

## INTRADEPARTMENTAL CORRESPONDENCE

March 20, 2024  
14.2

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

**FROM:** Chief of Police

**SUBJECT:** FIELD TRAINING OFFICER SELECTION AND TRAINING AUDIT  
(AD NO. 23-009)

### RECOMMENDED ACTION

It is recommended that the Board of Police Commissioners REVIEW and APPROVE the attached Field Training Officer Selection and Training Audit.

### DISCUSSION

Audit Division conducted the Field Training Officer Selection and Training Audit to evaluate compliance with Department policies and procedures.

If additional information is required, please contact Police Administrator Sharon Sargent, Commanding Officer, Audit Division, at (213) 486-8480.

Respectfully,



DOMINIC H. CHOI  
Chief of Police

Attachment

# FIELD TRAINING OFFICER SELECTION AND TRAINING AUDIT

Conducted by  
Audit Division 2023

## OVERVIEW

Audit Division (AD) evaluated the Los Angeles Police Department's (Department) policies and procedures related to Field Training Officer (FTO) Selection and Training in accordance with the Department's Annual Audit Plan for calendar year 2023.

This Audit was last performed in 2019. The Department's overall compliance rates and comparison to the prior audit are summarized in Table No. 1.

**Table No. 1 – Findings by Objective and Comparison to Prior Year's Audit**

Objective No.	Audit Objectives	2019		2023	
		Number Meeting Standards/ Evaluated	Percent Meeting Standards	Number Meeting Standards/ Evaluated	Percent Meeting Standards
1	Completeness of Field Training Officer Interview/Selection Packages	22/50	44%	47/110	43%
2	Training				
2(a)	Field Training Officer Basic Course Completion	44/50	88%	100/110	91%
2(b)	Senate Bill 29 Peace Officer Training: Mental Health	N/A <sup>1</sup>	N/A	104/115	90%

## BACKGROUND

The purpose of the Department's Field Training Program is to facilitate recently graduated police officers' transition from a controlled classroom setting to the real-life field performance of uniformed patrol duties. The Department is required to adhere to a specific selection process when assigning a police officer to the role of an FTO. Additionally, the FTO is required to complete up to 76 hours of specialized training prior to working with a Structured Field Training Program Period (SFTPP) probationary officer and 36 hours of mental health training within 180 days of assignment.

## PRIOR AUDIT

The last audit of FTO selection and training occurred in 2019, through the Selection Criteria Audit. This audit encompassed six key objectives, which were examined against a sample size of 50 FTO assignments:

- Completeness of Interview/Selection Package;
- Completeness of Sworn Selection Checklist;
- Completeness and timeliness of the Training Evaluation and Management System (TEAMS) Evaluation Report (TER);

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<sup>1</sup> This objective was not examined in the prior audit.

- Appropriateness of TEAMS Report;
- Training and deployment of non-certified FTO; and,
- Security of Interview/Selection Packages.

### **PRIOR RECOMMENDATIONS**

Audit Division made two recommendations in the prior audit.

1. It was recommended that Risk Management and Policies Division review the requirements for completing the Training Evaluation and Management System (TEAMS) Evaluation Report (TER), Form 01.78.04, for Professional Standards Bureau (PSB), Gang and Narcotics Division (GND), Force Investigation Division (FID), and Field Training Officer (FTO) and address the timeframe to complete the TER.

The current language in Manual section 3/762.80 states that a TER must be completed “when an officer transfers or is loaned into a new command” within 10 days of the publication of the transfer order, which is well after the selection has been made. This Manual section does not reference the requirements of the TER when applied to the above specified entities causing confusion. It is recommended that this section of the manual be clarified.

**Status of recommendation:** Implemented. Department Manual Section 3/762.80 now references the requirements for the TER when applied to the following entities: PSB, GND, FID, and FTO. Additionally, the 10-day requirement for completing the TER has been removed from Manual section 3/762.80.

