

## INTRADEPARTMENTAL CORRESPONDENCE

February 12, 2014

14.2

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

**FROM:** Chief of Police

**SUBJECT:** SUPERVISORY TRAINING AUDIT (IAID No. 13-083)

### RECOMMENDED ACTIONS

1. It is recommended that the Board of Police Commissioners REVIEW and APPROVE the attached Supervisory Training Audit.
2. It is recommended that the Board of Police Commissioners REVIEW and APPROVE the attached Executive Summary thereto.

### DISCUSSION

Internal Audits and Inspections Division conducted the Supervisory Training Audit to evaluate compliance of supervisors, watch commanders, and detective supervisors with related Department directives.

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

Respectfully,



CHARLIE BECK  
Chief of Police

Attachments

LOS ANGELES POLICE DEPARTMENT

*SUPERVISORY TRAINING AUDIT*

*(IAID No. 13-083)*



CHARLIE BECK  
Chief of Police

*December 2013*

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**EXECUTIVE SUMMARY**  
**SUPERVISORY TRAINING AUDIT**  
Conducted by  
**Internal Audits and Inspections Division**  
**Second Quarter FY 2013/14**

**PURPOSE**

In accordance with the Los Angeles Police Department (Department) Audit and Inspection Plan for Fiscal Year (FY) 2013/2014, Internal Audits and Inspections Division (IAID) conducted a Supervisory Training Audit to evaluate adherence with Department policies and procedures.

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

**PRIOR AUDIT**

The last audit completed was during the Third Quarter Fiscal Year 2011/2012. Internal Audits and Inspections Division had scheduled this recurring audit to be conducted every other year based on its consistently high compliance rates. The population for that audit consisted of newly promoted lieutenants, sergeants, and detective supervisors between October 26, 2010 to October 25, 2011 (Deployment Period (DP) 12, 2010 through DP 12, 2011). Of the supervisory personnel assessed, the Department achieved a 100% compliance rate; there were no recommendations.

**SUMMARY OF FINDINGS**

The table below is a summary of findings for the current audit along with the results from the prior audit.

OBJECTIVE No.	DESCRIPTION/OBJECTIVES	RESULTS	
		2011/2012	2013/2014
1	Non-Detective Supervisors' Completion of Required Training	100% (27/27)	100% (850/850)
2	Detective Supervisors' Completion of Required Training	100% (4/4)	100% (354/354)
3	Watch Commanders' Completion of Required Training	100% (16/16)	98% (164/167)

### **Other Related Matter**

During the course of this audit, Department Notices were identified as needing to be codified within the Department Manual, as well as verbiage within the Department Manual that may need to be reviewed, and possibly changed in order to provide clarity. The below recommendations were framed in light of the aforementioned.

### **RECOMMENDATIONS**

1. The policies and procedures within Human Resources Bureau Notice (HRB) , dated March 28, 2001 - Attendance at Basic Supervisory School, Watch Commander School and Command Development Program and HRB Notice, dated February 6, 2002 - Revised Basic Supervisory School and Ride-Alongs have not been incorporated into the Department Manual. It is recommended that Planning and Research Division (PRD) incorporate the policies and procedures within the two HRB Notices into the Department Manual and subsequently deactivate the Notices once incorporated.
2. It is recommended that PRD evaluate all areas of the Department Manual encompassing POST certified supervisory schools where it identifies the schools with the specific number of hours, e.g., 40-hour, 80-hour, 160-hour school. The POST training courses and respective curriculums are constantly evolving, whereby the required course hours are changing; therefore, Department policy should refer to POST courses by name, and not by required hours.
3. It is recommended that PRD evaluate the verbiage utilized to describe the requirements and stipulations for supervisory employees. It has been noted that the two HRB Notices indicates, "...shall be provided with such training before assuming their supervisory positions" and "...shall complete this training prior to assuming their responsibilities as a field supervisor." It is recommended that the verbiage should read, "shall complete this training prior to assuming their supervisory responsibilities."

### **ACTIONS TAKEN/MANAGEMENT'S RESPONSE**

1. The audit findings were validated with each of the respective Area Commanding Officers, who expressed general agreement.
2. The audit report was presented to the Director, Office of Administrative Services, Assistant Commanding Officer of Personnel and Training Bureau, and the Director, Police Training and Education; all of which expressed general agreement with the audit findings and the recommendations.

