

Hartford Police Department

Presentation to City Council

September 26, 2018

Chief David Rosado
Assistant Chief Rafael Medina
Assistant Chief Jason Thody

Agenda:

- Internal Affairs Complaints and Disciplinary Action Overview
- Community Policing Model and Engagement
- Officer Recruitment and Retention
- Professional Standards and Training

- Three ways the Department initiates investigations into alleged misconduct:

- 2

Internal Affairs Complaints and Discipline

• **Citizen Complaints**

- The citizen complaint process is bound by the federal settlement agreement known as Cintron v. Vaughn, along with Hartford Police Department Policy and Procedure.
- A citizen complaint can be made in many forms of communication, to include but not limited to:
 - Completing a citizen complaint form
 - Making a complaint over the phone
 - Sending an e-mail
 - Writing a letter
 - By fax

Internal Affairs Complaints and Discipline

• **Citizen Complaints**

- The written citizen complaint form is available:
 - On the Hartford Police Department website
 - At the front desk of the Hartford Police Department
 - At City Hall – Office of Human Relations
 - At community-based organizations to include:
 - NAACP Hartford Branch

Internal Affairs Complaints and Discipline

- The written citizen complaint form is available in both English and Spanish
- All complaints, in any form, will be accepted and forwarded to the Internal Affairs Division Commander

Internal Affairs Complaints and Discipline

- Within three (3) business days of receiving the complaint:
 - Commander of the Internal Affairs Division must ensure that the complaint is assigned
 - The complaint must be forwarded to the Office of Human Relations
 - The complainant will be sent a letter, informing them that the complaint has been received and listing the name of the person who is conducting the investigation

Internal Affairs Complaints and Discipline

- General Responsibilities of Investigator:
 - Locating/interviewing witnesses
 - Attempting to locate video footage
 - Obtaining radio transmissions
 - Obtaining dispatch records
 - Obtaining training records
 - Interviewing officers
 - Consulting with subject matter experts
 - Consulting with prosecutors

Internal Affairs Complaints and Discipline

- All citizen complaints investigations must be completed within sixty (60) days
- A fifteen (15) day extension may be approved by the IAD Commander or the Deputy Chief responsible for the investigation
- Any extension beyond fifteen (15) days must be approved by the Chief of Police
- Each investigation is reviewed through the chain of command, with the final review being the Chief of Police
- The burden of proof is the preponderance of evidence

Internal Affairs Complaints and Discipline

- Complaints are closed by one of the following dispositions:
 - **Exonerated** – The investigation discovered that the acts or acts complained of did occur but were justified, lawful and proper
 - **Unfounded** – The investigation indicates the act or acts complained of did not occur or failed to involve police personnel

Internal Affairs Complaints and Discipline

- Closing Complaints (continued):
 - **Not sustained** – The investigation fails to discover sufficient evidence to clearly prove or disprove the allegation(s)
 - **Partially sustained** – The investigation discovered sufficient evidence to clearly prove at least one of the allegations
 - **Sustained** – The investigation discovered sufficient evidence to clearly prove the allegation(s) made in the complaint

Internal Affairs Complaints and Discipline

- Closing Complaints (continued):
 - **Withdrawn** – At some point prior to the completion of the investigation, the complainant notified the Department that he/she wished the investigation discontinued and all reviewers concurred
 - **Closed at Intake** – Initial review of the complaint and Department records regarding the incident revealed no evidence of misconduct and the complaint was closed administratively

Internal Affairs Complaints and Discipline

- Closing Complaints (continued):
 - **Misconduct Not Related to Complaint** – The investigation revealed no evidence to support the allegation made by the complainant; however, the investigation uncovered misconduct or other violations not related to the citizen's allegations

Internal Affairs Complaints and Discipline

- Citizen Complaints

- All complaints are notified by mail of the disposition(s) of their complaint and right to appeal
- All complainants have fifteen (15) days to appeal the decision to the Civilian Police Review Board (CPRB)
- In cases where there are sustained allegations and discipline is determined to be appropriate, a copy of the entire case file is be provided to the Department Advocate

Internal Affairs Complaints and Discipline

- Overview of Citizen Complaints:

- Number of complaints by year:
 - 2014: 126
 - 2015: 104
 - 2016: 81
 - 2017: 74
 - 2018: 43 (year to date)