2. It was recommended that Professional Standards Bureau and Office of Operations collaborate with Risk Management and Policies Division to review the documents required for applying for a FTO assignment. Department Manual Section 3/763.85 requires that police officers competing for an FTO assignment submit a “current” TEAMS; however, the term “current” is not defined and is open for interpretation.

**Status of recommendation:** Not Implemented. Current policies do not define the number of days for the term “current” for the Promotion/Paygrade Advancement TEAMS Report.

### **SCOPE AND METHODOLOGY**

The audit period covered from January 16, 2022, through December 14, 2022, of sworn paygrade advancements and assignments to FTO positions. The population of sworn paygrade advancements and assignments to FTO positions was 196 officers. For Objective Nos. 1 and 2(a), auditors selected a random stratified sample from this population, resulting in a sample size

of 110 officers.<sup>2</sup> For Objective No. 2(b), auditors selected a random stratified sample from a population size of 196 officers, resulting in a sample size of 115 officers.<sup>3</sup>

## **DETAILED FINDINGS**

### **Objective No. 1 – Completeness of Field Training Officer Interview/Selection Packages**

#### **Criteria**

The Los Angeles Police Department Employee Selection Guidelines, Section VIII, Making the Selection, *Post-Interview Documentation*, dated January 9, 2013, states:

*“The Sworn/Civilian Selection Checklist will be provided by Employee Selection Section to the hiring entity for a selection package. The Sworn/Civilian Selection Checklist lists all the items that must be retained by the hiring entity as documentation for the selection process.”*

#### **Audit Procedures**

Auditors reviewed the selection packages of the selected officer to determine if the packages contained the following:

- Selection Matrix;
- Paygrade Advancement/Lateral Advance Paygrade Transfer (Intradepartmental Correspondence Form 15.02.00 to the Commanding Officer, Personnel Division);
- Two most recent Standards Based Assessment (SBA), Form 01.87.00;
- Transfer Applicant Data Sheet, Form 15.88.00;
- Transfer and/or Change in Paygrade, Form 01.40.00;
- TEAMS Evaluation Report (TER), Form 01.78.04 (if applicable);
- TEAMS Report;
- FTO Acknowledgement Receipt;
- Interview Worksheet or Package Review Worksheet; and,
- Rationale.

The Department met the standards for this objective if the selection packages contained all the required documents.

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<sup>2</sup> Auditors employed a one-tail test with a 95 percent confidence level, a 66 percent proportion of success, and a five percent error rate based on the prior year’s compliance rates.

<sup>3</sup> Auditors employed a one-tail test with a 95 percent confidence level, a 50 percent proportion of success, and a five percent error rate (because this was the first time this objective was tested).

## Findings

Of the 110 packages reviewed, 47 (43 percent) met the standard while 63 did not.<sup>4</sup>

### **Objective No. 2 – Training**

Training is an integral component of allowing the employees to strengthen their skills and knowledge which is necessary to perform the duties of their assignment. The Field Training Officer Basic Course and Mental Health Intervention Training are mandatory courses for FTOs.

#### **Objective No. 2(a) – Field Training Officer Basic Course Completion**

##### **Criteria**

The Los Angeles Police Department Field Training Manual, Part I, *Selection Process*, dated 2019, states:

*“FTO Basic Course. Eligible employees selected for or assigned to an FTO position are not certified to train probationary officers in the SFTPP (initial 24 weeks in the field) until completing the 40-hour Peace Officer Standards and Training certified FTO course.”*

##### **Audit Procedures**

Auditors evaluated the training information section of the TEAMS II Reports to determine if the officer completed the FTO Basic Course. Auditors also reviewed the Probationary Police Officer Weekly Evaluation Report to ascertain whether a probationary officer was in SFTPP.

The Department met the standards for this objective if the officer completed the FTO Basic Course prior to working with a SFTPP probationary officer.

## Findings

Of the 110 officers reviewed, 100 (91 percent) met the standard while ten did not.<sup>5</sup>

### **Objective No. 2(b) – Senate Bill 29 Peace Officer Training: Mental Health**

##### **Criteria**

Field Training Manual Part I, *Selection Process*, dated 2019, states:

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<sup>4</sup> See Addendum, Table No. 2 for detailed findings.