**SUPERVISORY TRAINING AUDIT**  
**Conducted by**  
**Internal Audits and Inspections Division**  
**Second Quarter, FY 2013/14**

**PURPOSE**

In accordance with the Los Angeles Police Department (Department) Audit and Inspection Plan for Fiscal Year (FY) 2013/2014, Internal Audits and Inspections Division (IAID) conducted a Supervisory Training Audit to evaluate adherence with Department policies and procedures.

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

**PRIOR AUDIT**

The last audit completed was during the Third Quarter Fiscal Year 2011/2012. Internal Audits and Inspections Division had scheduled this recurring audit to be conducted every other year based on its consistently high compliance rates. The population for that audit consisted of newly promoted lieutenants, sergeants, and detective supervisors between October 26, 2010 to October 25, 2011 (Deployment Period (DP) 12, 2010 through DP 12, 2011). Of the supervisory personnel assessed, the Department achieved a 100% compliance rate; there were no recommendations.

**METHODOLOGY**

A list of lieutenants, sergeants, and detective supervisors from the 21 Geographic Areas and four Traffic Bureaus were obtained via the Department Local Area Network (LAN) Deployment Rosters for Deployment Period No. 11 (October 6, 2013 through November 2, 2013). A total of 1204 (140 lieutenants, 710 sergeants, and 354 detective supervisors) supervisory employees, were obtained for review. These employees were tested to determine if the Basic Supervisory School or Detective Supervisory Course was completed prior to assuming supervisory responsibilities.

Additionally, the Deployment Planning System (DPS) was utilized to obtain a list of supervisors who were assigned as Watch Commanders (WC) for the week of October 13, 2013 through October 19, 2013 (Deployment Period 11, 2013; Week B). The list resulted in 167 WCs (72 lieutenants and 95 sergeants) from the 21 Geographic Areas and four Traffic Bureaus. These employees were tested to ascertain if Watch Commander School was completed prior to assuming WC responsibilities.

**SUMMARY OF FINDINGS**

The table below is a summary of findings for the current audit along with the results from the prior audit.

OBJECTIVE NO.	DESCRIPTION/OBJECTIVES	RESULTS	
		2011/2012	2013/2014
1	Non-Detective Supervisors' Completion of Required Training	100% (27/27)	100% (850/850)
2	Detective Supervisors' Completion of Required Training	100% (4/4)	100% (354/354)
3	Watch Commanders' Completion of Required Training	100% (16/16)	98% (164/167)

**DETAILED FINDINGS**

**Objective No. 1 – Non-Detective Supervisors' Completion of Required Training**

**Criteria**

Human Resources Bureau Notice, dated March 28, 2001 - Attendance at Basic Supervisory School, Watch Commander School and Command Development Program – states, “*As mandated by the Department of Justice Consent Decree, the Department has established a protocol to ensure that Los Angeles Police Department officers promoted to a supervisory positions up to the rank of lieutenant, shall be provided with such training before assuming their new supervisory positions.*”

“*Eligible personnel will be assigned to attend one of the seven annually scheduled (160 hour) Basic Supervisory Schools. The priority of assignment is in the following order:*

- *1<sup>st</sup> priority - Any officer on a current sergeant promotional list or*
- *2<sup>nd</sup> priority - Any Sergeant that has not yet attended Basic Supervisory School or Detective Supervisory School.*”

**Audit Procedures**

Internal Audits and Inspections Division reviewed the TEAMS II reports of 140 lieutenants and 710 sergeants that were assigned to all 21 Geographic Areas and four Traffic Bureaus from October 13, 2013 through October 19, 2013, to determine if the Department’s 160-hour Basic Supervisory School was completed. The Department met the standard if the course was completed.

**Findings**

Each (100%) of the 140 lieutenants and 710 sergeants met the standard for this objective.