Internal Affairs Complaints and Discipline

- Breakdown of Allegations in 2018 Citizen Complaints:
 - Neglect of Duty/Poor Service – 16
 - Discourteous Attitude/Profane Language – 12
 - Civil Rights Violation(s) – 10
 - Violations of Code of Conduct or Policy/Procedure – 4
 - Harassment – 1

Internal Affairs Complaints and Discipline

- Breakdown of Sustained Allegations in 2018 Citizen Complaints:
 - Neglect of Duty – 3
 - Civil Rights Violation (Illegal Arrest) – 1
 - Violation of Policy/Procedure – 1

Internal Affairs Complaints and Discipline

- **Investigative Files (I-Files):**

- Hartford Police Department Investigative Files, also known as I-Files, are initiated by the Chief of Police
- I-Files typically involve allegations of off-duty misconduct, such as an off-duty arrest or when there is potential misconduct (on or off-duty) with no citizen complainant
- I-Files encompass the same process and the same requirement for the burden of proof (preponderance of evidence) as Citizen Complaints minus the notification requirements associated with complainants

Internal Affairs Complaints and Discipline

- **Supervisor Initiated (Form 90):**

- Any supervisor in the Hartford Police Department can initiate their own investigation
- Typically, a supervisor initiates their own investigation with personal observations, such as an officer being late for roll call or an officer not in the appropriate uniform of the day
- The supervisor conducts the investigation through interviews or written interrogatories and forwards the findings along with any disciplinary recommendations

Internal Affairs Complaints and Discipline

- Supervisor Initiated (Form 90):
 - Supervisor initiated complaints have the same command review process and the same requirement for the burden of proof (preponderance of evidence)
 - Disciplinary recommendations are forwarded to the Department Advocate for appropriate action

Internal Affairs Complaints and Discipline

- **Special Investigative Reports (SIR):**
 - SIRs are required for the following incidents:
 - Any firearms discharge by police
 - Any vehicle pursuit
 - Any serious incident occurring in the Detention Facility
 - Any wrongful arrest
 - Fleet vehicle accidents
 - Loss of, or damage to, department equipment or any employee property resulting in a claim; and as directed by a superior officer

Internal Affairs Complaints and Discipline

- **Special Investigative Reports (SIR):**
 - The designated supervisor has eight (8) calendar days to complete the SIR, unless an extension is approved through the chain of command to the Chief of Police
 - If it is found that discipline is warranted, the designated supervisor will submit their findings through the chain of command
 - The burden of proof is the preponderance of evidence

Internal Affairs Complaints and Discipline

- **Discipline Process:**
 - The disciplinary process is based upon a progressive discipline system
 - Progressive discipline is rooted in labor law and, in the case of public employees, constitutional protections outlined within the 14th amendment of the United States Constitution

Internal Affairs Complaints and Discipline

- Discipline Process:
 - The discipline process is established primarily by the Code of Conduct (Hartford Police General Orders 4-01 & 4-01A)
 - This applies to all Hartford Police Department employees, regardless of sworn or civilian status, union membership, rank, or assignment
 - Other disciplinary references:
 - General Order 4-2, Disciplinary procedures
 - General Order 4-3, Hearing Rules
 - Article II of the Collective Bargaining Agreement between the City and the Hartford Police

Internal Affairs Complaints and Discipline

- Discipline Process:
 - Prohibited behaviors and violations are outlined in the twelve articles of the Code of Conduct:

• Article I	-	Conduct Unbecoming
• Article II	-	Criminal Conduct
• Article III	-	Substance Abuse
• Article IV	-	Supervisory Responsibilities
• Article V	-	Negligent Performance of Duty
• Article VI	-	Intentional Misconduct
• Article VII	-	Use of Force and Firearms Discharge
• Article VIII	-	Administrative Regulations
• Article IX	-	Use of Department Vehicles
• Article X	-	Unethical Conduct
• Article XI	-	Employee Entitlements/Responsibilities
• Article XII	-	Discriminatory/Disparaging Actions or Remarks

Internal Affairs Complaints and Discipline

- Discipline Process:
 - For behaviors not specifically covered by the Code of Conduct, the charge of Article I, Section 1.00, Conduct Unbecoming an Employee may be applied
 - This “unclassified” offense is to be used only when the behavior is not otherwise addressed in the Code of Conduct
 - The range of discipline is left to the discretion of the Chief of Police

