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**Assessment of the Training Needs of the
Atlanta Police Department
Criminal Investigations Division
Special Enforcement Section
Narcotics Unit: PHASE III**

Outcome Assessment of Training and Recommendations

November 2008

Consultant

Transformational Strategies and Solutions, Inc.

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EXECUTIVE SUMMARY

This report documents the third phase of technical assistance provided by the Bureau of Justice Assistance (BJA) National Training and Technical Assistance Project at American University (AU) to the Atlanta Police Department (APD) in response to a request from Major Siobhan O'Brien of the (APD) for an assessment of the APD's training efforts for the newly formed Narcotics Unit following a critical incident which occurred within the Unit. Transformational Strategies and Solutions, Inc., (TSS) of Seminole, Florida, has been designated to serve as consultant to provide this technical assistance. TSS, under the leadership of Carol Rasor, Lead Investigator, has had extensive experience in developing plans and conducting needs assessments regarding training needs of law enforcement agencies.

The technical assistance has been provided in three stages over the course of a six month period: (1) assessment of the Initial Implementation Stage of the training program; (2) an Intermediate Stage to follow up on additional training received by members of the Narcotics Unit as well as any changes in Standard Operating Procedures and related information relevant to training needs; and (3) an Outcome Stage addressing the effectiveness and impact of the training in promoting the Unit's successful performance. During each of these stages key issues have been examined relating to the training needs assessment process. A report of the first phase of technical assistance was submitted to the APD in May 2008 and a report of the second phase of technical assistance was submitted to APD in September 2008. This report reflects the findings of the third phase of technical assistance.

On August 27 & 28, 2008, Transformational Strategies and Solutions, Inc. (TSS) conducted the site visit at the Atlanta Police Department (APD). The purpose of this site visit was to conduct the final stage of the Training Needs Assessment – the Outcome Stage. The key issues to be addressed in the Outcome Stage of the Training Needs Assessment focused on (a) review of any additional training attended by members of the Narcotics Unit, (b) review any changes to the Standard Operational Procedures (S.O.P.'s), (c) review any disciplinary records related to members in the Narcotics Unit in terms of their job performance, (d) conduct a survey of the impact of the training on job

performance with staff members in the Narcotics Unit and (e) create a training plan for the Atlanta Police Department's Narcotics Unit. This report also provides a summary of the recommendations gleaned from the final site visit and the prior two reports.

The assessment methodology included an analysis of following documentation provided by APD to TSS: any additional training attended by the Narcotics Unit staff members; additions, deletions or changes to S.O.P.'s; and any additional disciplinary records pertaining to members of the Narcotics Unit. TSS also requested that the Narcotics Unit's investigators and sergeants complete a survey of the impact of the training on job performance. Interviews with the Commander of the Narcotics Unit, Lieutenant William Trivelpiece, and a joint interview with the Training Command Staff, Major Siobhan O'Brien and Lieutenant John Mathis were also conducted by TSS. The key findings, more fully discussed in the following sections of this report, are briefly presented below:

- The assignment of one lieutenant to the Narcotics Unit is not sufficient to ensure accountability and could result in the lieutenant experiencing job burn-out.
- The survey revealed that the impact of the training on team cohesion and effectiveness was rated low by the investigators.
- Tactical training was being conducted with the primary instructor not having state certification in general topics and firearms. The training was not documented.
- A burden is placed on APD to maintain two systems of training records – P.O.S.T. and Georgia Police Public Safety Training Center, especially when APD's Training Unit's administrative support positions have been reduced.

I. INTRODUCTION

On August 27 & 28, 2008, Transformational Strategies and Solutions, Inc. (TSS) conducted the final site visit to the Atlanta Police Department (APD) pursuant to the technical assistance it has been provided under the auspices of BJA's National Training and Technical Assistance Project at American University. The purpose of this site visit was to conduct the final stage of the Training Needs Assessment – the Outcome Stage.

The key issues to be addressed in the Outcome Stage of the Training Needs Assessment focused on (a) review of any additional training attended by members of the Narcotics Unit, (b) review any changes to the Standard Operational Procedures (S.O.P.'s), (c) review any disciplinary records related to members in the Narcotics Unit in terms of their job performance, and (d) conduct a survey of the impact of the training on job performance with staff members in the Narcotics Unit. This report presents (1) a summary of the results of this review; (2) a summary of the recommendations gleaned from the final site visit and the prior two reports; and (3) a training plan for the Atlanta Police Department's Narcotics Unit.

