

**MAURICE T. TURNER, JR.
INSTITUTE OF POLICE SCIENCE
ANNUAL REPORT**

February 2002



“Every day is a training day.”

Chief Charles H. Ramsey

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Maurice T. Turner, Jr., Institute of Police Science

Message from the Director

Upon being promoted to Assistant Chief on January 5, 2000 and taking over as director, I had no idea what a busy place the “Academy” could be. In fact, the pace of change over the last two years has been frenetic and marked by many firsts. It has been and remains one of the most satisfying posts that I have ever held because of the quality of the people with whom I work and the ability that we have to shape the careers of police officers for years to come on the Metropolitan Police Department.

The previous director, Assistant Chief Alfred Broadbent, Sr., started the revitalization of training in MPD under the direction of Chief Charles Ramsey. He passed on to me a good foundation and a core of people committed to the continual improvement of the Institute and its programs. Under the guidance and leadership of Chief Ramsey and Nola Joyce, the Senior Executive Director of the Office of Organizational Development, we are all working hard to make Chief Ramsey’s vision of MPD as a learning organization a reality.

During 2000, the Academy took in 10 recruit and lateral classes combined and a total of 292 recruits and laterals graduated. The Lateral Transfer Officer Training Program began with the first class that was hired on March 27, 2000 and that finished their entry-level training on June 2, 2000. As class after class of new recruits and lateral officers graduated, IPS managed the workload through 90-day details of a dedicated group of officers and sergeants. In October of 2000, a number of permanent instructors at the sergeant and officer rank were selected to join the Recruit Training Branch and all of that staff received instructor certification. By comparison, after a hiring hiatus from September 2000 to March 2001, 128 recruits and 40 laterals graduated in 2001, adding an additional 168 officers to the force.

During the last two years, IPS set the standards for recruit and lateral graduations ever higher from videotapes commemorating the highlights of recruit and lateral training to the pomp and circumstance of recruit and lateral officers marching to their own cadence to recruits reciting the Police Officer’s Code of Ethics. Consequently, in 2001 Chief Ramsey gave IPS the job of planning and putting on all graduation ceremonies, including promotional ceremonies for sergeants, lieutenants, and captains.

In October of 1999, the first annual 40-hour in-service training program had just begun. We have now completed two annual cycles of in-service training and started the third year of training with a “back-to-basics” program. The FY 2002 Annual In-service Training Program for officers and sergeants includes ASP and CPR re-certification, handcuffing techniques, computer training, a domestic violence update, D.C. Code, rules of evidence, and laws of arrest, search and seizure refreshers, prosecution report writing, traffic stops, and weapons of mass destruction.

Similarly, while my predecessor initiated the Daily In-service Training Program with roll call scenarios in December of 1999, the IPS Professional Development Branch has faithfully carried out this program for the last two years and brought it to a new level through the video-conferencing capability of the Joint Operations Command Center (JOCC).

Another ongoing effort that I wish to highlight is the IPS commitment to improve the investigative capacity of the Department through specialized training courses offered to new investigators, investigative supervisors, and Crime Scene Examination Section personnel.

I look forward to more firsts as IPS marches onward making “Every day a training day,” as Chief Charles Ramsey has urged us to do.

Shannon P. Cockett
Assistant Chief of Police

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The mission of the Maurice T. Turner, Jr., Institute of Police Science is to develop, coordinate, and execute education and training programs designed to provide members with the knowledge and skills they need to use their innate abilities to perform assigned tasks and accomplish the Department's mission.



"Education is not preparation for life; education is life itself."

John Dewey

RECRUIT TRAINING BRANCH:

For the second fiscal year in a row, IPS trained more than 200 recruit and lateral transfer officers. During fiscal year 2001, 152 recruit and 51 lateral transfer officers completed their entry-level training programs and graduated providing a total of 203 additional officers on patrol. This compares to 122 recruit officers and 84 lateral transfer officers who graduated in fiscal year 2000 providing an additional 206 officers on patrol.