Internal Affairs Complaints and Discipline

- Discipline Process:
 - If, after command review, an investigation has determined that a Code of Conduct violation has occurred and discipline is appropriate, the investigative packet is sent to the Department Advocate for processing

Internal Affairs Complaints and Discipline

- Discipline Process:
 - Pursuant to Appendix A of the Collective Bargaining Agreement (Employee Rights), the only time an immediate suspension **without pay** is allowed is if an employee:
 - Has been arrested for a felony; a sexual offense; and/or a crime of larceny
 - If they have assaulted another officer while either is on duty
 - They have been found to be under the influence of drugs or alcohol while on duty

Internal Affairs Complaints and Discipline

- Discipline Process:
 - Pursuant to General Order 4-2, Disciplinary Procedures, immediate suspension **with pay** is allowed is if, “the nature of the offense requires immediate removal from duty” but does not meet the criteria for suspension without pay.
 - An officer can be placed on Administrative Duty **with pay** by the Chief of Police or his/her designee at the discretion of the Chief of Police

Internal Affairs Complaints and Discipline

- Discipline Process:
 - If the investigation supports formal discipline, the Advocate:
 - Reviews the circumstances of the incident
 - Reviews the past disciplinary history of the employee
 - Reviews discipline that has been issued to other, similarly situated, employees in the past
 - The Advocate then makes a recommendation to the Chief of Police regarding appropriate discipline

Internal Affairs Complaints and Discipline

- Discipline Process:
 - HPD General Order 4-01 stipulates that on the first offense of a specific violation, the employee shall be issued the lowest penalty established for that particular violation
 - On subsequent offenses for the same violation, the employee will be penalized with the next most severe discipline

Internal Affairs Complaints and Discipline

- Discipline Process:
 - Not every disciplinary incident in an employee's past is suitable for progressive purposes
 - If the employee does not receive additional disciplinary infractions within the timeframes established by General Order 4-01, Article 11.03 through 11.06 (below), such discipline is classified as "expired" and cannot be used for progressive disciplinary purposes

Internal Affairs Complaints and Discipline

- Discipline Process:

Progressive Discipline Expiration Periods

<u>Penalty</u>	<u>Time from Issuance of Discipline</u>
• A Penalty (Documented Counseling)	- Six (6) months
• B Penalty (Oral Reprimand)	- One (1) year
• C Penalty (Written Reprimand)	- Two (2) years
• D Penalty (1-5 day Suspension)	- Three (3) years
• E Penalty (6-10 day Suspension)	- Five (5) years
• F Penalty (15-30 Day Suspension)	- Five (5) years
• G Penalty (45-60 day Suspension)	- Ten (10) years
• H Penalty (90-180 day Suspension)	- Ten (10) years

Internal Affairs Complaints and Discipline

- Discipline Process:

- Once the Chief has reviewed the Advocate's recommendation, the Chief may choose to make an offer of discipline to the employee
- The employee may elect to accept the Chief's offer of discipline, plead guilty to the charges, and waive their right to a pre-disciplinary hearing (known as a Loudermill hearing)
- If the offer of discipline is accepted, and the employee waives their right to a Loudermill hearing, the discipline is issued by a commanding officer at the rank of captain or higher
- In the event that the employee declines the Chief's offer of discipline, a Loudermill hearing is scheduled

Internal Affairs Complaints and Discipline

- Discipline Process:

- A Loudermill hearing is an adversarial proceeding, very similar to a criminal trial
- This pre-disciplinary hearing is required based upon the United States Supreme Court decision in **Loudermill v. Cleveland Board of Education (1985)**
- In a disciplinary hearing, the Department Advocate serves as the representative of the agency, much like a prosecutor in a criminal case

Internal Affairs Complaints and Discipline

- Discipline Process:
 - The Advocate makes an argument to the Hearing Officer as to the seriousness of the charges, why they should be sustained, and, at times, what level of discipline should be imposed
 - The employee is entitled to representation by the union, or privately obtained legal counsel
 - The employee is afforded the opportunity to refute the allegations, to submit exculpatory evidence, and to confront witnesses against them