The assessment methodology included an analysis of the following documentation provided by APD to TSS:

- any additional training attended by the Narcotics Unit staff members;
- additions, deletions or changes to S.O.P.'s; and
- any additional disciplinary records pertaining to members of the Narcotics Unit.

The consultants also requested that the Narcotics Unit's investigators and sergeants complete a survey of the impact of the training on job performance. Interviews with the Commander of the Narcotics Unit, Lieutenant William Trivelpiece, and a joint interview with the Training Command Staff, Major Siobhan O'Brien and Lieutenant John Mathis were also conducted.

II. SUMMARY OF THE ADDITIONAL DOCUMENTATION

A. Training

No additional training documentation was submitted to TSS by staff members of the Narcotics Unit or Training Unit.

B. Standard Operating Procedures

No additional Standard Operating Procedures were submitted by APD to TSS for review.

C. Disciplinary Records

Lt. Trivelpiece provided the following information as to the disciplinary records of the Narcotics Unit. Three members of the Narcotics Unit were transferred to other positions pending the outcome of the Internal Affairs Investigations for alleged violations pertaining to possible hostile work environment and family-related issues. Furthermore, the staffing level of the Narcotics Unit was decreased due to one member being promoted, two members on medical leave and one member temporarily loaned to the Vice Unit.

III. SUMMARY OF SURVEY RESULTS

A. Survey Results for Sergeants

A survey instrument was created to extract the perspectives of the sergeants in terms of the impact of the training on their own performance, as well as the performance of their subordinates. The sergeants were given the opportunity to provide input into the courses that should be included in the training plan for the positions of sergeant and investigator assigned to the Narcotics Unit. Additionally, the sergeants were given the opportunity to share any additional comments. Four of the five sergeants assigned to the Narcotics Unit completed the survey. Table 1 contains ten questions that examined the following areas:

- the expectations of the training;
- the relevancy of the training;
- the confidence and skill building of the training;
- the timeliness of the training;
- the support of future career goals;
- the increase in subordinates' effectiveness and team cohesion; and
- the overall value of the training.

The sergeants rated these areas using a five point scale of Strongly Agree, Agree, Neutral, Disagree and Strongly Disagree. Additionally, five open-ended questions were presented to the sergeants to extract their opinions for courses to be included in the training plan for sergeants and investigators, and provide an opportunity for any additional comments, in conclusion of this Training Needs Assessment.

Table 1: Sergeants' Evaluation of the Impact of the Training (n=4)

Ratings of the impact of the training pertaining to the following:					
Areas of Inquiry	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1. Overall, the training I received met my expectations.	2	1	1	0	0
2. The training was relevant to my current position and duties.	3	0	0	1	0
3. The training has increased my confidence in performing my duties.	2	1	1	0	0
4. The training has increased my tactical skills.	1	2	1	0	0
5. The training was provided to me in a timely manner since my transfer into the Narcotics Unit.	2	2	0	0	0
6. The training has increased my skills in supervising narcotics investigations.	2	2	0	0	0
7. The training will assist my future career development and goals.	2	1	1	0	0
8. The training has increased the effectiveness of my subordinates.	1	3	0	0	0
9. The training has increased the cohesion of my team.	1	2	0	1	0
10. Overall, the training provided to the Narcotics Unit was valuable.	3	0	1	0	0

Table 1 cont'd.: Sergeants' Evaluation of the Impact of the Training

<p>11. The courses I would include in a training plan for <u>sergeants</u> assigned to the Narcotics Unit are:</p> <ul style="list-style-type: none">• MCTFT Supervising Counterdrug Operations• Need more courses directed towards supervisory issues.
<p>12. The courses I would <u>not</u> include in a training plan for <u>sergeants</u> assigned to the Narcotics Unit are:</p> <ul style="list-style-type: none">• All courses were valuable – but only one course addressed the supervisory issues.
<p>13. The courses I would include in a training plan for <u>investigators</u> assigned to the Narcotics Unit are:</p> <ul style="list-style-type: none">• D.E.A. Investigator's School• F.B.I. Tactical Street Survival• G.B.I. Undercover School• Confidential Informants Course• Surveillance Class• Drug Identification Class• Ethics• Time Management
<p>14. The courses I would <u>not</u> include in a training plan for <u>investigators</u> assigned to the Narcotics Unit are:</p> <ul style="list-style-type: none">• None Identified
<p>15. Additional comments I would like to share:</p> <ul style="list-style-type: none">• Emphasis on more tactical training.• Need a fitness program – tactical gear weights 70 lbs.• Some courses repeated the same information.• Need better communication of expectations of the Narcotics Unit from the Department's upper echelon.