A view of the workload by calendar year tells a slightly different story. During calendar 2000,

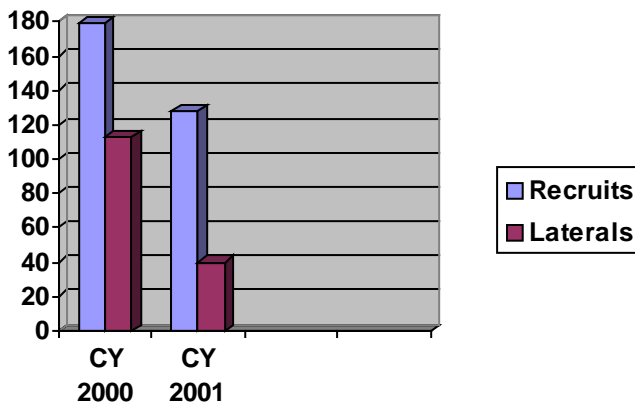
The Maurice T. Turner, Jr., Institute of Police Science (IPS) is the Metropolitan Police Department's primary source of initial and in-service training for its members. IPS also plays a significant role in training members of other D.C. Government agencies, such as the D.C. Department of Corrections, D.C. Housing Authority, D.C. Protective Services, Urban Park Rangers of the D.C. Department of Recreation, and inspectors of the Office of Inspector General.

In addition, IPS trains members of federal agencies under the Federal Law Enforcement Officers Cooperation Act (FLEOCA). Finally, IPS supports the educational goals of members of MPD and the Department by underwriting the cost of their participation in outside training programs, as well as undergraduate and graduate-level studies through the Tuition Assistance Program and the Johns Hopkins Executive Leadership Program (PELP).

5 recruit and 5 lateral transfer officer classes began and completed their training. Adding in the 3 recruit classes already in training since their hire dates in 1999, 179 recruit officers and 113 lateral transfer officers graduated during 2000, a total of 292.

Due to budgetary restrictions no new recruit or lateral transfer officers were hired from September 2000 to March of 2001. Thus, the numbers of recruit and lateral transfer officers who graduated during calendar year 2001 dropped to 128 and 40, respectively, adding 168 new members to the force.

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Byron Williams joined the IPS staff as the first curriculum development specialist ever hired by MPD on April 24, 2000. His first assignment was to determine the proper length of the lateral transfer officer curriculum. After a careful review, he recommended that the core components of the recruit and lateral transfer officer curricula remain the same. Thus, both recruits and laterals receive the same number of training hours in the D.C. Code, laws of arrest, search, and seizure, and criminal procedure. Likewise, the skills-based training, such as vehicle skills, defensive tactics, and use-of-force training, remains essentially the same.

The Lateral Transfer Officer Program:

The Lateral Transfer Officer Program began with the hiring of thirty officers on March 27, 2000. Officers joined MPD from federal agencies as close as the Uniformed Division of U.S. Secret Service, U.S. Capitol Police, and U.S. Park Police, and as far away as the State of Georgia. Lateral Class 2000-1 graduated on June 2, 2000 and the first lateral transfer officers were assigned to patrol districts.

From its inception, Chief Charles Ramsey and Executive Assistant Chief Terrance Gainer had envisioned the Lateral Transfer Officer Program as a means of attracting experienced officers of a high caliber to join the Metropolitan Police Department.

One of the advantages of the Lateral Transfer Officer Program for both the participant and the Department is the shorter length of the training program. The initial estimate of academy training time needed for lateral transfer officer new hires was 8 weeks compared to 28 weeks for recruit officer hires. However, this estimate turned out to be a few weeks off the mark.

From the initial 10-week program, the Lateral Transfer Officer Program eventually became a 12-week training program as it was determined that a full 2 weeks of firearms training and 1 week of Civil Disturbance Unit (CDU) training were needed.



In the first two years of the program, 184¹ lateral transfer officers have joined the Metropolitan Police Department, of whom 160 remain on the job.

¹ Includes lateral officers hired in the first quarter of FY 2002.

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The Recruit Training Program (RTP):

Over the past five years, more and more material was added to the recruit curriculum to reach its 28-week length at the end of fiscal year 2001. Some of the key challenges for 2002 and 2003 will be the improvement of the recruit curriculum in five ways:

- Reducing the length of the training from 28 weeks to 20 to 24 weeks without sacrificing any critical learning objectives related to core job tasks;
- Increased use of scenario-based training;
- Chunking the large blocks of training time into more manageable bites of no more than 2 hours of a subject at a time;
- Restructuring of the curriculum through the creation of recurring themes, such as ethical decision-making, criminal investigations and procedures, Policing for Prevention, patrol procedures; and
- Exploring the possibility of academic credit for recruit courses.



