

## INTRADEPARTMENTAL CORRESPONDENCE

October 1, 2015

14.2

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

**FROM:** Chief of Police

**SUBJECT:** PROBATIONARY POLICE OFFICER PROCEDURES AUDIT  
(AD No. 14-069)

### RECOMMENDED ACTIONS

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

### DISCUSSION

Audit Division conducted the Probationary Police Officer Procedures Audit to evaluate compliance with related Department directives. The audit included a review of the processes pertaining to the documentation of performance of probationary police officers by Field Training Officers and supervisors.

If additional information regarding this audit is required, please contact Arif Alikhan, Director, Office of Constitutional Policing and Policy, at (213) 486-8730.

Respectfully,

A handwritten signature in blue ink, appearing to read 'Charlie Beck', with a stylized, looping design.

CHARLIE BECK  
Chief of Police

Attachment

LOS ANGELES POLICE DEPARTMENT  
*PROBATIONARY POLICE OFFICER  
PROCEDURES AUDIT*

*(AD No. 14-069)*



Conducted by  
AUDIT DIVISION

CHARLIE BECK  
Chief of Police

*September 2015*

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**EXECUTIVE SUMMARY**  
**PROBATIONARY POLICE OFFICER PROCEDURES AUDIT**  
**Conducted by**  
**Audit Division**  
**Second Quarter, Fiscal Year 2014/15**

**PURPOSE**

In accordance with the Los Angeles Police Department (Department) Annual Audit Plan for fiscal year 2014/15, Audit Division conducted the Probationary Police Officer Procedures Audit to evaluate compliance with related Department policies and procedures. The audit included a review of the processes pertaining to the documentation of the performance of the rank of probationary Police Officers I (PO Is) by Field Training Officers (FTOs) and supervisors.

**SUMMARY OF FINDINGS**

The audit was comprised of eight objectives/sub-objectives. The Department did well in having PO Is deployed to patrol assignments only, completion of Supervisory Weekly Reports, and the inclusion of proper documentation as it pertained to deficient performance of the PO Is.

Areas for improvement were identified within this audit. For example, 73 percent of the PO Is were rotated among FTOs every eight weeks, as required. Although PO Is were deployed to patrol assignments for the majority of their training phases, 39 percent of the PO Is were deployed outside of an allowed assignment, or partnered with another probationary officer during their final probationary period (See Table No. 4). Fifty-two percent of the PO Is signed their weekly evaluation reports; 37 percent of the sampled officers' records demonstrated that the PO I weekly evaluation report had undergone a supervisory review. There were three PO Is identified that had been terminated due to deficient performance during the audit period; however, only one of these PO I packages had appropriate documentation.

Communication with personnel from the Area commands, Office of Operations, and Training Division indicated that accountability at the Area level may be improved by changing the Area PO I Coordinator from an ancillary duty, to a full time position (see Recommendation No. 2). Table No. 1 on the following page summarizes the audit findings.

**RECOMMENDATIONS**

1. It is recommended that Policies and Procedures Division revisit the FTO Manual and define the usage of the Probationary Integrity Checklist, Form 01.78.12. The form was activated on October 15, 2007, and was incorporated into the FTO Manual with no guidelines. It is further recommended that the form be completed for the duration of Probation and retained with the Probationary Police Officer Weekly Evaluation Reports.
2. It is recommended that the Department consider transitioning the PO I Coordinator from an ancillary assignment, to a fulltime position; thus providing consistency in meeting the necessary requirements.

**ACTIONS TAKEN/MANAGEMENT'S RESPONSE**

Each of the findings was validated with the Commanding Officers of the respective Areas.

A copy of the audit report was provided to the Assistant to the Director, Office of Operations, and the Commanding Officer, Training Division, both whom expressed general agreement with the audit findings.

A copy of the audit report was also provided to the Assistant to the Director, Office of Administrative Services, and the Commanding Officer, Police Sciences and Training Bureau.

# **PROBATIONARY POLICE OFFICER PROCEDURES AUDIT**

**Conducted by**

**Audit Division**

**Second Quarter, Fiscal Year 2014/15**

## **PURPOSE**

In accordance with the Los Angeles Police Department (Department) Annual Audit Plan for fiscal year 2014/15, Audit Division (AD) conducted the Probationary Police Officer Procedures Audit to evaluate compliance with related Department policies and procedures. The audit included a review of the processes pertaining to the documentation of the performance of the rank of probationary Police Officers I (PO Is) by Field Training Officers (FTOs) and supervisors.