In examining the ten areas of inquiry, the majority of sergeants provided positive ratings of either “Strongly Agree” or “Agree.” In summary, the sergeants found the training to be relevant, skill-building, timely, effective and valuable.

The sergeants’ responses to the open-ended questions provided valuable information for the training plan. The sergeants indicated that, while the training they received was valuable, more narcotics training for supervisory personnel is needed. The Multijurisdictional Counterdrug Task Force Training course - Supervising Undercover Operations was highly recommended by the sergeants for inclusion in the supervisory training plan. As indicated in question thirteen, the sergeants also identified the courses they believed would be valuable for the investigators’ training plan. Additional comments provided by the sergeants identified the need for a physical fitness course/program, the need for additional tactical training and the need for the upper echelon leadership of APD to enhance the communication of their expectations of the Narcotics Unit.

B. Survey Results for Investigators

A similar survey instrument was administered to the investigators of the Narcotics Unit to ascertain from their perspective the impact of the training on their job performance. The survey also gave the investigators the opportunity to provide input as to the courses that would be beneficial for inclusion in a training plan for investigators.

Similar to the sergeants’ areas of inquiry, Table 2 contains the ten questions that examined the following areas:

- the expectations of the training;

- the relevancy of the training;
- the confidence and skill building of the training;
- the timeliness of the training;
- the support of future career goals;
- the increase in team effectiveness and cohesion; and
- the overall value of the training.

The investigators also rated these areas using the same five point scale of Strongly Agree, Agree, Neutral, Disagree and Strongly Disagree. Additionally, three open-ended questions were presented to the investigators to extract their opinions for courses to be included in the training plan for investigators and provide an opportunity for any additional comments in conclusion of this Training Needs Assessment.

Sixteen of the twenty-seven investigators completed the survey. Seven investigators were unavailable to complete the survey due to three investigators temporarily transferred to other positions pending the completion of internal affairs investigations; two investigators on medical leave; one investigator loaned to the Vice Unit; and one investigator promoted to sergeant and transferred to another unit.

Table 2: Investigators' Evaluation of the Impact of the Training (n = 16)

Ratings of the impact of the training pertaining to the following:					
Areas of Inquiry	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1. Overall, the training I received met my expectations.	4	7	3	2	0
2. The training was relevant to my current position and duties.	5	7	2	2	0
3. The training has increased my confidence in performing my duties.	3	7	5	1	0
4. The training has increased my tactical skills.	6	3	5	2	0
5. The training was provided to me in a timely manner since my transfer into the Narcotics Unit.	6	8	1	1	0
6. The training has increased my skills in conducting narcotics investigations.	4	5	5	2	0
7. The training will assist my future career development and goals.	4	8	1	2	1
8. The training has increased the effectiveness of the team I am assigned to.	2	6	5	3	0
9. The training has increased the cohesion of the team I am assigned to.	2	4	5	5	0
10. Overall, the training provided to the Narcotics Unit was valuable.	4	9	1	2	0