<sup>5</sup> See Addendum, Table No. 3 for detailed findings.

*“Senate Bill 29 Peace Officer Training: Mental Health. FTOs who provide instruction in the field training program must attend the Department’s 36-hour MHIT course or eight hours of Crisis Intervention Training. Field training officers assigned or appointed on or after January 1, 2017, shall complete the MHIT within 180 days of assignment or appointment.”*

## **Audit Procedures**

Auditors evaluated the training information section of the TEAMS II Reports to determine if officers who were appointed on or after January 1, 2017, completed the MHIT course or eight hours of the Crisis Intervention Training. Auditors also reviewed the Probationary Police Officer Weekly Evaluation Report to ascertain whether a probationary officer was in SFTPP.

The Department met the standards for this objective if the officer completed the 36-hour MHIT course or eight hours of Crisis Intervention Training within 180 days of assignment or appointment and prior to working with an SFTPP probationary officer.

## **Findings**

Of the 115 TEAMS II Reports reviewed, 104 (90 percent) met the standard while 11 did not.<sup>6</sup>

## **OTHER RELATED MATTERS**

Currently, Personnel Division’s Employee Section Guidelines, Appendix J, has the Office of Administrative Services Notice, dated April 11, 2012, titled: *Sworn Checklist – Paygrade Advancement and Lateral Transfer Opportunity Competitive Selection Process*. The Notice directs Department personnel to use the sworn Selection Checklist (Checklist) on all selection packages provided to Department entities conducting competitive selection testing for paygrade advancements and lateral transfer opportunities.<sup>7</sup>

However, this Notice was superseded by Office of Administrative Services Notice, dated April 10, 2017, titled: *Sworn Checklist – Paygrade Advancement and Lateral Transfer Opportunity Competitive Selection Process – Revised*. (See Recommendation)

## **RECOMMENDATION**

Audit Division recommends that Personnel Division, Employee Selection Section, replace the Office of Administrative Services Notice, dated April 11, 2012, titled: *Sworn Checklist – Paygrade Advancement and Lateral Transfer Opportunity Competitive Selection Process*, with

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<sup>6</sup> See Addendum, Table No. 4 for detailed findings.

<sup>7</sup> Office of Administrative Services Notice, dated April 10, 2017, titled: *Sworn Checklist – Paygrade Advancement and Lateral Transfer Opportunity Competitive Selection Process Revised*. The checklist was updated in 2017, to indicate a TER is to be completed for selections to FTO, GED/CLEAR, FID, PSB, and NED/GND.

the Office of Administrative Services Notice, dated April 10, 2017, titled: *Sworn Checklist – Paygrade Advancement and Lateral Transfer Opportunity Competitive Selection Process – Revised*. This will ensure that the most current Checklist (revised 12/16) is used by Department personnel when completing selection packages for Department employees competing for FTO, GED/Clear, FID, PSB, and NED/GND positions.<sup>8</sup> (See Other Related Matters).

**ACTIONS TAKEN/MANAGEMENT RESPONSE**

The audit report was provided to the Director, Office of Operations, who was in general agreement with the audit findings (see attached Intradepartmental Correspondence, Form 15.02.00).

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<sup>8</sup> See Office of Administrative Services Notice, *Sworn Checklist – Paygrade Advancement and Lateral Transfer Opportunity Competitive Selection Process – Revised*, dated April 10, 2017.