Audit 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. Audit Division has determined that the evidence obtained provides a reasonable basis for the findings and conclusions based on the audit objectives.

## **BACKGROUND**

This was the first audit conducted by AD of PO I procedures.

The purpose of the Department's Field Training Program (FTP) is to provide recently graduated PO Is a transition from the academic setting, to the real-life field performance of general law enforcement uniformed patrol duties. The FTP staff is made up of the following:

- FTO;
- Area Supervisor (Patrol Sergeant);
- Probationary Coordinator (PO I Coordinator);
- Area Training Coordinator;
- Patrol Commanding Officer;
- Department Administrator (Commanding Officer, Training Division); and,
- The FTO Unit of Training Division.

Training Division – Recruit Training is responsible for the first 24 weeks of training and during that time the Peace Officers Standards and Training Basic Course is completed. This period of training is commonly referred to as "Phase 1." Upon completion of the police academy, the PO I is assigned to a patrol division. The Structured Field Training Program Period (SFTPP) covers the first 24 weeks assigned to patrol where the PO I is closely supervised by an FTO. This period of training is commonly referred to as "Phase 2." The Final Probationary Period is 28 weeks and is less structured and is referred to as "Phase 3."

After the recruit police officer leaves the police academy, patrol commanding officers assume oversight of the PO I and Training Division offers support to field staff. The Area Training Coordinator and Probationary Coordinators assist the Patrol Commanding Officer with day-to-day responsibility over FTOs and PO Is. The FTOs are trained to ensure that PO I training is standardized and that evaluations are done in a uniform manner.



If a PO I is not responding to training or remediation, it is the responsibility of the Patrol Commanding Officer to submit a recommendation to the Chief of Police to terminate the employee. The employee will be interviewed by FTO Unit staff prior to going to Personnel Department and severing employment with the Department.

### **METHODOLOGY**

The period selected for evaluation was Deployment Period (DP) No. 8, 2014, (July 13, 2014, through August 9, 2014). The population consisted of PO Is assigned to a patrol division during the audit period.

In determining the audit population, AD utilized the Department's Deployment Roster. Of the 201 officers identified as PO Is assigned to a patrol division, a statistically valid sample of 75 officers was randomly selected.<sup>1</sup>

### **SUMMARY OF FINDINGS**

The audit was comprised of eight objectives/sub-objectives. The Department did well in having PO Is deployed to patrol assignments only, completion of Supervisory Weekly Reports, and the inclusion of proper documentation as it pertained to deficient performance of the PO Is.

Areas for improvement were identified within this audit. For example, 73 percent of the PO Is were rotated among FTOs every eight weeks, as required. Although PO Is were deployed to patrol assignments for the majority of their training phases, 39 percent of the PO Is were deployed outside of an allowed assignment, or partnered with another probationary officer during their final probationary period (See Table No. 4). Fifty-two percent of the PO Is signed their weekly evaluation reports; 37 percent of the sampled officers' records demonstrated that the PO I weekly evaluation report had undergone a supervisory review. There were three PO Is identified that had been terminated due to deficient performance during the audit period; however, only one of these PO I packages had appropriate documentation.

Communication with personnel from the Area commands, Office of Operations, and Training Division indicated that accountability at the Area level may be improved by changing the Area PO I Coordinator from an ancillary duty, to a full time position (see Recommendation No. 2). Table No. 1 on the following page summarizes the audit findings.

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<sup>1</sup>The stratified sample size was obtained utilizing a one-tail test with a 95 percent confidence level, and a four percent error rate.