Table 2 cont'd.: Investigators' Evaluation of the Impact of the Training

<p>11. The courses I would include in a training plan for Investigators assigned to the Narcotics Unit are:</p> <ul style="list-style-type: none">• F.B.I. Survival Course• G.B.I. Undercover School• D.E.A. Investigators School• Tactical courses/Warrant entries• Drug Identification• Interview & Interrogation• Evidence Collection• More training on Mexican Drug Trafficking & Drug Culture• Basic Spanish• Undercover Vehicle Operations• Financial Investigations• Surveillance Techniques• Handling Confidential Informants• Physical Fitness Training• Criminal Law Updates• Team Building
<p>12. The courses I would not include in a training plan for Investigators assigned to the Narcotics Unit are:</p> <ul style="list-style-type: none">• HITDA Ethics Course – course consisted of primarily “war stories” and not training.• Parcel Interdiction• Wiretaps• Conspiracies – Fulton County Prosecutors and Judges don’t support them.• G.B.I. Field Training – Field training should focus on APD cases.
<p>13. Additional comments I would like to share:</p> <ul style="list-style-type: none">• Some of the courses the unit attended needed more experienced instructors – but not instructors who have been out of the field for more than 10 years.• Some of the instructors were rich on antidotes and short on substance.• APD Narcotics Unit needs to focus on larger scale drug cases. The Narcotics Unit is duplicating what the “Red Dog” and “F.I.T.” units focus on - street level narcotics cases.• Team leadership classes are needed for the entire unit to enhance effectiveness and group cohesion.• Department needs to continue providing training to the Narcotics Unit, especially for new members being assigned to the unit.• Move the Narcotics Unit from the Headquarters for officer safety and to avoid compromising identities of the undercover investigators.• APD Narcotics Unit needs better equipment.

In examining the ten areas of inquiry, the investigators had a greater range of responses as compared to the sergeants. The percentage breakdown for the investigator's positive ratings of either "Strongly Agree" or "Agree" for the ten questions resulted in:

- 69% - indicated that the training met their expectations.
- 75% - indicated the training was relevant.
- 63% - indicated the training increased confidence.
- 56% - indicated the training increased tactical skills.
- 88% - indicated the training was provided in a timely manner.
- 56% - indicated the training increased investigative skills.
- 75% - indicated the training will assist in future career goals.
- 50% - indicated the training increased team effectiveness.
- 38% - indicated the training increased team cohesion.
- 81% - indicated the training was valuable.

In summary, using a cut-off score of 70%, the ratings indicated that the investigators found the training relevant, timely, supportive of future career goals and valuable.

The investigators' responses to the open-ended questions provided valuable information for the training plan. As indicated in Table 2, question 11, numerous courses were recommended for inclusion in the training plan. The investigators made recommendations that some of the training courses would benefit by having more emphasis on content and less on "war stories" from the instructors. Instructors also need

to be experienced and current in the practices and information pertaining to the course which they instruct. Additional comments provided by the investigators included: the need for the Narcotics Unit to focus more on major cases; the need for team leadership courses to enhance effectiveness and group cohesion; the need for continuous training; the need to move the Narcotics Unit from APD's main headquarters; and the need from better equipment.

IV. COMMAND STAFF INTERVIEWS

A. Final Interview With Lt. Trivelpiece

An exit interview was conducted with Lt. Trivelpiece. Lt. Trivelpiece was commended by TSS for undertaking the challenging assignment of revitalizing the Narcotics Unit and restoring community confidence. This was not an easy undertaking for all members of the Narcotics Unit and the Training Unit.

Discussed with Lt. Trivelpiece during this exit interview were some observations by TSS related to the management of the Narcotics Unit.

First, in examining the span of control of the Narcotics Unit, the assignment of one lieutenant to command the unit should be reviewed. There are two shifts consisting of days and evenings. Additionally, in terms of days off, two teams have Friday and Saturday off, and the other two teams have Sunday and Monday off. While Lt. Trivelpiece has shown great dedication by being available and participating in investigations that have occurred each day of the week and during both day shift and even shift, this is taxing for any lieutenant. This is not a good practice for accountability and officer safety. Another lieutenant needs to be assigned to the Narcotics Unit and redistribute the workload between two lieutenants for greater accountability and supervisory guidance. Narcotics Operations are high risk in nature, therefore, an appropriate span of control of supervision for accountability and officer safety is needed.

