice, although it is not always named this way outside of the Advanced Academy. However, given this is one of the themes pertaining to misconduct complaints, additional emphasis on explaining actions may be warranted.²⁵

The Use of Force literature supports the need for trainings that help reduce officer stress and burnout, as well as training where officers are dealing with complex and/or stressful situations.²⁶

Supervisor's In-Service

The research supports the need to develop command-level active shooter training. The research to date suggests this training should cover the response necessary to immediately take control of an active shooter or mass casualty scene, as well as the elements required for a long-term, successful response. This includes tasks such as establishing a family reunification center, managing outside

²⁵ 2016 literature review finding.

²⁶ 2018 literature review finding.

resources, utilizing proper investigatory procedures, and providing support via trauma-informed care resources to victims, witnesses, and first responders alike. This training would benefit supervisors in the event of an active shooter incident, and its principles are also applicable to any large scale incident requiring a high level of police presence (e.g. terrorist attack, or a natural disaster such as an earthquake).²⁵

The research on use of force supports the needs for reducing organizational/bureaucratic stressors and factors that lead to officer burn out.²⁷

The Police Legitimacy and Procedural Justice literature supports supervisor and command-level training pertaining to ensuring fairness in discipline and general employee treatment, an understanding of what environmental factors enhance an officer's ability to convey procedural justice characteristics, factors besides officer interactions that impact the public's views pertaining to police legitimacy and procedural justice, and general organizational health strategies. The Training Division plans on incorporating related training in the 2019 Supervisor's In-service.²⁵

²⁷ 2017 literature review finding.

APPENDIX A: DOJ AGREEMENT, SECTION III.A.3

Section III.A.3: Use of Force Supervisory Investigations and Reports

70. PPB shall continue enforcement of Directive 940.00, which requires supervisors who receive notification of a force event to respond to the scene, conduct an administrative review and investigation of the use of force, document their findings in an After Action Report and forward their report through the chain of command. PPB shall revise Directive 940.00 to further require that supervisory officers:

- a. Complete After Action Reports within 72 hours of the force event;
- b. Immediately notify his or her shift supervisor and PSD regarding all officer's Serious Use of Force, any Use of Force against persons who have actual or perceived mental illness, or any suspected misconduct. Where the supervisor suspects possible criminal conduct, the supervisor shall notify the PPB Detective Division. Where there is no misconduct, supervisors also shall determine whether additional training or counseling is warranted. PPB shall then provide such counseling or training consistent with this Agreement;
- c. Where necessary, ensure that the subject receives medical attention from an appropriate medical provider; and
- d. Interview officers individually and not in groups.

71. PPB shall maintain adequate patrol supervision staffing, which at a minimum, means that PPB and the City shall maintain its current sergeant staffing level, including the September 2012 addition of 15 sergeants.

72. PPB shall develop a supervisor investigation checklist to ensure that supervisors carry out these force investigation responsibilities. PPB shall review and revise the adequacy of this checklist regularly, at least annually.

73. PPB shall revise its policies concerning chain of command reviews of After Action Reports, as necessary, to require that:

- a. EIS tracks all Directives 940.00 comments, findings and corrections;

- b. All supervisors in the chain of command are subject to and receive corrective action or discipline for the accuracy and completeness of After Action Reports completed by supervisors under their command;
- c. All supervisors in the chain of command are accountable for inadequate reports and analysis;
- d. A supervisor receives the appropriate corrective action, including training, demotion, and/or removal from a supervisory position when he or she repeatedly conducts deficient investigations. Where a shift commander, or precinct commander, repeatedly permits deficient investigations, the shift commander, or precinct commander, receives the appropriate corrective action, including training, demotion, and/or removal from a supervisory position;
- e. When, after investigation, a use of force is found to be out of policy, PPB shall take appropriate corrective action consistent with the Accountability provisions of this Agreement;
- f. Where the use of force indicates policy, training, tactical, or equipment concerns, the immediate supervisor shall notify the Inspector and the Chief, who shall ensure that PPB timely conducts necessary training and that PPB timely resolves policy, tactical, or equipment concerns; and
- g. The Chief or designee, as well as PSD, has discretion to re-assign a use of force investigation to the Detective Division or any PPB supervisor.