**Table No. 1 – Summary of Audit Findings**

Objective No.	Description	Number that Met the Standard
<b>1. Structured Field Training Program Period</b>		
1(a)	Assigned Training Officers Rotated Every Eight Weeks	54/74 <sup>2</sup> (73%)
1(b)	Patrol Assignment Only	71/75 (95%)
<b>2. Final Probationary Period - Patrol Assignments Only</b>		30/49 (61%)
<b>3. Supervisory Oversight</b>		
3(a)	Probationary Police Officer Weekly Evaluation Reports – Signature of Probationary Police Officer	785/1509 (52%)
3(b)	Probationary Police Officer Weekly Evaluation Reports - Supervisory Review	557/1509 (37%)
3(c)	Completion of Supervisor Weekly Report	1450/1509 (96%)
<b>4. Unsatisfactory Rating of Probationary Police Officer</b>		
4(a)	Appropriate Documentation of Deficient Performance	13/13 (100%)
4(b)	Review of Terminations by Commanding Officer	1/3 (33%)

## **DETAILED FINDINGS**

### **Objective No. 1 – Structured Field Training Program Period**

This objective focused on the assignment of the PO I during the SFTPP, specifically that the PO I would be assigned to a different FTO every eight weeks and that the PO I was assigned to patrol duties.

#### **Objective No. 1(a) – Assigned Training Officers Rotated Every Eight Weeks**

##### **Criteria**

Department FTO Manual, Periods of Training, Structured Field Training Program Period (SFTPP) – 24 Weeks, states, “*Upon graduation of the academy, a probationary officer begins the SFTPP and is assigned to 24 weeks of closely supervised and structured training at a patrol division. During the SFTPP, the probationary officer shall be:*”

- “*Assigned to one set of FTOs for eight weeks, and then rotated to another set of FTOs.”*

<sup>2</sup>One PO I was only assigned for eight weeks during this phase and could not be assessed for this objective.



## Audit Procedures

This objective pertained to PO Is in the SFTPP. The Probationary Integrity Checklists and Probationary Police Officer Weekly Evaluation Reports (PPOWERS) were reviewed for assignments. Of the 75 PO Is evaluated, one had only been assigned during this phase for eight weeks and therefore could not be assessed for this objective, resulting in 74 PO Is to be assessed for this objective.

The Department met the standard if the PO I was *not* assigned to the same set of FTOs for more than eight weeks.

## Findings

Fifty-four (73%) of the 74 PO Is met the standard for this objective. The 20 PO Is that were assigned to a set of FTOs for more than eight weeks are detailed in Table No. 2.

**Table No. 2 – Probationary Police Officers Assigned to the Same Set of Field Training Officers for More than Eight Weeks**

Area	9-12 Weeks	13-16 Weeks	Over 16 Weeks
Central	2		1
Newton	1		
Northeast	1		
77 <sup>th</sup> Street	1		
Southeast			1
Foothill	1		
Van Nuys	1		
West Valley	1	1	
Hollywood	1	1	
Olympic	1		
Pacific	2	1	
West Los Angeles	3		

## Objective No. 1(b) – Patrol Assignment Only

### Criteria

Department FTO Manual, Periods of Training, Structured Field Training Program Period (SFTPP) – 24 Weeks, states, *“Upon graduation of the academy, a probationary officer begins the SFTPP and is assigned to 24 weeks of closely supervised and structured training at a patrol division. During the SFTPP, the probationary officer shall be:”*

*“Assigned to patrol and shall not be assigned to non-field duties. In instances of unanticipated absences, deviation of assignment is permitted for a short duration (two days or less in a deployment period) such as the desk, Area Command Center (ACC), kit room, jail, Senior Lead*

*Office, sergeant, or any administrative assignment. Rotation of watch assignments shall be considered during the SFTPP."*

### **Audit Procedures**

This objective pertained to PO Is in the SFTPP. The Probationary Integrity Checklists and PPOWERS were reviewed for assignments.

The Department met the standard if the PO I did not deviate from field assignments for more than two days of the DP during the SFTPP.

### **Findings**

Seventy-one (95%) of the 75 PO Is met the standard for this objective. The four PO Is were assigned to the desk for more than two days during a DP and are detailed in Table No. 3.