Second: Also discussed was the issue of selecting staff to be assigned to the Narcotics Unit. As indicated in previous reports, not all members selected for the

position of investigator desired to be assigned to the Narcotics Unit. This situation may be a possible explanation for the low ratings by the investigators for the impact of the training on increased team cohesion and increased team effectiveness. Only 38% of the investigators indicated by the ratings of “strongly agree” or “agree” that the training has increased team cohesion, and only 50% indicated the training increased team effectiveness. While APD has implemented a formal process for the selection of investigators, a plan could be implemented to assess the propensity of officers for assignment to the Narcotics Unit. The F.I.T. unit is assigned to patrol operations. These F.I.T. team members are given the latitude to conduct street level narcotics investigations. Implementing a system for “temporary assignment” of these members prior to their participating in the formal investigator’s selection process may prove beneficial for identifying a good match between officer and unit assignment. As indicated through the interviews of staff during this Training Needs Assessment, some members who successfully passed the investigator’s selection process desired assignments to other investigatory units. Additionally, this “temporary assignment” process would provide the supervisory staff of the Narcotics Unit with the opportunity to assess the officer’s inclination for narcotics investigations, prior to being transferred into the Narcotics Unit. In the alternative, APD may want to examine other approaches for selecting the best investigator for assignment to the Narcotics Unit. These approaches could focus on a different pathway for entry into the Narcotics Unit, such as converting the generalized position of “Investigator” to “Narcotics Investigator]and creating a selection process

specific to the responsibilities and duties of the position. A psychological review of each officer prior to being transferred into the Narcotics Unit could be valuable.

Third: The issue that continuously emerged pertaining to increased tactical training was also discussed. It is important to understand the level of responsibility placed on a supervisor to ensure their subordinates receive appropriate and frequent tactical training for the benefit of the agency, unit, and more importantly, the individual. Lt. Trivelpiece indicated that additional tactical training has been initiated in his unit; however, the training (or referred as “practice”) has been led by an investigator who is not state certified as an instructor in general or firearms topics. However, this member of the unit has received extensive tactical training from his prior assignment. Additionally, the training has not been documented.

While TSS does not support in principle this approach due to individual and agency liability, it is understandable why this has occurred. Lt. Trivelpiece is dedicated to the safety of his staff. Lt. Trivelpiece explained that only a couple of members of the Narcotics Unit are general certified instructors. There are no members certified in firearms. Clearly, demonstrated by the findings of this Training Needs Assessment, there is a need to have more frequent tactical training. Sending an investigator to instructor certification courses requires the investigator to be unavailable for his/her regular assignment for a few weeks. TSS suggested to Lt. Trivelpiece that he garnish support from APD’s upper echelon leadership to have two members assigned to the Narcotics Unit obtain certification in general topics and firearms. To make this approach cost effective and the training consistent, these individuals need to commit to an assignment to

the Narcotics Unit for three to five years. These individuals would be responsible for the unit's tactical training. It was recommended that one of the instructors be a sergeant and the other an investigator. These positions would still be responsible for their current duties, but they would plan and deliver the unit's tactical training. These positions should attend other tactical training beneficial to the unit's mission.

B. Final Interview with Major O'Brien and Lt. Mathis

An exit interview was also conducted with Major O'Brien and Lt. Mathis. Both Major O'Brien and Lt. Mathis should be commended for supporting the training efforts of the Narcotics Unit. Discussed were the difficulties the Training Unit experiences with the duplication of entry of the training records. Major O'Brien illustrated that the individual training records of each certified member of APD must be entered into the P.O.S.T. computer system and also this same information must be entered into the computer system for the Georgia Police Public Safety Training Center. Additionally, this same information is housed by APD. Due to budget cuts experienced by APD (and other government entities and services in Atlanta), five administrative positions in the Training Unit were reduced to two positions through attrition. This reduction in administrative staff has been challenging to the operation of the Training Unit.

The consultants discussed with Major O'Brien the need for the Narcotics Unit to receive support in cultivating certified instructors assigned to the Narcotics Unit to deliver tactical training to the members of the Narcotics Unit. Major O'Brien was very supportive in helping the Narcotics Unit attain this goal and assisting the Narcotics Unit in any other training needs.

V. SUMMARY OF FINDINGS AND RECOMMENDATIONS

A. Principal Findings

The principal findings resulting from the third and final phase of the technical assistance are based on the additional information that was obtained during the third site visit. These findings reflect the following four areas:

- The assignment of one lieutenant to the Narcotics Unit is not sufficient to ensure accountability and could result in the lieutenant experiencing job burn-out.
- The survey revealed that the impact of the training on team cohesion and effectiveness was rated low by the investigators.
- Tactical training was being conducted with the primary instructor not having state certification in general topics and firearms. The training was not documented.
- A burden is placed on APD to maintain two systems of training records – P.O.S.T. and Georgia Police Public Safety Training Center, especially when APD's Training Unit's administrative support positions have been reduced.

