

# Patrol Rifle Instructor Training Guide

## TRAINING DOCUMENTATION & ANALYSIS

All training functions of a law enforcement agency must be well documented and retrievable for future use, analysis, for discovery and most importantly for the defense of the organization. These training records must include each employee's initial training (academy & FTO), all sustainment or in-service training, any advanced training, including conferences and seminars, all testing and qualification records.

Agencies with perception and civil litigation problems generally have one thing in common: a segment or more of the organization's risk mitigation triangle is broken or completely missing. Normally, it's broke right at the top of the triangle under the heading that says "Management"... That's your Chief, Sheriff or SAC.

However, if the problem is not top management, go right to the agency's training unit and you'll likely find it there. Management dictates how the organization will operate through its policies. Supervision enforces management's policies and the employees do their various jobs under those guidelines and leadership. No matter how you slice it, all risk mitigation efforts intersect at the organization's training function in some way, form or fashion.

For example, disciplining an employee for violation of the pursuit policy is difficult unless documented pursuit policy training occurred previous to the offense. Another example, how could anyone receive an award for saving the life of a heart attack victim by using an AED unless the agency provided that equipment and the training on how to use it?

Training documentation is extremely important for both internal and external reasons. At a bare minimum all training should document content via a lesson plan, training duration (time), subject matter, method(s) of instruction (lecture, practical application, live fire, etc.), who instructed, who attended as students, any injuries that may have occurred, and the number of rounds fired if applicable.

The above documentation practice has been standard operating procedure for the entire law enforcement profession and many other industries for decades. However, as a profession we continue to pay out 100's of millions of dollars in settlements and damages year in and year out. **That's a clue folks...**

The elephant in the room is that simply documenting training as described above just isn't good enough. So what's wrong? When was the last time any of your use of force sustainment training significantly changed? In many agencies some training can remain



# Patrol Rifle Instructor Training Guide

stagnant for years, even decades with only slight modifications that are usually a result of an employee's egregious act (AKA the Smith technique or the Smith policy). The result is that organizations continuously, but unknowingly, repeat a training cycle that can include ineffective tactics, techniques, equipment and policy which net the same old results... good, bad and ugly.

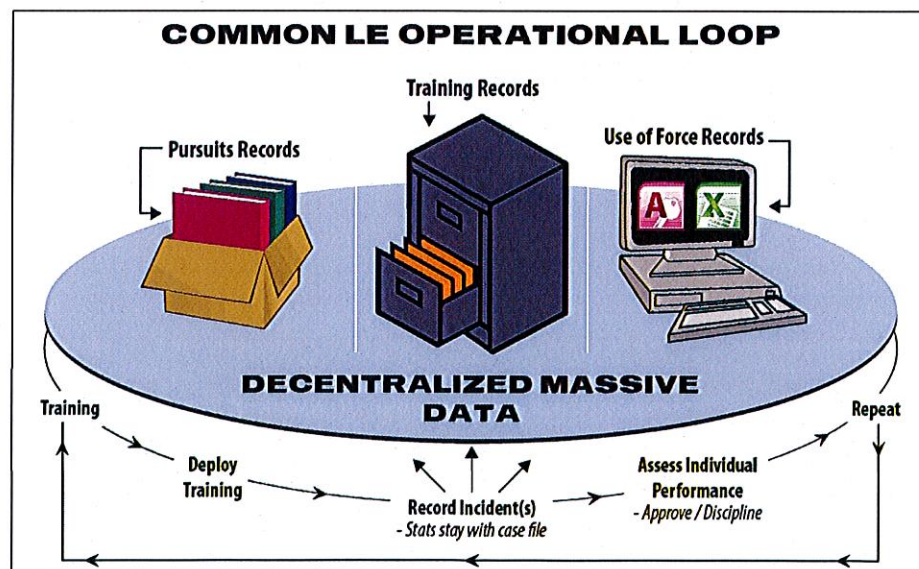
If you take exception to this assertion then please answer this question; would you testify under oath that your agency's current training, equipment and policies are the absolute best means to an end? If you answered yes, can you unequivocally back that answer up? How do you know? By the way, proficiency testing using written examinations or qualification courses only show if your students have learned what has been taught.

The answer is that most police executives and trainers **DON'T KNOW! WE ASSUME** our training, equipment and policies are the best means to an end for numerous reasons:

- It's the way we've always done it.
- We have body cameras to hold our officers accountable and improve operations.
- We don't get sued enough to be doing anything really wrong.
- "We quantify our use of force reports. We had fewer this year than last year. This proves our training, equipment and policies are the best means to an end."
- The FBI or State Police say this training method, policy or equipment is what they use, so it has to be the best. Or, the State's version of POST says so.
- The company we buy your equipment from recommends it.
- The insurance company or the risk mitigation lawyers dictate the content of our training and policies.
- You hired experts who certified your training and policies as "**BEST PRACTICES.**"

And still, our profession alone causes the communities we serve to collectively pay 100's of millions in settlements and damages every year. **That's clue #2 folks.** Not to mention that 2016 was one of the most deadly years ever for LEOs. **That's clue #3.**

The illustration to the right shows why simply documenting training is ineffective and will **NEVER** show you the most important thing you need to know; **WHAT IS NOT WORKING!** You can never fix a problem unless you know it exists.