**Table No. 3 – Probationary Police Officers Assigned Non-field Duties**

Area Details
Hollenbeck Area - (1) PO I was assigned to desk (3) times during DP 4, 2014
77 <sup>th</sup> Street Area - (1) PO I was assigned to desk (4) times during DP 2, 2014
Southeast Area - (1) PO I was assigned to desk (11) times during DP 4, 2014
West Valley Area – (1) PO I was assigned to desk (3) times during DP 8, 2014

### **Objective No. 2 – Final Probationary Period – Patrol Assignment Only**

#### **Criteria**

Department FTO Manual, Periods of Training, Final Probationary Period Continuation of Probation 28 Weeks, states, *"The probationer may be assigned to any Basic Car unit (A-Car, X-Car, footbeat, traffic unit, etc.) or assignments such as the desk, kit room, ACC and Senior Lead Office, provided that the probationer is working with an FTO or a tenured PO II (a PO II who has completed probation). In no case shall the probationer be assigned as an L-unit or with another probationary officer."*

#### **Audit Procedures**

This objective pertained to PO Is who have completed the SFTPP and were in the final probationary period, Phase 3. The FDR/Incident Tracking System,<sup>3</sup> specifically the electronic Daily Field Activity Reports, and Probationary Integrity Checklists were reviewed for assignments.

<sup>3</sup>Field Data Report/Incident Tracking System.

Of the 75 PO Is sampled, 49 had completed the 24 weeks of the SFTPP and moved on to the Final Probationary Period.

The Department met the standard if the PO I was not assigned as an L-unit or with another PO I during the Final Probationary Period.

### Findings

Thirty (61%) of the 49 PO Is met the standard for this objective. The 19 PO Is that either worked as an L-unit or with another PO I, are detailed in Table No. 4.

**Table No. 4 – Probationary Officers Assigned as an L-unit or with Another Probationary Officer**

Bureau/Area	Number of Officers
<u>Central</u> (3) Central – (1) L-unit (once)/(1) with PO I (twice)/(1) L-unit (twice) and with PO I (twice) (2) Northeast – (1) L-unit (once) and with P-I (once)/(1) L-unit (once) (1) Rampart – (1) L-unit (once)	6
<u>South</u> (3) 77 <sup>th</sup> Street– (1) L-unit (four times)/(1) L-unit (once)/(1) L-unit (twice) (1) Southeast– (1) L-unit (three times) (2) Southwest– (2) L-unit (once)	6
<u>Valley</u> (2) West Valley– (1) with PO I (once)/(1) L-unit (five times) and with PO I (once)	2
<u>West</u> (3) Hollywood– (1) L-unit (three times)/(1) L-unit (once)/(1) with PO I (five times) (1) Olympic– (1) L-unit (three times) (1) West Los Angeles– (1) with PO I (twice)	5
<b>Total</b>	<b>19</b>

### Objective No. 3 – Supervisory Oversight

This objective focused on the field sergeants' duties pertaining to PO Is. The field sergeant and PO I are both mandated to review the PPOWER. The field sergeant is also to evaluate the PO I on a weekly basis during the STFPP.

### Objective No. 3(a) – Probationary Police Officer Weekly Evaluation Reports - Signature of Probationary Police Officer

#### Criteria

Department FTO Manual, Duties and Responsibilities, Field Supervisor, states,  
"Every sergeant who is assigned as a field supervisor in a patrol division and given line responsibility over a probationer is responsible for the following: "

*"Within seven calendar days after the rating period, ensure that the PPOWER is reviewed and signed by the probationer."*



## Audit Procedures

The PPOWERS were reviewed to determine if the PO I signed and dated all the PPOWERS within seven days after the rating period.

The Department met the standard if the PPOWERS were signed by the PO I within seven days after the rating period.

## Findings

Seven-hundred eighty-five (52%) of the 1509 PPOWERS met the standard for this objective. The 724 PPOWERS that were not signed by the PO I within seven days after the rating period are detailed in Table No. 5.

**Table No. 5 – PPOWERS Not Signed by Probationary Police Officers within Seven Days After the Rating Period**

Area	1-7 Days Late	8-14 Days Late	15-30 Days Late	31+ Days Late
Central	44	20	13	4
Hollenbeck	7	1	1	0
Newton	2	0	0	0
Northeast	10	12	15	6
Rampart	6	5	0	0
77 <sup>th</sup> Street	12	2	2	0
Harbor	11	2	1	0
Southeast	9	7	10	5
Southwest	5	2	0	0
Devonshire	16	4	1	0
Foothill	8	1	1	0
Mission	10	10	3	0
North Hollywood	8	4	0	0
Topanga	46	22	25	4
Van Nuys	25	9	0	0
West Valley	50	20	14	4
Hollywood	2	3	4	76
Olympic	7	2	0	0
Pacific	14	1	2	0
West Los Angeles	52	25	15	1
Wilshire	9	6	5	1
<b>Total: 724 PPOWERS</b>				