B. Recommendations Derived from the Outcome Stage of the Assessment

The recommendations derived from the Outcome Stage of the Training Needs Assessment consists of the following:

- The Narcotics Unit would benefit from the addition of a second lieutenant's position. Currently, the lieutenant must be responsible for managing a unit which is operational with two shifts (days and evenings) for seven days a week. The addition of another lieutenant's position would increase accountability.
- Implementing a program to temporarily assign officers to the Narcotics Unit for both career development and the opportunity to observe the officer's propensity and interest in an undercover assignment may enhance the selection process, increase unit cohesion and reduce staff overturn in the long-run.
- Select two members of the Narcotics Unit to receive certification as instructors for general topics and firearms. One of the instructors should be a supervisor and these instructors would be responsible for planning and providing the unit's tactical training.

- Cultivate support from other law enforcement agencies to streamline law enforcement training records management for the State of Georgia. Currently APD is required to enter officers' training records into two dual systems – P.O.S.T. and Georgia Police Public Safety Training Center.

C. Summary of All Recommendations

Law enforcement agencies have a paramilitary structure to provide stability, predictability and efficiency. This type of structure has numerous benefits for both the organization and the employees; however, organizational change may not occur as easily in comparison to organizations designed with a more flexible structure. APD responded to a critical incident by accepting the challenge of change and recreating the Narcotics Unit.

The Atlanta Police Department, along with Lt. William Trivelpiece and the members of the Narcotics Unit, and Major Siobhan O'Brien and Lt. John Mathis of the Training Division should be commended for their dedication to this monumental undertaking. It is important to recognize that a substantial effort was made by the Atlanta Police Department to restructure and revitalize the Narcotics Unit in an effort to restore community confidence and trust. The Narcotics Unit was expanded and all new personnel transferred into the unit. These changes presented challenges in terms of the need to provide significant amount of training to new personnel, while balancing the community demands for narcotics investigations and suppression; introducing personnel whose experience was limited to narcotics investigations while assigned to the Field Operations Division (patrol) to their new role of narcotics investigator; and educating personnel in the mission of the Narcotics Unit. Additionally, Major Siobhan O'Brien reached out to the Bureau of Justice (BJA) for assistance in conducting a comprehensive training needs assessment. David Adams of BJA and BJA's National Training and Technical Assistance Project at American University responded by providing substantial support to APD in initiating a training needs assessment.

APD should be proud of their accomplishments in recreating and revitalizing the Narcotics Unit. The following summary of recommendations is provided to give guidance to APD to further accomplish their goals:

- Continue to provide quality and continuous training with a diverse spectrum of job-related topics to the members of the Narcotics Unit.
- While it is recognized that teams 1 and 2 were transferred to the Narcotics Unit in May of 2007 and teams 3 and 4 in August 2007, the four teams should receive the same or similar training courses, in a timely but realistic time frame. This will encourage consistency in performance amongst the teams.
- The nature of the job duties for the narcotics investigators and supervisors requires substantial, frequent, continuous and realistic training in entries and tactical raid planning. The Narcotics Unit's four teams need to be cross-trained and have the experience of training with one another. The tactical training needs to be skill-based by designing the training to be hands-on.
- The Narcotics Unit's efforts to conduct tactical training is to be commended. However, the members of the unit instructing the tactical training need to be certified in general topics and firearms. It is recommended to have two individuals from the Narcotics Unit become certified instructors. One of the instructors should be a supervisor. To accomplish this, the department must enable these staff members to attend the training courses. Having members of the Narcotics Unit serve as the instructors would ensure consistency of method and the opportunity to evaluate and enhance the skills of their subordinates and peers. These instructors should keep up-to-date on tactics; therefore, these instructors should be afforded the opportunity to attend tactical training courses, when appropriate and feasible.
- A formalized selection process for the position of investigator was utilized to select staff. The components of this process are comprehensive. However, some of the investigators expressed the opinion that their assignment to the Narcotics Unit as investigators was not their desire, but they would serve their two-year commitment before requesting a transfer to another investigative position. While it is recognized that in a law enforcement agency, the employees are expected to serve in the position for which they are assigned. However, for greater commitment and enhanced performance of the employee, it is recommended that the selection process should assess the propensity and desire of the officer to serve in a particular investigatory position to enhance the agency's efficiency and effectiveness.