Internal Affairs Complaints and Discipline

- Discipline Process:
 - As outlined in section IV, C. 3. B. of General Order 4-2, Disciplinary Procedures, the Chief will provide the names of three (3) disinterested Hearing Officers at the rank of captain or higher
 - The employee may select one of those officers to hear their case
 - Alternatively, the Chief may empanel a three (3) person panel to serve as Hearing Officers

Internal Affairs Complaints and Discipline

- Discipline Process:
 - Pursuant to Appendix A, section 8 of the Collective Bargaining Agreement, if the maximum penalty for the alleged violations is a suspension of between one (1) and five (5) days without pay, an expedited hearing is held
 - In an expedited hearing, an officer at the rank of captain or higher serves as the Hearing Officer, in a capacity similar to judge and jury in a criminal trial
 - In an expedited hearing, no witnesses may be called to testify, but evidence and documents may be submitted as evidence

Internal Affairs Complaints and Discipline

- Discipline Process:
 - In a full disciplinary hearing, an attorney from the Corporation Counsel's Office serves as the Presiding Officer
 - The Presiding Officer makes decisions as to admissibility of evidence, rules on objections, and generally guides the proceedings
 - In a full hearing, the Presiding Officer operates like the judge, and the Hearing Officer takes on a primary role of jury
 - In both hearings, allegations must be proven to the preponderance of the evidence standard, meaning the Hearing Officer must weigh what is most likely true

Internal Affairs Complaints and Discipline

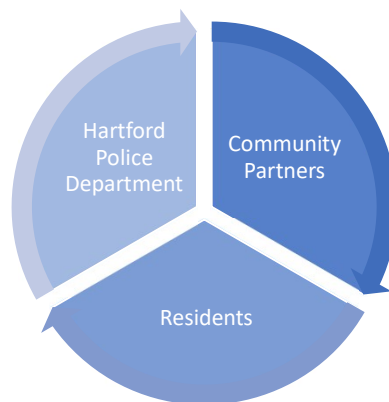
- Discipline Process:
 - After arguments and evidence are presented, the Hearing Officer makes a recommendation to the Chief about disposition of the charges as well as suitable discipline, if appropriate
 - The Chief may accept, modify, or reject the recommendation of the Hearing Officer
 - If, after the disciplinary hearing, the employee believes the punishment or procedures were improper, they may appeal the decision to the City of Hartford Human Resources Director in a “step 3” grievance

Internal Affairs Complaints and Discipline

- Discipline Process:
 - If they are still unsatisfied with the results, employees may appeal the decision(s) in a “step 4” grievance to the State Board of Mediation and Arbitration (SBMA)
 - Under the Collective Bargaining Agreement, the findings and decisions of the SBMA are final and binding upon both parties

Community Policing Model and Engagement

Community Policing Model and Engagement



Community Policing Model and Engagement

- Community Service Officers:
 - Maintain a positive relationship between the community, faith-based organizations, community businesses, and the various divisions within the Hartford Police Department, as well as with various federal, state, and city agencies and private entities, with a focus on an expeditious response to addressing the needs of the neighborhoods
 - Attend and conduct presentations at community meetings
 - Problem resolution for neighborhoods

Community Policing Model and Engagement

- Community Service Bureau Lieutenants:
 - Meetings/Response to Neighborhood Requests:
 - NRZ's
 - Community Events
 - Community Meetings
 - Block Watch groups
 - Faith Based Groups Meetings/Events
 - Business organizations

Community Policing Model and Engagement

- Community Service Bureau Lieutenants:
 - Address complaints of crime, nuisance abatement and other matters learned at these events
 - These meetings are in all Designated Police Areas of City, with several sometimes in the same neighborhood

Community Policing Model and Engagement

Return of Walkbeats (Lower Barbour and Frog Hollow/Park Street):

Walkbeats, consisting of two-officer units on foot or bicycle patrol, have been returned to the policing plan in both the Barbour and Park Street areas. These walkbeat units are able to effectively interact with the community, including residents and businesses, within their assigned areas. Their uniformed presence has a positive effect on quality of life as part of the Department's commitment to community policing.

Community Policing Model and Engagement

Monthly Public Compstat Meetings



WHEN

Thursday, Sept 27th, 5:30pm

WHERE

Hartford Police Department
253 High St. Hartford CT.