APPENDIX B: MENTAL HEALTH RESPONSE RELATED TRAINING NEEDS

In-Service Considerations

- Increase the level of difficulty for the crisis communication training. For example, crisis communication skills/rapport building with someone with less common mental health symptoms. Utilizing examples that do not involve suicide for the 2018 In-service trainings may be helpful.
- Critical incident response components during more serious, complex, and/or unusual calls, such as ensuring all teams are set up prior to making contact, conducting a tactical retreat after disengaging from a call, assessing scene risk, setting up perimeters, developing and communicating tactical plans. Consider another all-play scenario.
- Some officers are deferring too quickly to disengagement now. Incorporating something pertaining to challenging this or helping officers distinguish when or when not to disengage (and why) into a scenario may be beneficial.
- Some officers are demonstrating severe hesitation to utilize any kind of force, particularly among people with mental illness.

Supervisor's In-Service Considerations

- General strong active leadership skills for managing critical incident scenes.
- Clarification on the general role of ECIT officers, as well as more familiarity with the multiple roles of the ECIT officers (coach, intel, communication).
- Multnomah County Threat Assessment Team.
- Updates on disengagement.

ECIT In-Service Considerations

- More training practice in the “coach” role, as well as reinforcing the importance of timely and ongoing communication to the rest of the team.
- Utilizing more videos.
- More training on communication strategies that may be more effective given a person's mental health condition.
- Updates on resources and how to utilize them.
- More work with community partners/resources.
- More scenarios and hands-on training, including more comprehensive scenarios and multiple officers to make it more realistic.
- Policy and legal updates (including liability issues).
- Updates on disengagement.
- Suicide and safety planning.
- COMTEK refresher.

- Barricaded subjects involving CNT callout.
- Effectively handling calls involving a person who is both violent and has a mental health issue.
- Extreme Risk Protection Orders (potentially a Tips and Techniques)
- Review of actual ECIT calls, especially unique or challenging ones. (analyze/debrief, what worked, what did not work, how officers used resources outside of the box).

APPENDIX C: ADVANCED ACADEMY TRAINING NEEDS

The majority of the training needs for the Advanced Academy program are identified through the evaluation process and addressed within or between Advanced Academies. This includes identifying gaps or redundancy between the Advanced Academy and other training the new recruits receive, inconsistencies in instruction, additional curriculum needs and/or enhancements, and other logistical considerations for improving the program. During 2017 and 2018, the Advanced Academy management and lead instructors continued to refine the program based on evaluation results, logistical needs, and other information. These changes included, but were not limited to: reducing curriculum which was redundant with the Basic Academy, adding a Conducted Electronic Weapon refresher, scheduling Control Tactics and Firearms in shorter training blocks and smaller groups (4-6 students per group) to increase skill retention, adjusting the curriculum in Control Tactics and Firearms to increase skill levels in the practical application of the techniques, enhancing several classes to better build off of previous training for the new recruits, and making minor adjustments to the crisis intervention program to best align the presentations with the learning objectives. Additionally, more detailed information regarding identified training needs and related changes for the Advanced Academy can be found in the Advanced Academy Program Modifications Reports²⁸.

In-Progress and/or Potential Upcoming Advanced Academy Training

The Advanced Academy Firearms Program is currently refining their curriculum and training methods to further meet the training needs regarding speed, movement, cover, and other aspects of threat/target focused training.

The Advanced Academy Control Tactics Program is also further refining their curriculum to reduce time spent on stationary techniques and increase training time spent on applying the techniques in realistic situations, such as with aggressive subjects. The program is also moving towards a format that allows students more flexibility in tailoring the techniques to best match their own body type and strengths, to increase effective application of the skills on the job.