Major efforts to improve the recruit curriculum in 2000 and 2001 have included rewriting lesson plans to incorporate scenario-based training and reducing the overall length of the curriculum. At this writing, 25% of the lesson plans have been rewritten including those for D.C. Code and criminal procedure. Thus, when recruits study D.C. Code, they participate in scenarios that illustrate the different offenses and that involve them in learning through a discovery process. In addition, the Recruit Training Program has been reduced from 28 to

22 weeks in length. (See detailed charts in the appendix.)

One of the key components of the Recruit Training Program is the 4-week residential training program. This program is run like a mini-boot camp designed to foster teambuilding skills, instill values, and build class spirit.



Other positive changes were an improved domestic-violence training program with outside trainers from My Sister's Place, an updated Diversity Awareness and Sensitivity Training Program (DASTP), and the expansion of an innovative program that takes recruit and lateral officers through the U.S. Holocaust Memorial Museum.

The DASTP, delivered under contract with UDC, includes presentations from the gay and lesbian community, the Asian-American Bar Association, the Hispanic community, the deaf community, and a special presentation on youth issues.

The Law Enforcement Officer Program developed in cooperation with the U.S. Holocaust Memorial Museum allows officers to reflect upon the role police officers played in Nazi Germany and how police powers might be abused today. Chief Ramsey's vision in initiating this program was recognized by the Anti-Defamation League that gave him an award in 2001. The program serves as a model for other local and federal law enforcement agencies.

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Field Training Officer (FTO) Program:

On-the-job training that new patrol officers receive in the field from experienced officers is just as important as their Academy training. Inspector Joel Maupin, IPS Deputy Director, took the lead in re-engineering the FTO Program with the assistance of Lieutenant Robert Contee.

The FTO Program has been standardized:

- 1st Week - Vehicle Operation and Safety;
- 2nd and 3rd Weeks – Communications Skills
- 4th Week - Community Interaction and Policing for Prevention;
- 5th and 6th Weeks – Patrol Procedures;
- 7th Week – Arrest Procedures/Court;
- 8th Week – Traffic Enforcement;
- 9th Week – Physical Skills/Use of Force;
- 10th and 11th Weeks – Criminal Laws and Department Policies;
- 12th Week – Attitude and Demeanor of Probationary Police Officer, Possible Certification; and
- 13th-16th Weeks – Remedial training if needed.

FTOs have also received training in leadership skills, a D.C. Code refresher, diversity, an update on laws of arrest, search, and seizure, prosecution report writing, and a vehicle skills refresher. Three FTO training classes were held on November 20-24, 2000, March 12-23, 2001 and May 29-June 8, 2001 for a total of 67 sworn members of MPD, primarily master patrol officers, and 2 members of outside agencies.

Cadet Program:

MPD launched a cadet program with the hiring of 9 cadets on August 12, 2001. This program exposes D.C. high school graduates from 17 through 20 years of age to the possibilities of a

law enforcement career. Cadets work part-time for MPD while attending classes full-time at the University of the District of Columbia. Although 3 cadets have resigned, additional cadets will be hired in August of 2002 at a slightly higher salary.

Federal Officer MOU Training:

During FY 2001, IPS delivered 8 two-week training courses or 800 hours of D.C. Code training to 192 members of various federal agencies under the Federal Law Enforcement Officers Cooperation Act (FLEOCA).

Under FLEOCA, participating federal agencies enter into memorandums of understanding (MOUs) with MPD that permit their officers to patrol in designated areas and take appropriate law enforcement actions, including arrests.

In 2002, IPS will develop a D.C. Code instructor course so that federal agencies will develop the capacity to do their own D.C. Code training.

FIREARMS TRAINING BRANCH:



During FY 2001, IPS conducted various types of firearms training for 10,138 members of the following agencies: MPD, D.C. Corrections, D.C. Housing Authority, D.C. Protective Services, D.C. Fire and Emergency Medical Services Department, Office of the Inspector

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General, and the Uniformed Division of U.S. Secret Service.

Great strides have been made in improving firearms training and ensuring that members receive this critical use-of-force training.