**ADDENDUM**

**Table No. 2 – Completeness of Field Training Officer Interview/Selection Packages  
 (Objective No. 1)**

<b>Bureau</b>	<b>Number of Findings</b>	<b>Percentage of Findings</b>
Central Bureau	25	40%
South Bureau	5	8%
West Bureau	27	43%
Valley Bureau	6	9%
<b>Total</b>	<b>63</b>	<b>100%</b>

**Table No. 3 – Field Training Officer Basic Course Completion by Bureau  
 [Objective No. 2(a)]**

<b>Bureau</b>	<b>Number of Findings</b>	<b>Percentage of Findings</b>
Central Bureau	2	20%
South Bureau	4	40%
West Bureau	2	20%
Valley Bureau	2	20%
<b>Total</b>	<b>10</b>	<b>100%</b>

**Table No. 4 – Mental Health Training Completion by Bureau [Objective No. 2(b)]**

<b>Bureau</b>	<b>Number of Findings</b>	<b>Percentage of Findings</b>
Central Bureau	1	9%
South Bureau	4	36.4%
West Bureau	4	36.4%
Valley Bureau	2	18.20
<b>Total</b>	<b>11</b>	<b>100%</b>

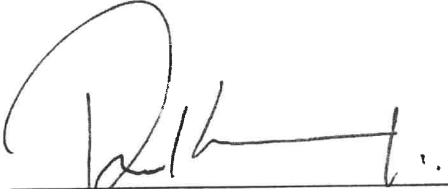


Field Training Officer Selection and Training Audit

**APPENDIX I**


**Audit Division Contact:** Police Performance Auditor III Robert Kawabata,  
Serial No. N6275, (213) 486-8480 or N6275@LAPD.Online

**Staff Acknowledgments:** In addition to the contact named above, Police Performance Auditor III Gennadiy Danilkevich, Serial No. N4813, made key contributions to this report.



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ROBERT KAWABATA  
Project Manager, Audit Division



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SERGIO SAIS  
Officer-In-Charge, Audit Division



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SHARON SARGENT  
Commanding Officer, Audit Division

## INTRADEPARTMENTAL CORRESPONDENCE

February 21, 2024  
11.2

**TO:** Commanding Officer, Audit Division

**FROM:** Assistant to the Director, Office of Operations

**SUBJECT:** 2023 FIELD TRAINING OFFICER SELECTION AND TRAINING  
AUDIT – RESPONSE

In accordance with the Los Angeles Police Department (Department) 2023 Annual Audit Plan, the Audit Division conducted an audit to evaluate the policies and procedures related to Field Training Officer (FTO) selection packages and training requirements.

The Office of Operations Inspections Unit (OOIU) reviewed the audit draft report and is in general agreement with the findings. The audit period is January 16, 2022, through December 14, 2022; auditing sworn paygrade advancements and assignments to FTO positions.

Table No. 1 summarizes the findings by objective in comparison to the prior 2019 audit:

**Table No. 1 – Summary of the Compliance Rate Comparison**

Objective No.	Audit Objectives	2019		2023	
		Number Meeting Standards/Evaluated	% Meeting Standards	Number Meeting Standards/Evaluated	% Meeting Standards
1	Completeness of FTO Interview/Selection Packages	22/50	44%	47/110	43%
<b>2</b>	<b>Training</b>				
2(a)	Field Training Officer Basic Course Completion	44/50	88%	100/110	91%
2(b)	Senate Bill 29 Peace Officer Training: Mental Health	N/A	N/A	104/115	90%

**Objective No. 1 – Completeness of Field Training Officer Interview/Selection Packages,** included a review of all required documents as listed in the Sworn/Civilian Selection Checklist from the Department’s Employee Selection Guidelines, Section VIII, *Making the Selection*, dated January 9, 2013 referenced within the Local Area Network. If one or more documents were missing within their original selection package at any of the 21 geographic Areas, they were considered to be a finding. A sample of 110 FTO selection packages pertaining to the Office of Operations were obtained. There were 47 (43%) packages that met the standard while 63 did not.

The Department met the standard if the following documents resided within the selection packages:

1. Selection Matrix;
2. Paygrade Advancement/Lateral Advance Paygrade Transfer (15.2 to Personnel Division Commanding Officer);
3. Two most recent Standards Based Assessment, Form 01.87.00;
4. Transfer Application Data Sheet, Form 15.88.00;
5. Transfer and/or Change in Paygrade, Form 01.40.00;
6. TEAMS Evaluation Report (TER), Form 01.78.04; (if applicable)
7. TEAMS Report;
8. Field Training Officer Acknowledgement Receipt;
9. Interview Worksheet or Package Review Worksheet; and,
10. Rationale.