- Standard Operating Procedures need to be reformatted to be specific and pertinent to the Narcotics Unit to serve as a powerful training tool. Current standard operating procedures are very broad and pertain to numerous components of the agency. These broad issues that apply to numerous or all components of the agency should be presented as General Orders. The Standard Operating Procedures need to be specific and to the point to optimize absorption and application of the knowledge by the employee.
- Substantial effort has been made by the Atlanta Police Department to revitalize and restore community confidence by restructuring the Narcotic's Unit. This restructuring included increasing the staff size of the Narcotics Unit and transferring new personnel into the Unit. An appropriate span of control was noted between first line supervisors (sergeants) and investigators. However, the lieutenant position requires the individual to supervise day and evening shifts, and due to the four teams' days off, the lieutenant is required to supervise operations seven days a week. An additional lieutenant would provide greater accountability.
- A common theme articulated by the investigators was their lack of understanding of the mission of the Narcotics Unit. Investigators were unsure if their primary focus should be street level narcotics investigations, narcotics interdiction, or long-term strategic narcotics investigations. This lack of understanding may be due to the staff being new; however, clarification and direction by the supervisory staff is needed to resolve this issue.
- Investigators need to continue the focus on rebuilding the confidential informant file.
- While APD has limited control over this issue, the duplication of entries into the data bases of the P.O.S.T. and Georgia Police Public Safety Training Center is inefficient and challenging for the Training Unit that experienced a reduction in administrative staff from five to two positions. This issue needs to be addressed on a statewide approach.
- APD has experienced great challenges in trying to obtain the training documentation from courses provided by "outside agencies." In some cases, the agencies did not respond to the request or provide the documentation. This has affected APD's Training Unit's ability to have comprehensive training records. One recommended approach to address this difficulty is to decentralize the responsibility of collecting the course information to the first line supervisor (sergeant) in each unit in the department. In some cases, the first line supervisor will have a closer professional relationship with the instructor or "outside agency." The workload for each supervisor to collect the training documentation

would be substantially less because the supervisors would only have the responsibility of their subordinates' training documentation, as compared to having the Training Unit try to collect the documentation for every member of APD.

A chain-of-command approach would be followed so that lieutenants would be responsible for the sergeants' records, etc. For example, the sergeant would review the learning objectives prior to the subordinate's attendance to ensure that the training is appropriate for the job position. The sergeant would be responsible for attaining a copy of the curriculum and ensuring that the major components such as: instructor's name, duration of the training, learning objectives, and date of the training are forward to the Training Unit. The Training Unit would serve as a central repository for the course information and be responsible for entering the course into the member's P.O.S.T. and Georgia Public Safety Training Center computerized records systems.

- Other ancillary issues that were concerns of the Narcotics Unit's staff need to be reviewed by the agency's upper echelon such as the need for readily accessible surveillance equipment, use of assault rifles for the unit, Nextel cell phones for enhanced communication within the unit and with other agencies, acquisition of an off-site facility for the unit that could be also used for training, greater diversity of undercover vehicles, and the availability of overtime for operations.

VL. TRAINING PLAN

A. Considerations for an Effective Training Plan

While it is unlikely that APD's Narcotics Unit would experience another staff rotation of all personnel assigned to the unit, the philosophy a law enforcement agency has in terms of the length of time an investigator is assigned to undercover operations is a consideration that can significantly affect the training plan. Certainly, the investigator's performance is the most critical measure; however, some agencies formally or informally cap the length of time an investigator works undercover operations. APD's Narcotics Unit is somewhat in its infancy in terms of the tenure of its investigators, but at some point command staff must make a decision pertaining to this issue. The impact of staff rotation significantly impacts a training plan.

B. The Creation of a Training Plan

This training plan is formulated through input from supervisors and investigators assigned to the Narcotics Unit and staff members from TSS experienced in narcotics investigations and tactical training. APD has implemented substantial training for the current staff, therefore, this training plan is designed for future members transferred to the Narcotics Unit.

The first step in creating a training plan is to have the supervisor assess the new investigator's experience, level of performance and prior training. This information can be gleaned through existing documentation at APD. Secondly, the availability of the courses, staffing levels and the financial impact of the training are

considerations that also must be factored into the training plan. Supervisors must assess both of these steps to create an effective and realistic training plan for their subordinates.