Use of Force Training:

In 1999, Chief Charles Ramsey accepted Assistant Chief Alfred Broadbent, Sr.'s recommendation to increase the amount of firearms training from two 4-hour blocks twice a year to two 8-hour blocks of training twice a year. Training hours were doubled in order to incorporate judgmental decision-making in Range 2000 and role-playing in "Simunitions," in which paint-like capsules are fired by officers from modified service pistols.

The construction of a "Simunitions" house in 2001 allowed members to practice basic safe entry and search and cover techniques in a mock apartment-like setting. Lieutenant Nicholas Mudrezow, who came up with the idea for the house and led the team that built it, received an achievement award at the 2001 Departmental Awards Ceremony.

Changes in the Department's use-of-force policy together with firearms and physical skills training to reinforce the changes, as well as the creation of the innovative Force Investigation Team (FIT), substantially contributed to the 78% drop in intentional police-related deadly force injuries for 1999 and 2000 compared to the prior level.

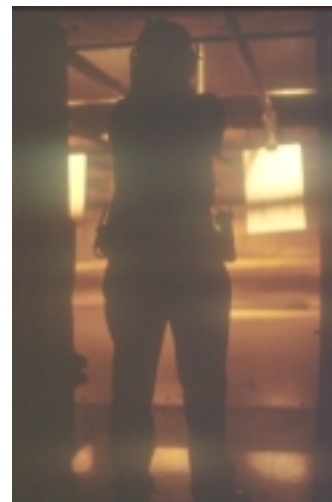
Pistol qualification training is conducted annually and assessed by the rate of sworn participation in two phases. One phase covers the first 6 months of the year, and the second phase covers the last 6 months of the year.

During CY 2001, 3,043 sworn members completed phase 1 and 3,114 sworn members

completed phase 2 of pistol qualification training. There were 375 unavailable personnel and 127 recruit and lateral officers in training at year's end who were not counted in this total. Thus, 99% of the sworn force who are available for duty participated in pistol qualification training this past calendar year. This is a significant achievement when compared to the 12% level that existed in 1997. Our goal is to reach 99.9% in 2002.

One way of allowing better tracking of compliance with mandatory firearms training is tying the range database to TACIS so that training records will be continually refreshed as personnel are reassigned, retire, or are terminated from the Department. The Information Technology staff is currently assisting IPS with this project. Another means will be the introduction and use of specialized software for scheduling all training, including firearms training, in 2002.

The goal is to make twice-a-year firearms training a duty assignment that members enjoy because it keeps their shooting and use-of-force decision-making skills sharp. In this instance, practice doesn't just make perfect, it will save the lives of officers and innocent bystanders by instilling in officers the need to use the minimum amount of force necessary.



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SPECIALIZED TRAINING BRANCH:

The Specialized Training Branch consists of two components: (1) the Physical Skills Unit, and (2) The Vehicle Skills Unit.



Physical Skills Unit:

Over the last two years, there have been numerous improvements to the Physical Skills Program for recruit and lateral officers. Perhaps the most major change was the adoption of age- and gender-appropriate physical fitness standards in 2000.

Concerned about the adverse impact upon female recruits who actually had to be more physically fit than their male counterparts to meet the same standards, I initiated contact with the Civil Rights Division of the U.S. Department of Justice. After meeting with officials there in the Employee Standards Unit and receiving legal guidance from the Office of the General Counsel, Lieutenant David Kamperin, the Commander of the Specialized Training Branch, and I initiated a review of best practices in other large municipal police forces, federal law enforcement agencies, and the military.

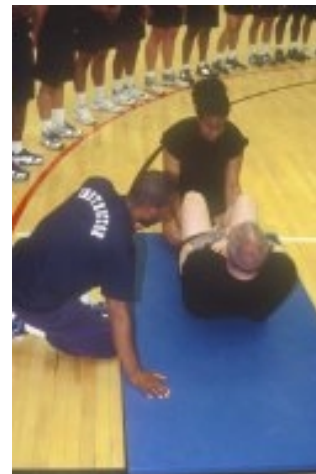
On August 23, 2000, Chief Ramsey approved our recommendation that the physical fitness tests administered to recruits be changed so as

to be age and gender specific within the 50th percentile, as defined by the Cooper Institute for Aerobics Research. In addition, the Chief decided that the Physical Ability Test (PAT), which has been validated as a job-related test, should remain the exit standard for all recruit and lateral officers.