Community Policing Model and Engagement



Community Policing Model and Engagement



Group members are presented with a range of services to support their transition from the gang lifestyle, such as:

- Addiction Services
- Medical/Mental Health Treatment
- Educational Opportunities
- Housing
- Employment, and other services which are offered through the partnered social service providers.



The Hartford Reentry Welcome Center will support the successful transition of returning citizens by:

- Design a process for day of release for willing participants, including the creation of a centralized drop off facility in Hartford
- Provide connections to housing, relevant health services, employment opportunities, transportation, and basic needs like food and clothing.

Community Engagement

Innovations in Community Based Crime Reduction: North Hartford Promise Zone

Program goal:

The goal of ICBCR is to reduce crime and improve community safety as part of a comprehensive strategy to rebuild neighborhoods and spur revitalization. Through a broad cross-sector partnership team, including neighborhood residents, ICBCR grantees target neighborhoods with hot spots of violent and serious crime and employ data-driven, cross-sector strategies to reduce crime and violence.

Grant Award:

3 year grant (FY16 – FY 18. Expect a no cost extension into FY19)
\$1,000,000

Area of focus:

The target neighborhood is the area designated as the North Hartford Promise Zone (NHPZ), which is made up of the Upper Albany, Clay Arsenal, and Northeast neighborhoods - Barbour and Judson Street

Selection Criteria:

The City of Hartford's ICBCR "Hot Spot" was selected by assessing the following:

- Hartford Police Department data on Violent Crimes (Homicide, Sex Assault, Robbery, Aggravated Assault)
- existing community revitalization efforts that align with ICBCR
- ability to collect data driven outcomes

Community Engagement

Innovations in Community Based Crime Reduction: North Hartford Promise Zone

Status update:

Based on our findings from the past year of research there are three pressing problems contributing to the crime within hotspot at Barbour and Judson Street. A multifaceted strategy that is inclusive of residents, community based organization, faith based organizations and the City of Hartford is in the final stages of development. Several initiatives will be implemented to address the following:

- (1) The reduction of violent crime among young adults
- (2) Addressing environmental risk and community appearance
- (3) Improving collective efficacy and community perceptions of the Hartford Police Department

Community Engagement

Hartford to Alternative Arrest Program (HAAP): Barry Square, South Green and Frog Hollow

- HAAP is a community policing strategy that deflects low-risk/high-needs individuals from custodial arrest and connects them with community-based mental health care, addiction treatment, and social services.
- This pilot project is concentrated in neighborhoods that have historically experienced high custodial arrest rates – Barry Square, South Green, and Frog Hollow.
- HAAP utilizes peer engagement specialists to work directly with individuals to complete a needs assessment and engages those individuals to voluntarily participate in community treatment and services.
- The goal for HAAP is to deflect 800 individuals in the aforementioned South District neighborhoods.

Community Policing Model and Engagement

2016 SINA Neighborhood Service Award:
Officer Matt Labbe



2017 CT Police Chief Association for dedication
to community policing: Officer Jim Barrett

Officer Recruitment and Retention

Officer Recruitment and Retention

- Recruitment:
 - The Department has established a full-time Career Development Division for recruiting and developing potential police officers
 - Career Development Division
 - Recruitment Unit
 - Police Cadets
 - Police Explorers
 - Police Athletic League

Officer Recruitment and Retention

- In 2017, the Police Department approached the Department of Justice (DOJ) Office of Justice Programs (OJP) Diagnostic Center to conduct an evaluation and analysis of our recruiting efforts and hiring practices.
- The purpose of the study was to:
 - Identify and analyze factors that contribute to the challenges in the request from the HPD.
 - Recommend evidence-or practice-based solutions and model practices within diversity recruitment and areas for enhancement.
 - Inform development of improved hiring and retention strategies, in close coordination with the community, for implementing the recommended data-driven solutions.

Officer Recruitment and Retention

- Office of Justice Programs (OJP) Diagnostic Center

Recommendations:

- Enhance recruiting efforts by investing in job fairs that have produced applicants and discontinue those that have not yielded results.
- Develop programs to help minority applicants with the physical agility and written exams (large gap in the pass rates between minorities and non-minorities).
- Create more efficiency in the background process to make it more timely.
- Improve data collection by establishing consistent evaluation of when and why applicants fall out of the process in order to identify areas for improvement.