**Objective No. 3(b) – Probationary Police Officer Weekly Evaluation Reports - Supervisory Review**

**Criteria**

Department FTO Manual, Duties and Responsibilities, Field Supervisor, states,  
*“Every sergeant who is assigned as a field supervisor in a patrol division and given line responsibility over a probationer is responsible for the following:”*

*“No later than the last day of the rating period, review and sign all PPOWERs ensuring they are completed.”*

**Audit Procedures**

The PPOWERs for the PO I sample were reviewed to determine if the field supervisor signed and dated them no later than the last day of the rating period. The Department met the standard if the PPOWERs were signed by the field supervisor no later than the last day of the rating period.

**Findings**

Five-hundred fifty-seven (37%) of the 1509 PPOWERs met the standard for this objective. The 952 PPOWERs that were not signed by a supervisor within the last day of the rating periods are detailed in Table No. 6 on the following page.

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**Table No. 6 – PPOWERS Not Signed by the Field Supervisor by the Last Day of the Rating Period**

Area	1-7 Days Late	8-14 Days Late	15-30 Days Late	31+ Days Late
Central	80	17	10	1
Hollenbeck	39	1	0	0
Newton	31	0	0	0
Northeast	40	6	5	0
Rampart	36	2	0	0
77 <sup>th</sup> Street	36	9	1	0
Harbor	13	2	0	0
Southeast	28	11	17	8
Southwest	24	9	7	1
Devonshire	21	0	0	0
Foothill	22	1	0	0
Mission	21	4	0	0
North Hollywood	9	2	0	0
Topanga	40	10	8	1
Van Nuys	32	3	1	0
West Valley	69	14	5	1
Hollywood	20	7	3	45
Olympic	23	3	0	0
Pacific	22	0	1	0
West Los Angeles	90	2	1	0
Wilshire	23	10	4	0
Total: 952 PPOWERS				

**Objective No. 3(c) – Completion of Supervisor Weekly Report**

**Criteria**

Department FTO Manual, Duties and Responsibilities, Field Supervisor, states,  
*“Every sergeant who is assigned as a field supervisor in a patrol division and given line responsibility over a probationer is responsible for the following:”*

*“Complete the Supervisor Weekly Report each week.”*

**Audit Procedures**

Each PO I’s notebook was reviewed to see if a Supervisor Weekly Report (SWR), Form 01.78.16, was completed for each week of the SFTPP. The number of SWRs corresponds to each PPOWER reviewed, yielding a total of 1509 SWRs.

The Department met the standard if the field supervisor completed a SWR each week of the SFTPP.



## Findings

One-thousand four-hundred fifty (96%) of the 1509 SWRs met the standard for this objective. The 59 SWRs that did not meet the standard are detailed in Table No. 7.

**Table No. 7 – Number of Officers/PPOWERs Not Containing an SWR**

Bureau	Number of Officers
<u>Central</u> (2) Central – (1 ofcr) missing 18 SWRs/(1 ofcr) missing 20 SWRs (2) Northeast – (1 ofcr) missing 3 SWRs/(1 ofcr) missing 4 SWRs	4
<u>South</u> (1) Southeast – (1 ofcr) missing 2 SWRs	1
<u>Valley</u> (2) Topanga – (1 ofcr) missing 1 SWR/(1 ofcr) missing 3 SWRs (1) West Valley – (1 ofcrs) missing 2 SWRs each	3
<u>West</u> (3) Hollywood – (2 ofcrs) missing 1 SWR each/(1 ofcr) missing 2 SWRs (1) Pacific – (1 ofcr) missing 1 SWR (1) Wilshire – (1 ofcr) missing 1 SWR	5

### **Objective No. 4 – Unsatisfactory Rating of Probationary Police Officer**

This objective focused on the documentation of PO Is with deficient performance resulting in an unsatisfactory rating or termination.