Any recruit, whether male or female, who had been terminated on the basis of his or her failure of the prior standard was offered the opportunity to join MPD once again.



Nearly one-third or 240 hours of all recruit training time is spent in physical skills training or 28% of the 864-hour Recruit Training Program (RTP). In the current RTP, physical fitness training accounts for 120 hours or half of the physical skills training. As nearly all graduates report they are in the best physical shape of their lives.



Maurice T. Turner, Jr., Institute of Police Science

Other notable components of the Physical Skills Program are: (1) use-of-force training in defensive tactics that include ASP, ground fighting, weapon retention and take-away, Controlled Force, handcuffing, and Verbal Judo; and (2) Officer Survival School (OSS).



Officer Survival School is a completely scenario-based training that both recruit and lateral transfer officers must complete in order to graduate from IPS. Recruits and laterals must properly assess situations ranging from routine contacts and stops of suspicious persons to traffic stops to assaults on police officer (APO) scenarios. Together these 2 programs account for 80 and 40 hours, respectively, of the RTP or another 14%.

In fact, use-of-force training was completely reengineered not only for recruit and laterals, but also for the entire force through the development of a Use-of-force Continuum for the Metropolitan Police Department. This continuum was adapted from the federal model to encompass the use-of-force options available to MPD members.

The color-coded continuum matches an officer's response to a subject's action in a pyramid of options ranging from an officer's presence or use of Verbal Judo to the use of defensive tactics and handcuffing to baton strikes or OC spray to deadly force.

For more information on the Department's use-of-force continuum, see the complete explanation in the Appendix.

In May 2001, another first was attained by IPS. Ten members of the Physical Skills Unit took a 40-hour lifeguard course from the American Red Cross. Eight members passed the course and training in the IPS swimming pool was added to the Recruit Training Program (RTP).



In addition to physical skills training, the "gym staff" are responsible for all First Responder or first aid training. This is a rigorous component of the RTP with national passing scores pegged at the 80th percentile. A notable part of First Responder training is Cardiopulmonary Resuscitation or CPR, and now Automated External Defibrillator (AED) training as well.

In CY 2001, the Physical Skills Unit provided initial physical fitness, defensive tactics, and OSS training to 295 recruit and lateral officers. Altogether, that year the unit trained a total of 6,778 members of the Department. This is down slightly or about 10% from CY 2000 when the unit trained 385² recruit and lateral officers and a total of 7,550 MPD members.



² This number includes both recruits and laterals who graduated in 2001 and those who started their training in 2001 but who will graduate in 2002.

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Vehicle Skills Unit:

In 1998 under the leadership of Chief Ramsey and Assistant Chief Broadbent, Sr., the Vehicle Skills Program including the Emergency Vehicle Operation Course (EVOC) was reengineered and now offers the most comprehensive training in the area of liability, driving skills and decision-making, pursuit driving and emergency vehicle operation in the D.C. metropolitan area. Federal and local agencies contact us to provide skills and EVOC training to their members. To date, 688 recruit and lateral officers have participated in the re-engineered Vehicle Skills Program, which represents 27,520 hours of training.



Improved risk management has also been one of the hallmarks of the Vehicle Skills Unit and IPS over the past two years. Lieutenant David Kamperin, head of the Specialized Skills Branch, initiated an analysis of preventable motor vehicle accidents. IPS ensured that members involved in major preventable accidents attended 3-day re-certification training. Since re-engineering of MPD's driver training program in 1998, only 7 preventable accidents or about 1% were caused by members who attended the new training program.

For minor preventable accidents involving neither injury requiring hospitalization nor any violation of Departmental policies, Lieutenant

Kamperin proposed a streamlined Field Re-certification Program (FRP). The FRP would keep MPD members in the field as IPS vehicle skills instructors observed the officers' driving techniques.

The Department adopted this program in September of 2001 and Lieutenant Kamperin received an achievement award for the RFP at the Department's 2001 annual awards ceremony.