The technical assistance consultants recommend four to eight hours of tactical training each month for all members of the Narcotics Unit. Listed below are suggested training courses for Investigators and Sergeants newly assigned to the Narcotics Unit. This listing of courses is designed to serve as a menu and the supervisor would determine the appropriateness of each course based upon the subordinate's experience, the availability of the course and the available financial support. First line supervisors (sergeants) should be competent in the topic areas that appear listed for the investigators; therefore, sergeants may need to attend some or all of these courses.

Narcotics Unit Investigators' Menu of Training Courses:

- Atlanta Police Department (APD) - New Investigator Training Course
- Drug Enforcement Agency (D.E.A.) - Criminal Procedure Guide for Drug Agents School
- Federal Bureau of Investigation (F.B.I.) - Tactical Street Survival
- Georgia Bureau of Investigation (G.B.I.) – Legal Issues in Obtaining Valid Consent to Search - Undercover School
- Multijurisdictional Counterdrug Task Force Training (M.C.T.F.T.) – Drug Training for Investigators
- M.C.T.F.T. – Tactical Drug Operations
- M.C.T.F.T. – Tactical Drug Operations Advanced

- Government Training Institute (G.T.I.) – Undercover Rescue
- M.C.T.F.T. – Undercover Operations
- National Drug Intelligence Center - Effective Briefing Techniques
- Bureau of Justice Assistance (B.J.A.) – Rave/Club Drug Awareness Seminar
- M.C.T.F.T. – Current Drug Trends (on-line training)
- M.C.T.F.T. – Interview and Interrogation
- Federal Law Enforcement Training Center (F.L.E.T.C.) - Money Laundering and Asset Forfeiture Training Program
- Other M.C.T.F.T. Narcotics on-line training:
 - Airport Narcotics Investigations
 - Introduction to Clandestine Laboratory Investigations
 - Clandestine Laboratory Recertification
 - Introduction to Conspiracy Investigations
 - Drug Identification
 - Ethical Issues and Decisions in Law enforcement
 - Explosives, Booby Traps & Bomb Threat Management
 - Introduction to Money Laundering
 - Risk Management and Violence in Undercover Operations
 - Surveillance Operations Overview
- Other similar courses available through Georgia Public Safety Training Center (G.P.S.T.C.):
 - Basic Clandestine Laboratory Investigator Course
 - Clandestine Laboratory Safety and Awareness
 - Introduction to Drug Enforcement
 - Drug Identification Course
 - Drug Undercover Operations
 - High Risk Warrant Service
 - Interviews and Interrogation
 - Officer Survival
 - Professional Ethics Training
 - Rave and Club Drug Investigations (Designer Drugs)
 - Search and Seizure for Drug Cases
 - Survival Spanish for Law Enforcement Officers

- G.P.S.T.C. – Weight Training and Fitness

Narcotic Unit Supervisors

- Any or all of the above courses.
- M.C.T.F.T. - Supervising Counterdrug Operations
- Bureau of Justice Assistance (B.J.A.) – Narcotics Task Force Workshop
- B.J.A. – Methamphetamine Investigation Management Workshop
- F.L.E.T.C. - Drug Task Force Supervisor School
- F.L.E.T.C. – Law Enforcement Supervisor Leadership Training Program
- M.C.T.F.T. – Command and Control Overview – Narcotics (on-line)

While the above training courses are being recommended, it is acknowledged that due to availability and cost of the training course, members of the Narcotics Unit may not be able to attend a specific course. In the event this situation exists, supervisory staff should identify a substitute course with similar goals and learning objectives.

VLL. CONCLUSION

The selection, training and supervision of staff are the key components in creating a culture of police excellence. Law enforcement agencies must hold their officers accountable. The leadership of a law enforcement agency is responsible for creating a culture that motivates and ensures that officers are striving to provide exemplary service to the communities they serve. Investing in the training of officers can reap great returns for both the agency and the officer. Training is an investment that law enforcement agencies cannot afford to “opt out” of. APD has invested in the training of the Narcotics Unit’s staff, and, if this philosophy continues, APD will reap the benefit of a well trained staff, and the trust and respect of the community.