### **Objective No. 4(a) – Appropriate Documentation of Deficient Performance**

#### **Criteria**

Department FTO Manual, Documentation, Daily, Weekly, Checklist Documentation, states,

- *"All entries shall utilize the four component headings (Incident/Task, Intervention, Training/Remediation, and Response) to specifically describe work-related performance only. Unsupported general statements and opinions shall not be included.*
- *Deficient performance should be documented so that it is obvious to the reader. If the entry describes "Not Responding to Training," "Below Standard," or "Improvement Required" performance, the FTO must describe the remedial training that was provided and the amount of time expended. **A description of the remedial training along with the training that was provided is essential each time a deficiency is mentioned.** The probationer's response to the remedial training should also be included, as well as suggestions for off-duty study."*

#### **Audit Procedures**

Each PPOWER was reviewed for an "Unsatisfactory" rating. All Unsatisfactory ratings were reviewed along with all accompanying documentation.

Of the 75 PO Is reviewed, 13 received at least one Unsatisfactory rating. These 13 PO Is had a total of 21 Unsatisfactory ratings that were reviewed for this objective. The Department met the standard if the documentation contained specific observations that described areas of deficiency, remediation provided, and the PO I's response to the training.

### **Findings**

Each (100%) of the 21 PPOWERs met the standard for this objective.

### **Objective No. 4(b) – Review of Terminations by Commanding Officer**

#### **Criteria**

Department Manual Section 3/728.30, Resignation or Termination of an Entry – Level Probationary Employee, states, *“When a commanding officer becomes aware of the resignation of or intends to recommend termination of a probationary employee, trainee employee, exempt employee or emergency employees, for other than disciplinary reasons (Manual Section 3/728.20), an Intradepartmental Correspondence, Form 15.02.00, with supporting documentation shall be prepared. The 15.02.00 shall:*

- *Indicate the employee's date of employment in the current Civil Service classification and the date that the probationary period will end;*
- *Articulate the reasons for the termination or resignation;*
- *Indicate that the commanding officer has reviewed the documentation, and through the application of administrative insight, determined that the termination or resignation is justified; and,*
- *Contain a summary of the interview with the concerned employee indicating that the employee reviewed the documentation and what attempts were made to resolve any differences of opinion concerning the termination or resignation.”*

#### **Audit Procedures**

Audit Division reviewed each PO I that was terminated due to “failure to meet the standard of a Los Angeles Police Department Probationary Police Officer.” In essence, this objective assessed only the PO Is who were terminated due to performance related issues.

Personnel Division provided AD with all the PO Is that were terminated due to performance issues from January 1, 2013, to September 30, 2014, which totaled four PO Is. During a review of the Division Employee Folders, it was found that one was terminated due to disciplinary reasons, not related to performance, leaving three to be assessed for this objective. The Department met the standard if the pertinent documents contained adequate documentation describing the deficient performance of the PO I, the remediation efforts made, as well as the administrative insight regarding the termination.

## **Findings**

One (33%) of the three PO I packages met the standard for this objective. Two did not contain a summary of the interview with the concerned employee, as required.

## **OTHER RELATED MATTER**

Department FTO Manual, Periods of Training, states, "**Final Probationary Period Continuation of Probation 28 Weeks**, *The immediate supervisor shall document observations or discussions involving performance, progress, and training on an Employee Comment Sheet, Form 1.77.1. A minimum of one Employee Comment Sheet per deployment period is recommended to assist in completing the probationer's annual Standards Based Assessment Report.*"

Audit Division determined that of the 49 PO Is in the final probationary period, 21 (43%) had Employee Comment Sheets completed.

## **RECOMMENDATIONS**

1. It is recommended that Policies and Procedures Division revisit the FTO Manual and define the usage of the Probationary Integrity Checklist, Form 01.78.12. The form was activated on October 15, 2007, and was incorporated into the FTO Manual with no guidelines. It is further recommended that the form be completed for the duration of Probation and retained with the Probationary Police Officer Weekly Evaluation Reports.
2. It is recommended that the Department consider transitioning the PO I Coordinator from an ancillary assignment, to a fulltime position; thus providing consistency in meeting the necessary requirements.

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

Each of the findings was validated with the Commanding Officers of the respective Areas.

A copy of the audit report was provided to the Assistant to the Director, Office of Operations, and the Commanding Officer, Training Division, both whom expressed general agreement with the audit findings.

A copy was of the audit report was also provided to the Assistant to the Director, Office of Administrative Services, and the Commanding Officer, Police Sciences and Training Bureau.