At the time of this report, the 2018-3 and 2018-4 Advanced Academy evaluation processes are currently in progress. Additional training and program needs will be reassessed at the end of these Academies.

During the 2018 training needs assessment process, two additional training needs were identified for follow-up considerations for the Advanced Academy Program or new recruit program more generally: 1) managing job related stress for officers²⁹ and 2) bicycle certification.

²⁸ The Advanced Academy Program Modification Reports can be found at <https://www.portlandoregon.gov/police/73428>.

²⁹ In the past, the Advanced Academy Program included more classes pertaining to managing job related stress for officers. The evaluation results indicated the material was redundant with what the students were receiving at the Basic Academy, so curriculum on this topic was reduced in the Advanced Academy. The Training Division is now considering additional methods for providing support to new recruits pertaining to this topic area.

APPENDIX D: RETENTION RATES

Conducted Electronic Weapon: Retention Rates

Topic / Skill Area	Current Estimated Timeframe for Refresher/Updated Training
Refresher on Basic Operations	1 to 2 times per year
CEW Manipulation	1 to 2 times per year
Deploying within Preferred Target Zones	2 or more times per year
CEW Decision Making	Once per year
Weapon Transitions	Once per year
CEW Policy	Once a year (at least on selected portions)

Control Tactics: Retention Rates

Topic / Skill Area	Current Estimated Timeframe for Refresher/Updated Training
Handcuffing	Every 5 years
Searches	Every 5 years
Standing Self-Defense	3 to 5 times per year
Range Drill	1 to 3 times per year
Ground Control	3 to 5 times per year
Takedowns	3 to 5 times per year
Weapon Retention	1 to 3 times per year
Vehicle Tactics	Every 3 years

Firearms: Retention Rates

Topic / Skill Area	Current Estimated Timeframe for Refresher/Updated Training
Firearm Safety Fundamentals	Integrate into every firearms training
Handgun Fundamentals (e.g. reloads)	Once per month
Handgun Marksmanship: Strong Hand	Once per month
Handgun Marksmanship: Support Hand	Once per month
Handgun Malfunction Drills	Once per month
Positional Shooting	2 to 3 times per year
Moving Targets	2 to 3 times per year
Moving and Shooting	2 to 3 times per year
Weapon Transitions	1 to 2 times per year
Shoot / Don't Shoot	Once per year
Flashlight and/or Firearm Light	3 times per year
Low-light Conditions	Once per year
Shotgun Fundamentals; e.g. reloads, BEES & function check	Every other year
Shotgun Marksmanship	1 to 2 times per year
Shotgun Malfunction Drills	1 to 2 times per year
Deadly Force Policy / ORS 161.209 State Statute	Refresher/reminder every 2 years or as needed with updated policies/statutes

Patrol Procedures: Retention Rates

Topic / Skill Area	Current Estimated Timeframe for Refresher/Updated Training
Building Searches	Once a year
Active Shooter	Once a year
Ambush Response	Every other year
Critical Incident Response	Once a year
High Risk Vehicle Stops	Every other year
Tactical Emergency Casualty Care	Once a year
Officer/Citizen Rescue	Every other year
Post-Shooting / Shield	Once a year
Foot Pursuits	Every other year

Police Vehicle Operations: Retention Rates

Topic / Skill Area	Current Estimated Timeframe for Refresher/Updated Training
PIT	Every 1 to 2 years
Post-PIT	Every 2 years
Box-in	Every 2 years
Pursuit Policy	Yearly refresher/reminder
SKID Car Training	Every 2 years for a couple iterations and then every 3-4 years
5 Fundamentals (e.g. SLALOM, eyes up, smooth steering inputs, smooth pedal inputs, maintain stable platform)	Yearly refresher/reminder
Backing	Every 2 years
Pursuit Driving (Higher Speed Driving)	Every 2 years
Pursuit Training (Scenario-Based)	Every 2 years
Collision Avoidance	Every 3 years
ABS Braking	Every 3 years
Radio Communication	Every 3 years
Spike Strips	Every 3 years

APPENDIX E: LITERATURE REVIEWS

As a part of the Training Division's research on best practices and latest trends, the Training Division has a formal process for reviewing literature and research on law enforcement training. Below are the names and a brief description of the articles reviewed since the 2016 needs assessment.³⁰ The Training Division is continuing to review articles pertaining to these and other topics.

