



AUSTIN POLICE DEPARTMENT

Assessment of Training Academy

May 4, 2021

KROLL

APD REVIEW – TRAINING ACADEMY ASSESSMENT

A Fresh Approach to Police Training

KROLL RECOMMENDS:

- Shifting from a stress-oriented military-style academy toward a resiliency-based approach supported by adult learning and student-centered instruction
- Adopting a guardian-centric (caretaking) training model that emphasizes service to the community, while preparing officers to react and respond to crisis situations when they occur
- An evidence-based learning organization

Develop a Transformational, Best-in-Class Police Academy

BEST PRACTICES

APD Review – Training Academy Assessment

OVERALL APPROACH TO TRAINING

- Move away from “warrior” mentality
 - Re-build culture into community-oriented service provider
- Educate cadets on history / police impact on racial justice issues
- Insert civilians into select senior academy positions
- Emphasize respectful and constitutional policing



BEST PRACTICES

APD Review – Training Academy Assessment

POLICY AND CURRICULUM BEST PRACTICES

- Procedural Justice
- Community Policing Programs
- De-escalation training (e.g., ICAT)
- Crisis Intervention Team (CIT) Training
- Peer Intervention Training
- Implicit Bias Training
- Officer Wellness
- Psychological Skills

FINDINGS

Diversity

144TH CADET CLASS (AS OF 3/31/2021):

		Academy Class 144 by Ethnicity ¹					Class 144 by Gender ¹	
# Candidates by Group		White	Hispanic or Latino	Black or African American	Asian / Islander	Other	M	F
Hired Candidates	77	42.9%	35.1%	14.3%	3.9%	3.9%	84.4%	15.6%
Scheduled for Stage 2 Testing	15	33.3%	40.0%	26.7%	-	-	60.0%	40.0%
All Candidates	92	41.3%	35.9%	16.3%	3.3%	3.3%	80.4%	19.6%

NOTE: [1] Based on "144th demographics.docx" provided 03/31/2021.

FINDINGS

Diversity

ACADEMY STAFF (AS OF 3/15/2021):

	# Personnel by Unit	Training Units by Ethnicity ¹							Training Units by Gender ¹	
		White	Hispanic or Latino	Black or African American	Asian	Choose Not To Disclose	Two or more races	American Indian / Alaska Native	M	F
Cadet Training	15	53.3%	13.3%	6.7%	20.0%	-	6.7%	-	73.3%	26.7%
Learned Skills	17	52.9%	23.5%	17.6%	5.9%	-	-	-	94.1%	5.9%
E-Learning	3	100.0%	-	-	-	-	-	-	100.0%	-
Advanced Education/CE	11	54.5%	45.5%	-	-	-	-	-	100.0%	-
All Training Units	46	56.5%	23.9%	8.7%	8.7%	-	2.2%	-	89.1%	10.9%

NOTE: [1] Based on 03/15/2021 Roster compiled by APD HR.

	# Personnel by Unit	Recruiting Units by Ethnicity ¹							Recruiting Units by Gender ¹	
		White	Hispanic or Latino	Black or African American	Asian	Choose Not To Disclose	Two or more races	American Indian / Alaska Native	M	F
Recruiting Teams 1 & 2	18	50.0%	16.7%	33.3%	-	-	-	-	61.1%	38.9%
Explorers/PAL	5	20.0%	40.0%	20.0%	20.0%	-	-	-	100.0%	-
All Recruiting Units	23	43.5%	21.7%	30.4%	4.3%	-	-	-	69.6%	30.4%

NOTE: [1] Based on 03/15/2021 Roster compiled by APD HR.

FINDINGS

Division Manager

NEW DIVISION MANAGER

- March 15: APD hires Dr. Anne Kringen
- March 31: Interim Chief Joseph Chacon speaks with Academy Staff
- April 1: Dr. Kringen submits plan to update all curriculum with a focus on adult learning methods, meet with instructors individually, and ensure DEI-content is incorporated throughout Academy training
- **Ensure proper balance between:**
 - Academic-style learning
 - Physical and tactical training
 - Disciplinary measures
 - Chain-of-command structures

FINDINGS

Instructor Job Descriptions

UPDATED JOB DESCRIPTIONS

- Model “professional behavior and communication”
- Exhibit “appropriate behavior, language, demeanor, and dress”
- Utilize “procedural justice practices, such as treating citizens with respect and decision making based on facts instead of biases, to achieve and maintain effective community policing”
- Maintain an “appropriate and professional classroom atmosphere and training environment to engage students and facilitate learning”