Officer Recruitment and Retention

- Recruitment:

- The Recruitment Division has changed the original recruitment poster to one that shows both diversity and inclusiveness; it is now more representative of the community they serve and the community they desire to recruit



Officer Recruitment and Retention

- Recruitment:
 - Recruitment involves building relationships with local organizations and business partners that serve the Hartford community
 - Some community partners utilized are:
 - Urban League Goodwin College
 - Job Corps Capitol Community College
 - True Colors University of Hartford
 - Aetna

Officer Recruitment and Retention

- Recruitment:
 - Community Service Officers and the Faith Based Officer assigned to Hartford's places of worship often assist with recruitment efforts of Hartford residents during NRZ meetings and other community events
 - Announcements through Block Watch conference calls allow for the recruitment officer to review application dates and requirements with the community

Officer Recruitment and Retention

- Recruitment:
 - To increase minority applicant recruitment, a line budget was created by the recruitment officer, listing recruitment expenditures for targeted marketing advertisements (Billboards and public announcements), travel to urban settings that are comparable in diversity and socio-economic structure to include research into historically black/minority universities/colleges, such as Howard University in Washington, D.C., University of Maryland, and Norfolk State for future recruitment sites

Officer Recruitment and Retention

- Recruitment:
 - In anticipation of upcoming application openings, 11 career fairs were registered for, and 8 were attended to increase a diverse pool of applicants:
 - University of Hartford's Spring Career Expo (53 recruited)
 - New England Law Enforcement Hiring Event (70 recruited)
 - Housatonic Community College (21 recruited)
 - Goodwin College Career Fair (15 recruited)
 - Pennsylvania Law Enforcement Expo (14 recruited)
 - Capitol Community College (27 recruited)
 - 21st Annual Northeast Fishing & Hunting Show (10 recruited)
 - Get Hired Hartford (Upcoming – September 26th)

Officer Recruitment and Retention

- Recruitment:
 - The application has been made more accessible to applicants
 - Applicants can obtain a paper application through:
 - Human Resources
 - City of Hartford website
 - Hartford Police Recruitment webpage
 - On-line application on Policeapp.com
 - Computers have been made available for prospective applicants at both the Human Resources Department and the Police Department

Officer Recruitment and Retention

- Recruitment:
 - Recruitment implemented a two-week written exam study session created to assist and prepare applicants for the Department's written exam
 - Practice test materials have been purchased by the recruiter and made available to applicants in a comfortable learning environment
 - Take home practice tests are given to applicants, to include, in-class practice exams
 - If the recruiter believes that an applicant requires further assistance with material, tutoring is available by the recruiter to improve any or all deficiencies

Officer Recruitment and Retention

- Recruitment:
 - Mock oral board sessions are held one week prior to the oral board interviews and are held every evening for a week
 - The mock oral board sessions are group-oriented and applicants are asked to volunteer to be interviewed during the session
 - The applicant who volunteers to be interviewed will be given 5 to 8 different scenario-based questions
 - Upon completion of their mock interview, they will be critiqued by other applicants and then by those officers chosen to assist Recruitment as a mock panel member

Officer Recruitment and Retention

- Recruitment:
 - Recruitment implemented and conducts physical fitness sessions for current and aspiring applicants three times a week for two hours at the Buckley High School track year-round
 - Sessions consist of Cooper Standard exercises (Push-ups, sit-ups, 300-meter sprint and 1.5 mile run) to include circuit training
 - Every Sunday, the group participates in an outdoor team activity, which provides an opportunity to mentor and interact with applicants

Officer Recruitment and Retention

- Applicant Recruitment Process:
 - A candidate's process may vary slightly depending on whether the individual is a Hartford resident or not
 - If the Candidate is a non-resident of Hartford, then the individual will be required to have a valid C.H.I.P card, passed at the 40th percentile, prior to completing and submitting an application
 - A Hartford Candidate can opt to take a C.H.I.P exam prior to and during an application process but doing so is not mandatory

Officer Recruitment and Retention

- Applicant Recruitment Process:
 - Although a physical agility exam must be taken by all candidates applying, Hartford candidates can take the physical agility exam on a date scheduled by the City of Hartford Human Resources Department
 - The exam is conducted by the Hartford Police Academy staff and Hartford candidates are required to pass at the 30th percentile
 - Hartford residents who pass their Coopers Standard Agility Test at the 30th percentile must pass their final PT exam one week prior to entering the Hartford Police Academy at the 40th percentile, as is required by POSTC