## **Objective No. 2 – Detective Supervisors’ Completion of Required Training**

### **Criteria**

Department Manual Section 3/763.47 - Detective Supervisory Training Requirements – states, “*All Detective II and Detective III positions require the successful completion of a minimum 80-hour Commission on Peace Officer Standards and Training (POST) certified supervisory course, (Basic Supervisory School or Detective Supervisory Course.)*”

### **Audit Procedures**

Internal Audits and Inspections Division reviewed the TEAMS II reports of 354 detective supervisors that were assigned to all 21 Geographic Areas and four Traffic Bureaus from October 13, 2013 through October 19, 2013, to determine if a minimum 80-hour POST certified supervisory course was completed. The Department met the standard if the course was completed.

### **Findings**

Each (100%) of the 354 detective supervisors met the standard for this objective.

## **Objective No. 3 – Watch Commanders’ Completion of Required Training**

### **Criteria**

Human Resources Bureau Notice, dated March 28, 2001 - Attendance at Basic Supervisor School, Watch Commander School and Command Development Program – states, “*As mandated by the Department of Justice Consent Decree, the Department has established a protocol to ensure that Los Angeles Police Department officers promoted to a supervisory positions up to the rank of lieutenant, shall be provided with such training before assuming their new supervisory positions.*”

“*Eligible personnel will be assigned to attend one of the six, annually scheduled (40 hour) Watch Commander Schools. The priority of assignment is in the following order:*

- *1st priority - Sergeants on a current Lieutenant Promotional List;*
- *2<sup>nd</sup> priority - Any lieutenant that has not yet attended Watch Commander School; or*
- *3<sup>rd</sup> priority - Field Supervisors, on the basis of nomination, via an Intradepartmental Correspondence, Form 15.2.”*

## **Audit Procedures**

Internal Audits and Inspections Division reviewed DPS worksheets from all 21 Geographic Areas and four Traffic Bureaus and determined WC (72 lieutenants and 95 sergeants) assignments for the time period from October 13, 2013 through October 19, 2013.

The TEAMS II reports of the 72 lieutenants and 95 sergeants were reviewed to determine if the Department 40-hour Watch Commander School was completed. The Department met the standard if the course was completed for any supervisor assigned as a WC during the aforementioned time period.

## **Findings**

One hundred sixty-four (98%) of the 167 WCs met the standard for this objective. The remaining four that did not meet the standard were as follows:

- One sergeant (Newton) assigned as the WC did not complete the Department 40-hour Watch Commander School;
- One sergeant (Hollywood) assigned as the WC did not complete the Department 40-hour Watch Commander School<sup>1</sup>; and,
- One sergeant (Southwest) assigned as the WC did not complete the Department 40-hour Watch Commander School prior to the assignment, however, it has been confirmed that the sergeant was slated to attend the WC school scheduled from November 4, 2013 through November 8, 2013.

## **Other Related Matter**

During the course of this audit, Department Notices were identified as needing to be codified within the Department Manual, as well as verbiage within the Department Manual that may need to be reviewed, and possibly changed in order to provide clarity. The below recommendations were framed in light of the aforementioned.

## **RECOMMENDATIONS**

1. The policies and procedures within Human Resources Bureau Notice (HRB) , dated March 28, 2001 - Attendance at Basic Supervisory School, Watch Commander School and Command Development Program and HRB Notice, dated February 6, 2002 - Revised Basic Supervisory School and Ride-Alongs have not been incorporated into the Department Manual. It is recommended that Planning and Research Division (PRD) incorporate the policies and procedures within the two HRB Notices into the Department Manual and subsequently deactivate the Notices once incorporated.

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<sup>1</sup> The Hollywood Area command advised the sergeant had been scheduled for watch commander school in January, 2014.

2. It is recommended that PRD evaluate all areas of the Department Manual encompassing POST certified supervisory schools where it identifies the schools with the specific number of hours, e.g. 40-hour, 80-hour, 160-hour school. The POST training courses and respective curriculums are constantly evolving, whereby the required course hours are changing; therefore, Department policy should refer to POST courses by name, and not by required hours.
3. It is recommended that PRD evaluate the verbiage utilized to describe the requirements and stipulations for supervisory employees. It has been noted that the two HRB Notices indicates, "...*shall be provided with such training before assuming their supervisory positions*" and "...*shall complete this training prior to assuming their responsibilities as a field supervisor.*" It is recommended that the verbiage should read, "shall complete this training prior to assuming their supervisory responsibilities."

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