During the validation process, the OOIU located documents that were not properly stored within the physical selection packages. Due to an unorganized file management system located at various patrol Areas, the OOIU was unable to determine if the documents were included in the packages during the time of the audit.

**Objective No. 2(a) – Field Training Officer Basic Course Completion**, the Field Training Manual, Part I, *Selection Process*, dated 2019, requires an officer assigned or appointed to a FTO position to receive a 40-hour Peace Officer Standards and Training Certified FTO Basic Course. After completing the FTO training course, a FTO be may assigned and provide instruction to a probationary officer within the Structured Field Training Program Period (SFTPP). A total of 110 FTOs were tested to determine if the officers completed the FTO Basic Course. There were 100 FTOs (91%) that met the standard while the remaining ten did not.

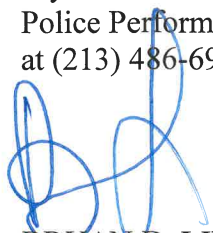
Due to the lack of certified FTOs, the Areas periodically assign a Police Officer III (non-certified FTO) to work with a probationary officer. The respective Area training coordinators were contacted, who explained that on the days in which Police Officer III worked with a probationary officer, unexpected situations (ex. assigned FTO was sick) which resulted in a low deployment of certified FTOs. In result of this, a Police Officer III would be assigned to work with the probationary officer for that day. Since this audit, all ten Police Officer IIIs have since taken the FTO Basic Course and are currently certified.

**Objective No. 2(b) – Senate Bill 29 Peace Officer Training: Mental Health**, the Field Training Manual, Part I, *Selection Process*, dated 2019, states that FTOs providing instruction in the SFTPP must attend a 36-hour Mental Health Intervention Training (MHIT) course within 180 days of being assigned or appointed to the position of FTO. A sample of 115 FTOs assigned to OO were selected to determine if the officer completed 36-hours MHIT course within 180 days of being assigned or appointed to the position of FTO. There were 104 FTOs (90%) that met the standard while the remaining 11 did not.

**Office of Operations Recommendations and Action Plans**

- It is recommended for commanding officers and training coordinators to have options in place in the event that a FTO is not present to work with their assigned probationary officer. In the event that a secondary FTO is not available to work with the probationary officer, they may work a temporary non-patrol assignment. Per the FTO manual, *Structured Field Training Program Period (SFTPP)-24 Weeks (Phase II)*, dated 2019, a probationary officer may be assigned no longer than two days a deployment period to duties such as: the station front desk, Area command center, kit room, senior lead office, administrative training, or work with a field sergeant.
- The OOIU contacted the 21 geographic Areas related to the findings in Objective No. 1 to reinforce file organization standards in regard to FTO selection packages.
- The OOIU contacted Area training coordinators related to the findings in Objective No. 2(b). The 11 officers listed will be promptly scheduled by their training coordinators to attend MHIT to resolve deficiencies.
- The OOIU will corroborate with Personnel Division to update (Appendix: J, Sworn Selection Checklist), located within the Employee Selection Guidelines. The current form within the Employee Selection Guidelines displays revised as of March 8, 2012 while the new checklist shows revised as of December, 2016.
- The OOIU will contact the Geographic Bureau Inspections Teams to create quarterly follow up inspections on the FTO selection and training packages.
- The OOIU will contact Office of Constitutional Policing and Policy to change Department policy to reflect that, when used for promotions and transfers, a “current TEAMS” shall be a Training Evaluation and Management System II (TEAMS II) report dated within 14 days of the submission.

If you should have any questions regarding this correspondence, please contact Police Performance Auditor IV Yadira Huerta, Inspections Unit, Office of Operations, at (213) 486-6960.



BRYAN D. LIUM, Commander  
Assistant to the Director, Office of Operations