Officer Recruitment and Retention

- Promotions:
 - The Hartford Police Department offers a competitive promotional process for sworn members that meet certain eligibility requirements as established by the Department
 - The promotional process offers sworn officers an opportunity to become leaders within the Department while also taking on more professional responsibilities

Officer Recruitment and Retention

- Detective Promotions:
 - In order to be eligible for a promotion to Detective, officers must have a minimum of two years experience as a sworn officer within the Department
 - Officers meeting this requirement and wishing to apply for a Detective position vacancy will then be subject to an oral interview
 - After oral interviews, each applicant's work history will be examined, to include examples of work product (arrest warrants and search warrants), sick time usage, disciplinary history, and supervisory recommendations
 - After this review, the most qualified applicant will be selected to fill each Detective vacancy

Officer Recruitment and Retention

- Sergeant/Lieutenant/Captain Promotions:
 - Sergeants, Lieutenants, and Captains fill various supervisory and command positions throughout the Department
 - As a para-military organization, police departments adhere to a chain of command in which a hierarchy of authority dictates who is in charge of whom and the level of authority that an individual has is clearly delineated
 - Instructions flow downward along the chain of command and accountability flows upwards

Officer Recruitment and Retention

- Sergeant/Lieutenant/Captain Promotions:
 - To be eligible for the rank of Sergeant, an officer must have a minimum of four years experience as a sworn officer and/or detective within the Department
 - To be eligible for the rank of Lieutenant or Captain, an officer must have a minimum of two years experience as a sworn officer within the Department at the rank below the position sought
 - Other than meeting the minimum time-in-grade requirements for the supervisory position sought, the promotional process is the same for each rank

Officer Recruitment and Retention

- Sergeant/Lieutenant/Captain Promotions:
 - Applicants will participate in a two-part process involving a written examination and an oral examination
 - The written examination is a multiple-choice test based on various reading materials as determined by the Department.
 - Typical materials will include:
 - Various federal and state case law and statutory law
 - Department Policies and Procedures
 - Supervision and/or management textbooks
 - Other relevant material as determined by the Chief of Police

Officer Recruitment and Retention

- Sergeant/Lieutenant/Captain Promotions:
 - Applicants that successfully pass the written exam will be invited to the oral examination
 - This portion of the testing will involve an oral interview that examines an applicant's preparedness for the position sought
 - Each member of the oral board that grades the applicant's responses are certified officers from outside agencies of a rank higher than the applicant
 - Recently, the Department has added an in-basket portion to the oral exam

Officer Recruitment and Retention

- Sergeant/Lieutenant/Captain Promotions:
 - An in-basket exercise simulates a work situation where you, as a supervisor or commander, are required to make real-time decisions regarding prioritizing and managing schedules and tasks, workload challenges under pressure, and proving good judgment skills
 - This new process is considered to be the most fair and balanced approach to testing for promotional positions

Officer Recruitment and Retention

- Sergeant/Lieutenant/Captain Promotions:
 - Applicants that successfully pass the written and oral examinations are then placed on a certified list by Human Resources in order of their final score
 - Once promotional positions become available, a list of candidates is given to the Department by Human Resources. Based on the number of vacancies to be filled, the Department will receive a list containing the names of the highest scoring candidates, plus two additional names in the event that an applicant is skipped over

Officer Recruitment and Retention

- Sergeant/Lieutenant/Captain Promotions:
 - For example, 10 vacancies will result in a list of 12 applicants
 - An applicant may be skipped twice for any non-discriminatory purpose
 - Upon being skipped a third time, the applicant is removed from the certified list
 - Upon receiving a list of candidates, the Chief of Police will then hold interview
 - After the Chief's interview and a review of the applicants work history, sick time usage, and disciplinary history, applicants are selected to fill the vacancies