Active Shooter Response / Workplace Violence

Borsch, R. (2008, May 14). *Ohio Trainer Makes the Case for Single-Officer Entry Against Active Killers*. Forensic Science Institute.

If you are a patrol officer who is first on the scene of an active-shooter call, should you make immediate entry in search for the suspect or wait for other early responders and improvise a rapid deployment team? The author of this article argues that single-officer entry can potentially lessen the toll of casualties while exposing the involved responders to little additional risk. Descriptive analysis of data from over 90 active-shooter incidents was performed, and they found that:

- 98% of active killers act alone
- 80% have long guns, 75% have multiple weapons (about 3 per incident), and have an average hit rate of less than 50%
- They strike stunned, defenseless innocents via surprise ambush. The typical active killer would be a no-contest against anyone reasonably capable of defending themselves
- They do not take hostages or negotiate
- They generally try to avoid police, don't hide or lie in wait for officers, and typically fold quickly upon armed confrontation
- 90% commit suicide on-site

Rugala, E. A., Isaacs, A. R., & National Center for the Analysis of Violent Crime (U.S.). (2003). *Workplace violence: Issues in response*. Quantico, Va: Critical Incident Response Group, National Center for the Analysis of Violent Crime, FBI Academy.

In this report, the FBI's National Center for the Analysis of Violent Crime (NCAVC) set out to examine issues in prevention, threat assessment and management, crisis management, critical incident response, research, and legislation regarding violence in the workplace. The NCAVC hosted a "Violence in the Workplace" symposium in 2002, gave presentations, and held panel discussions

³⁰ The Training Division creates more extensive literature reviews for internal use. However, it would be most prudent for readers to refer to the original article if a full and comprehensive understanding of these articles is desired.

to discuss these issues, and the results from these were discussed in this report. Emphasis was placed on proactive workplace violence prevention strategies. The main findings in this report include:

- A national campaign should be conducted to increase public awareness and knowledge concerning workplace violence issues.
- Employers should adopt clear no-threats and no-violence policies and prevention plans.
- Law enforcement agencies should adopt a preventative approach to violence in the workplace.
- Federal, state and local occupational safety agencies should make workplace violence prevention a priority.
- Training in violence prevention, threat detection, threat assessment, and threat management should become part of the workplace culture.

Racial Equity

James, L., James, S. M., & Vila, B. J. (2016). *The Reverse Racism Effect: Are Cops More Hesitant to Shoot Black Than White Suspects?* (2nd ed., Vol. 15, Criminology and Public Policy, Publication). American Society of Criminology. doi:10.1111/1745-9133.12187

The purpose of this study was to answer the question: are cops more hesitant to shoot black suspects than white suspects? To determine this, the authors conducted a within-subject repeated measures design to test police participant responses to highly realistic, custom-made scenarios in deadly force judgment and decision making simulators. There were 80 officers involved in this study, and each officer participated in 6 scenarios per day, over the span of 4 different days. In these scenarios, half of them required the use of deadly force, whereas the other half did not; and 59% of them had white suspects, and 41% had black suspects (the discrepancy between the number of white and black suspects was due to logistical constraints). The total number of scenarios ran was 1517, meaning that some of the participating officers did not complete all 24 scenarios.

To determine whether or not cops are more hesitant to shoot black suspects, the primary response variable was the reaction time; or time until firing their gun.