During CY 2001, the Vehicle Skills Unit trained 554 MPD members and 19 members of other D.C. Government agencies. The following table shows the detailed training breakdown:

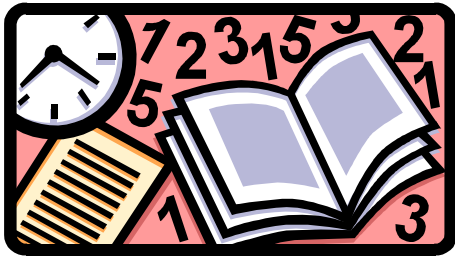
Type of Training Delivered:	Number Trained:
Initial Training for Recruits and Laterals	188
In-service Driver Re-certification	125
Field Re-certification	67
Mountain Bike Training	79
Civilian Driver Training	40
Motorcycle 250 cc Training	25
Urban Park Rangers Motorcycle 250 cc Training	2
Sergeants' Promotional Class Driver Training	30
DC Public Schools Driver Training	17

IPS looks forward to a permanent home for its Vehicle Skills Unit at the Federal Law Enforcement Training Center (FLETC) in Cheltenham, Maryland by January 2004. In the meantime, the Vehicle Skills Unit will continue to use RFK Stadium's parking lot, the D.C. Armory for classroom space, and other venues as needed.



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THE PROFESSIONAL DEVELOPMENT BRANCH:



Under the leadership of Chief Ramsey and Assistant Chief Broadbent, Sr., the first 40-hour annual in-service training program for sworn MPD personnel began in the fall of 1999. The Professional Development Branch staff is responsible for coordinating or conducting all in-service training and the Annual In-service Training Program is their biggest project.

The first year, 2,801 personnel of all ranks attended in-service training. Chief Ramsey later decided that personnel at the ranks of lieutenant and above should attend separate in-service training classes. From October 2, 2000 through June 15, 2001, 2,420 sworn members at the ranks of officer and sergeant completed the second Annual In-service Training Program.

The third cycle began on October 15, 2001 and by December 31, 2001, 827 officers, detectives, and sergeants have completed the program by passing a comprehensive test. We are on a pace after the first quarter of FY 2002 to achieve 100% participation of all officers and sergeants due to the inclusion of the annual in-service training requirement in selection processes for investigator and Detective Grade One. There are currently 2,837 MPD officers including investigators, detectives, desk sergeants, and senior police officers and 412 sergeants, for a total in-service training population of approximately 3,250.



The following tables provide a retrospective look at annual in-service training topics:

FY 2002: October 15, 2001-May 31, 2002

<u>SUBJECT</u>	<u>HOURS</u>
ASP Re-certification	4
CPR Re-certification	4
Intro to Computers	2
D.C. Code Refresher	4
Domestic Violence	4
Handcuffing-Control & Restraint Procedures	2
Laws of Arrest, Search & Seizure	4
Prosecution Report Writing	3
Rules of Evidence	2
Traffic Stops	2
Weapons of Mass Destruction	8

FY 2001: October 2, 2000-June 15, 2001

<u>SUBJECT</u>	<u>HOURS</u>
Verbal Judo	16
Holocaust Museum	6
Promoting Awareness, Communication and Safety (PACS)	4
Mental Health & Homeless	4
Victims Assistance	4
Court Services & Offender Supervision Agency (CSOSA)	2
Financial Goals	2
Use of Force Policy	2

FY 2000: September 27, 1999-June 12, 2000

<u>SUBJECT</u>	<u>HOURS</u>
Diversity	8
ASP Training	8
Deaf Awareness	4
CPR/First Responder	4
Problem Solving	3
Team Building	3
Policing for Prevention	2
Customer Service	2
Fitness and Wellness	2
Crime Scene Management	2
Effective Written Communication	2

Clearly, the Annual In-service Training Program is one of the most critical programs that IPS delivers to experienced officers and sergeants.

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In-service or Daily Roll Call Training:

One of the least glamorous, but most important training programs that IPS runs is the In-service or Daily Roll Call Training Program. This program is one of the workhorses of IPS through which the Department is able to deliver up-to-the-minute changes in directives, policies, and programs.

Initially proposed by Gordon Graham, formerly of the California Highway Patrol, and started in December of 1999, this program is designed to deliver 8-minute snippets of information at roll calls in hypothetical scenarios with a question-and-answer format at the end. The IPS Professional Development Branch has faithfully carried out this program for the last two years. In December 2001, the program achieved another first through the video-conferencing capability of the Joint Operations Command Center (JOCC) with the presentation by Christina Lugo of the Office of Corporation Counsel on the topic of hypothermia and the homeless.