FINDINGS

Instructor Job Descriptions

UPDATED JOB DESCRIPTIONS

- Ability to communicate in ways that display empathy and understanding with other city employees and members of the community
- Ability to apply emotional intelligence skills to understand and collaborate with members of the community to improve public safety, resolve issues, and build trusting relationships
- Knowledge of effective community policing strategies and practices
- Knowledge of the diverse cultural groups that make up Austin, Texas, and their unique concerns when it comes to law enforcement
- Knowledge of appropriate techniques for deescalating situations and contacts
- Skill in establishing and maintaining effective working relationships with the diverse cultural and social groups in Austin, Texas
- Skill in appropriately utilizing listening and verbal abilities to maintain professionalism during difficult interactions with law enforcement

FINDINGS

Academy Curriculum Review Committee

ACADEMY CURRICULUM REVIEW COMMITTEE

- Division Manager and Training Supervisor
- Academy Instructors
- Academic Experts
- Community Representation
- Victim Services / Equity Office / Office of Police Oversight

PURPOSE AND FUNCTION

- Review DEI course content
- Evaluate / recommend outside content experts and community participation
- Ensure emphasis on DEI content / de-escalation / trauma-informed training

FINDINGS

Cultural Competency Training

CULTURAL COMPETENCY TRAINING

1. The History of Police and Race in America (newly added course)
2. The History of Policing (conventional course)
3. Cultural Diversity
4. Professionalism and Ethics
5. Fair and Impartial Policing
6. Multiculturalism and Human Relations
7. Interacting with Transgender Individuals
8. Law Enforcement and the LBGTQ+ Community
9. Racial Profiling (Biased Based Policing)
10. Law Enforcement Survival Spanish
11. Interacting with Individuals who are Deaf or Hard of Hearing
12. Traumatic and Acquired Brain Injuries

FINDINGS

Community Input and Participation

30 ADDITIONAL HOURS OF COMMUNITY ENGAGEMENT CONTENT

Expanding outreach to:

- Just Liberty
- Austin Area Urban League
- Texas Appleseed
- Austin Equity Office
- Victim Services – assist in role plays

FINDINGS

Community Input and Participation

COMMUNITY VIDEO REVIEW PANEL

- Findings and Recommendations
- Formalizing the process



RECOMMENDATIONS

Additional Short-term Recommendation

SHORT-TERM RECOMMENDATION #17

- Revise course content of certain DEI courses (pp. 55-66)
 - Cultural Diversity
 - Multiculturalism and Human Relations
 - Professionalism and Ethics
 - Racial Profiling
 - Law Enforcement Survival Spanish

RECOMMENDATIONS

Additional Long-term Recommendations

LONG-TERM RECOMMENDATIONS

- Develop additional content on procedural justice (#8)
- Collaborate with mental health advocacy organizations outside of CIT training (#9)
- Develop peer intervention training program (#10)
 - Project ABLE
 - Ethical Policing Is Courageous (EPIC)
- Consider ways to incorporate content on cognitive decision-making, emotional intelligence and regulation, and effective social interaction skills (#11)
- Field Training Officer (FTO) Program (#13-16)

RECOMMENDATIONS

Independent Evaluation

INDEPENDENT EVALUATOR – 144TH ACADEMY

Report on:

- Implementation of short-term recommendations
- Advise on further adjustments and improvements



APD IMPLEMENTATION

APD IMPLEMENTATION OF KROLL RECOMMENDATIONS

- Civilian leadership – Division Manager / Training Supervisor
- Academy Curriculum Review Committee (community and academic representation)
- 30 additional hours of community engagement / lived experiences programming
- Two-week community immersion orientation program
- Groundwater Analysis Racial Equity training for Academy staff and cadets
- 8-hour course on the History of Police and Race in America
- Formal process for Community Video Review Panel
- Expanded physical fitness training
- Fewer week-long blocks of technical course content (Penal Code, Traffic Code)
- Elimination of sandpits and sandbags
- “Self-Defense” exercise near end of Academy

APD IMPLEMENTATION

APD IMPLEMENTATION OF KROLL RECOMMENDATIONS

- Length of Academy Program: **34 Weeks** (increased from 26 weeks)
- Community participation
- Civilian oversight
- De-emphasis on military-style training
- Increased emphasis on Diversity, Equity, and Inclusion
- Adult learning methods
- Officer safety and wellness
- Mentorship programs

LENGTH OF POLICE ACADEMY TRAINING PROGRAMS

LENGTH OF POLICE ACADEMY TRAINING PROGRAMS - COMPARISON

- Norway 3 years
- Finland 3 years
- France 40 weeks
- Austin 34 weeks
- San Antonio 32 weeks
- Boston 29 weeks
- NYPD 24 weeks
- LAPD 24 weeks
- FBI Academy 20 weeks
- Minneapolis 16 weeks



QUESTIONS?

APD Review – Training
Academy Assessment