# Patrol Rifle Instructor Training Guide

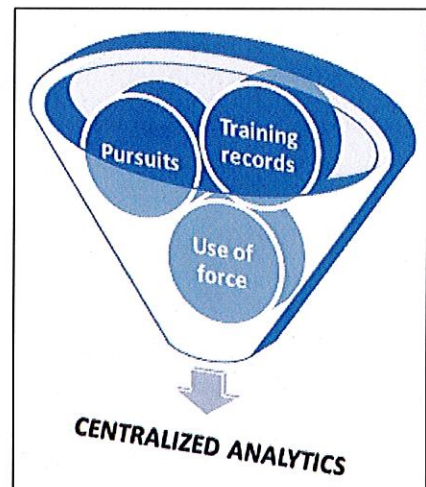
The following is an explanation of how the common LE operational and training loop works in many agencies.

- Training is provided by the organization.
- The officers deploy the training in the field, e.g. baton strike applied to a disorderly subject.
- The officer writes the incident report and in many agencies has to fill out an internal use of force report that requires more detail about the use of force to assist with the coming review by command staff.
- Command staff reviews the use of force and if it's found to be within policy (which most are), nobody ever hears about the incident or that internal use of force report again, even though invaluable data was collected by the agency.
  - Or, the command staff review can find a violation of policy and the officer is subject to discipline ranging from verbal counseling to termination.
- Unless the command staff is willing to change training, equipment or policy based on a single incident, little if anything improves or changes.
- The entire operational and training loop is repeated time after time and the profession as a whole just can't figure out how to reduce its liability exposure related to the use of force and driving. **That's clue #4 folks.**

How about this novel approach... start looking at the whole instead of the microcosm.

Try this experiment and be very professional and diplomatic when you do it.

- Ask one of your administrators about crime statistics and they will spit them out like they are reciting the alphabet. In smaller agencies they will even know specifically what officers are making the most arrests or writing the most tickets.
  - Those things are very important to most police administrators.
- Next ask them what use of force technique was used the most last year. Get ready for the mouth breathing as they likely won't know.
  - If they do happen to know, ask how often that technique was completely effective, partially effective or completely ineffective. Now you're going to get total mouth breathing because they won't know. Neither will your use of force training staff.



The point is that statistics about our professions highest risk operations (use of force and driving) are simply not on our administrator's radar. If they were, like COMPSTAT crime stats are, any problems with ineffective techniques would be addressed and improvement would be made or someone in the training division would be reassigned or out of a job. Because the administrator and your training officers don't know what is not working the way they believe it is, we repeat the operational and training loop outlined above over and over. That is why our profession continues to payout 100's of millions of tax payer dollars for damages and settlements, year in and year out.

# Patrol Rifle Instructor Training Guide

The future is **INTERNAL VALIDATION** of your training, policies and equipment.

The solution is to use data associated with the **EFFECTIVENESS** of the outcomes of every use of force or pursuit. Over time, this data will tell you a story about what tactics, techniques, equipment and policy is working reliably and what needs to be improved or completely discarded. Only when **YOU KNOW WITH 100% FACTUAL INTERNAL DATA** that a tactic, technique, piece of equipment or the policies we abide by actually work, should they be kept and continuously used as we serve the public.

This data driven approach to identifying training, equipment and policy problems will help you improve officer and citizen safety, improve public perception, improve community support and reduce organizational liability.

If you believe that software systems that write policy and flag officers that use force a certain number of times is the answer, you will never improve organization-wide use of force or pursuit outcomes as those applications do absolutely **NOTHING** to get to the **ROOT CAUSE** of training, equipment or policy problems. Likewise, the body camera is also not the answer or vast improvements in our training, equipment and policies would have been made when we put video cameras in our scout cars in the 1990s. All cameras provide is better documentation of an incident, which is obviously a good thing, but is **NOT** the solution in addressing the root cause of **ORGANIZATIONAL** training, equipment and policy problems.

It's time to change how we do our business. This can be accomplished using simple technology like Excel or Access. However, it will be man hour intensive work. There are also various software products on the market that save immense amounts of time on data input, correlation and recall. In any case, improving individual, unit and organizational performance in our highest risk operations can only help save lives and decrease organizational liability.

## SHAMELESS PLUG

At CMI, we designed [Force Liability Management Solution](#) to assist our clients with this task.