Investigative Training:



One of the major objectives of IPS has been and continues to be improving the investigative capacity of MPD. During CY 2001 under Assistant Chief Cockett's stewardship, IPS course offerings have included:

- A \$45,000 investment in 5 courses targeted at better processing of crime scenes by technicians of the Crime Scene Examination Section (Mobile Crime): (1) Advanced Crime Scene Reconstruction, an intensive 5-day course completed by 19 members; (2) Bloodstain Pattern

Analysis, 20 sworn members completed this training delivered by a nationally recognized expert; (3) Forensic Anthropology, a 3-day course completed by 24 members; (4) Preservation and Collection of Footwear and Tire Tread Evidence, a 3-day course attended by 19 members; and (5) Shooting Reconstruction, an intensive 3-day course completed by 55 members.

- Crimes Against Children workshop attended by 22 members;
- Development and delivery of an original curriculum for a 3-week Criminal Investigations Course incorporating adult-based education techniques and scenario-based training culminating in a moot court practicum delivered from May 10-June 1, 2002 for 26 new investigators³;
- Development and delivery of an original curriculum for a 1-week Investigative Supervisors Course from December 3-7, 2001 emphasizing accountability, case management, the homicide protocols, leadership, coaching and mentoring, and performance evaluation;
- Homicide protocol training from August 6-9, 2001 for 314 lieutenants and sergeants on MPD;
- A Psychological Approach to Interviewing and Interrogation Workshop, a 3-day course attended by 104 MPD members last year;
- Sex Offender Registry training on the Sex Offender Registry Act of 1999 conducted by Sergeant Robert Panizari of the Special Investigations Division for 136 lieutenants and sergeants; and
- Washington Area Criminal Intelligence Information System (WACIIS) upgrade training for 50 supervisors and 338 detectives and investigators.

³ Margaret Poethig, the Deputy Director of the Office of Organizational Development, and Assistant Chief Cockett led a team of writers and staff who developed the new course.

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Training alone will not improve the investigative capacity of MPD. When training is combined with new standards, such as the homicide protocols, to hold supervisors, managers, and investigative personnel accountable for their work, and selection processes for investigator and detective ranks are improved, then the professionalism and competency of investigative units within MPD will rise.

Promotional Training:

The Professional Development Branch is also responsible for the coordination and delivery of promotional training for prospective sergeants, lieutenants, and captains. From October 1, 2000 through December 31, 2001, IPS has conducted First Line Supervisor training for 84 new sergeant candidates that included a 3-day “High Impact Supervision” class presented by Penn State. During that same time period, 35 lieutenant candidates and 9 captain candidates completed their 4-day Promotional Mid-level Leadership and Management course.

In 2001, IPS gained the responsibility of putting on promotional graduation ceremonies, as well as recruit and lateral officer graduation ceremonies. The staff of the Professional Development Branch has strived to make the ceremonies special and memorable to the participants and their families.



Management Training:

Separate professional development training courses were delivered by IPS to command staff for the first time in 2001. The Franklin Covey group taught two half-day sessions on their leadership approach and techniques to lieutenants, captains, inspectors, commanders, and assistant chiefs. Doug Krug, the author of Enlightened Leadership gave a four-hour class on his leadership principles to the command staff. On November 27-28, 2001, the EntreQuest firm delivered leadership training based on investigative scenarios to MPD’s command staff.

This effort augmented the Police Executive Development Program or POLEX that was initiated by Chief Ramsey and Assistant Chief Broadbent, Sr. POLEX brought outstanding presentations by Penn State faculty on leadership and management issues to MPD’s middle managers—lieutenants and captains and their civilian counterparts—in a 2-week class. During FY 2000 and 2001, a total of 8 POLEX training sessions have been conducted.

More intensive supervisory and management training is available to sergeants, lieutenants, and captains selected to participate in Johns Hopkins’ Police Executive Leadership Program or PELP. From 1999 to the present, 6 candidates a year, 3 for the undergraduate program and 3 for the graduate program, have been selected to participate in the PELP. The Department makes a commitment to underwrite fully the cost of each participant’s education during the two years that he or she is in the program. Over the last ten years, PELP graduates have gone on to hold leadership positions within MPD or chief positions across the country.