The results from this experiment show that officers are more hesitant to shoot a black suspect than a white suspect; however, there is evidence of significant bias against black suspects regarding associating them with weapons. This seems to suggest what the author calls the reverse racism effect, where officers are afraid to shoot a black suspect due to the political implications, even if the situation calls for use of deadly force.

Use of Force

Bennell, Craig & J. Jones, Natalie & Corey, Shevaun. (2007). *Does use-of-force simulation training in Canadian police agencies incorporate principles of effective training?*. Psychology, Public Policy, and Law. 13. 35-58. 10.1037/1076-8971.13.1.35.

Numerous police agencies in Canada incorporate use-of-force simulation training³¹ into their overall instructional regime. A prominent theory of learning suggest that in order for this training to be effective, instructional methods must facilitate the acquisition and automation of task-relevant schemas without overwhelming the limited processing capacity of the learner. In this article, several instructional effects, proposed and supported by the cognitive load literature, are discussed. As a part of this study, a survey was conducted consisting of 69 police agencies across Canada, and included all major municipal, provincial, and federal forces in Canada. The results of this survey showed that:

- Use of force simulation training is a major component of 71% of Canadian Police agencies
- 89% of agencies feel that their officers do not receive enough training time on the simulator
- 25% of agencies believed the time allotted for critiquing officer performance was insufficient

Burke, Ronald & Mikkelsen, Aslaug. (2005). Burnout, job stress and attitudes towards the use of force by Norwegian police officers. *Policing: An International Journal of Police Strategies & Management*. 28. 269-278. 10.1108/13639510510597906.

Although many studies have considered burnout in the human services, little research on burnout has focused on police officers. This study aims to examine the relationship between burnout and police officers' attitudes towards the use of force and attitudes towards the use of social skills to solve problems. Data for this study were collected from 766 police officers in Norway using anonymously completed questionnaires. The findings from this study show that officers reporting higher levels of cynicism also held more favorable attitudes towards the use of force, and that officers reporting higher levels of professional efficacy held more favorable attitudes towards the use of social skills to solve problems.

³¹ The simulator referenced in this study is manufactured by Firearms Training Systems (FATS)

Lewinski, W. J., Hudson, W. B., & Dysterheft, J. L. (June 2014). *Police Officer Reaction Time to Start and Stop Shooting: The Influence of Decision-Making and Pattern Recognition*. Law Enforcement Executive Forum, 14(2).

Oftentimes it is difficult for officers in high stress situations involving force (including the use of firearms) to determine when the suspect is no longer a threat, and even more difficult to make such a decision in a split-second. This study³² intends to create a foundation of knowledge on reaction and movement time performances of officers while using a standard issue model handgun in response to both simple and complex stimuli through a series of four experiments. Through a series of four experiments, the authors found that the reaction times of officers is nearly twice as long in stressful or complicated situations than it would be in less stressful scenarios, such as during training.

Police Executive Research Forum. (2012). *An integrated approach to de-escalation and minimizing use of force*. Washington, DC: Police Executive Research Forum.

This report summarizes the findings of PERF research on this topic and presentations made at a PERF Summit in Washington, D.C. in February 2012 on “An Integrated Approach to De-Escalation and Minimizing Use of Force.” At this one-day meeting, police chiefs and other experts described their experiences on issues such as how crisis intervention teams and partnerships with mental health officials can result in more effective handling of encounters with members of special populations, avoiding overreliance on weapons, training officers in tactical disengagement, and other related topics.

Persons with mental illness or other issues can pose extremely complex challenges to police. To deal with this challenge, police departments should ensure that policy and training are in sync with one another. In addition, police departments should collect data and analyze it to make informed decision with the goal of reducing unnecessary use of force. Lastly, police agencies should form partnerships with other organizations to establish more permanent solutions to this problem.

³² A total of 102 experienced police officers (88 male, 14 female) from the state of Arizona volunteered to participate in this study.

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