Finally, IPS conducts an annual selection process for lieutenants and captains interested in attending the FBI National Academy. A total

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of 4 candidates and 4 alternates are picked every year so that MPD can send a member to each of the four annual sessions in Quantico, Virginia. The FBI National Academy continues to be an excellent source of management training for members of MPD who want to advance in their law enforcement careers.

ACADEMIC SERVICES AND STUDIES BRANCH:



Byron Williams, who heads the Academic Services and Studies Branch (ASSB), is responsible for curriculum review of recruit, lateral, and in-service training lesson plans to ensure that the learning objectives are clearly described and supported through appropriate examples, illustrations, and scenarios.

The Academic Services and Studies staff is also responsible for administering the examinations given to all recruit and lateral officers, as well as experienced officers and sergeants participating in the Annual In-service Training Program, and tracking testing scores. In October 2001, a comprehensive examination was developed and implemented to ensure that sworn personnel were learning key information delivered in in-service training.

Other responsibilities of the ASSB staff include maintaining training records, handling requests for academic transcripts, responding to discovery requests from the Office of the General Counsel and Office of Corporation Counsel, and processing requests for

participation in outside academic training through the Tuition Reimbursement Program.

In the future, the Academic Services and Studies Branch will also be responsible for maintaining the IPS library that is expected to become operational by the summer of 2002.



Tuition Reimbursement Program:

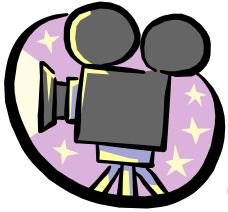
At the beginning of 2001, the Extramural Program was re-engineered to operate as originally intended under the mayoral guidelines with carefully crafted checks and balances. It was renamed the Tuition Reimbursement Program. Members are permitted to take 2 undergraduate courses per semester or 1 graduate course per semester and submit their grades of C or better for reimbursement to IPS. Thus, members can seek reimbursement of a total of \$800 per semester for 2 undergraduate courses or 1 graduate course.

MPD employees are not restricted to taking classes at UDC; they may look at academic programs not offered by UDC and still seek reimbursement.

Finally, Chief Ramsey issued a clear policy statement supporting members' educational efforts, but asking them to use their off-duty time primarily for their classes. Supervisors and managers were urged by Chief Ramsey to accommodate members' needs within operational constraints by making days-off or other scheduling changes if possible.

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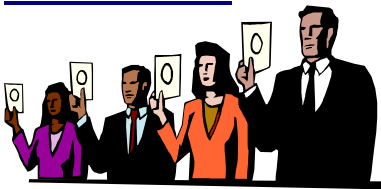
Media Production Unit:



The Media Production Unit prepares videotapes on various training topics to be distributed throughout the Department. This unit also conducts videotaping of all departmental ceremonies and special events.

During FY 2001, the Media Production Unit completed 68 productions, spent 2,245 man-hours on productions, 5,327 man-hours on audio-visual support, and used 3,016 videotapes on various training topics.

OFFICE OF TESTING AND STANDARDS:



During 2001, Chief Ramsey moved the Office of Testing and Standards (OTS) to IPS within the Office of Organizational Development family.

The Office of Testing and Standards is responsible for the development and administration of efficient and effective personnel testing and evaluation programs, such as MPD's promotional processes and Department-wide selection processes for investigator and detective positions.

Joan Weiss, the director of OTS, and her 4 staff members have accomplished a great deal of work, including:

- Coordination of the Performance Management System (PMS) for officers and sergeants for FY 2001;

- Design and administration of a job analysis questionnaire for investigative and detective positions that was needed for the investigator and D-1 selection processes;
- Design and implementation of a centralized selection process for investigator, the entry-level position to the detective rank, with publication of a register on May 8, 2001;
- Development and delivery of an original curriculum for a class on coaching for performance for investigative supervisors and managers;
- Design and implementation of a promotional process for Detective Grade One resulting in the publication of a register on December 7, 2001; as well as
- Implementation of the biennial promotional process to select candidates for sergeant, lieutenant, and captain.

We look forward to working with the staff of the Office of Testing and Standards in 2002 on future projects such as revising the recruit curriculum to reflect core competencies needed to perform the PSA Officer's job.