Officer Recruitment and Retention

Department Demographics by Rank as of 2/7/2011											
	Total	White	White	Black	Black	Hispanic	Hispanic	Asian	Asian	Total	Percentage
	Sworn	Male	Female	Male	Female	Male	Female	Male	Female	Minority	Minority
Chief of Police	1	0	0	1	0	0	0	0	0	1	100.00%
Assistant Chiefs	3	2	0	1	0	0	0	0	0	1	33.33%
Deputy Chiefs	2	2	0	0	0	0	0	0	0	0	0.00%
Captains	4	4	0	0	0	0	0	0	0	0	0.00%
Lieutenants	27	20	1	4	0	2	0	0	0	7	25.93%
Sergeants	56	34	3	7	1	9	2	0	0	22	39.29%
Detectives	77	40	7	8	1	15	4	2	0	37	48.05%
Officers	275	168	12	27	5	47	8	4	4	107	38.91%
Totals:	445	270	23	48	7	73	14	6	4	175	39.33%
Percentage of Sworn Officers		60.7%	5.2%	10.8%	1.6%	16.4%	3.1%	1.3%	0.9%		

Officer Recruitment and Retention

Current Department Demographics by Rank											
	Total	White	White	Black	Black	Hispanic	Hispanic	Asian	Asian	Total	Percentage
	Sworn	Male	Female	Male	Female	Male	Female	Male	Female	Minority	Minority
Chief of Police	1	0	0	0	0	1	0	0	0	1	100.00%
Assistant Chief	2	1	0	0	0	1	0	0	0	1	50.00%
Deputy Chiefs	4	3	0	0	1	0	0	0	0	1	25.00%
Captains	5	3	0	0	0	1	1	0	0	2	40.00%
Lieutenants	24	16	3	2	0	2	1	0	0	8	33.33%
Sergeants	53	38	5	5	0	2	3	0	0	15	28.30%
Detectives	65	37	2	9	1	11	3	1	1	28	43.08%
Officers	225	133	11	18	2	47	9	3	2	92	40.89%
Totals:	379	231	21	34	4	65	17	4	3	148	39.05%
Percentage of Sworn Officers		60.9%	5.5%	9.0%	1.1%	17.2%	4.5%	1.1%	0.8%		

Officer Recruitment and Retention

Recruit Class 2017-1											
Total	White	White	Black	Black	Hispanic	Hispanic	Asian	Asian	Total	Percentage	
Sworn	Male	Female	Male	Female	Male	Female	Male	Female	Minority	Minority	
12	5	1	1	0	3	2	0	0	7	58.33%	

Recruit Class 2017-2											
Total	White	White	Black	Black	Hispanic	Hispanic	Asian	Asian	Total	Percentage	
Sworn	Male	Female	Male	Female	Male	Female	Male	Female	Minority	Minority	
18	9	1	1	0	5	1	0	1	9	50.00%	

Recruit Class 2018-1											
Total	White	White	Black	Black	Hispanic	Hispanic	Asian	Asian	Total	Percentage	
Recruits	Male	Female	Male	Female	Male	Female	Male	Female	Minority	Minority	
16	5	3	3	0	4	1	0	0	11	68.75%	

Recruit Class 2018-2											
Total	White	White	Black	Black	Hispanic	Hispanic	Asian	Asian	Total	Percentage	
Recruits	Male	Female	Male	Female	Male	Female	Male	Female	Minority	Minority	
18	10	3	3	0	0	2	0	0	8	44.44%	

Officer Recruitment and Retention

Cadets (All Hartford Residents)										
Total	White	White	Black	Black	Hispanic	Hispanic	Asian	Asian	Total	Percentage
Cadets	Male	Female	Male	Female	Male	Female	Male	Female	Minority	Minority
13	1	0	3	0	4	4	1	0	12	92.31%

Explorers										
Total	White	White	Black	Black	Hispanic	Hispanic	Asian	Asian	Total	Percentage
Explorers	Male	Female	Male	Female	Male	Female	Male	Female	Minority	Minority
49	1	0	7	2	24	14	1	0	48	97.96%

CRU										
Total	White	White	Black	Black	Hispanic	Hispanic	Asian	Asian	Total	Percentage
Officers	Male	Female	Male	Female	Male	Female	Male	Female	Minority	Minority
5	0	0	3	0	1	1	0	0	5	100.00%

Professional Standards and Training

Professional Standards and Training

- The basic training program at the Hartford Police Academy located at 50 Williams Street is presently 30 weeks long. Recruit officers commute to the Hartford Academy for eight hours of class per day
- Recruits must successfully pass, with a grade of 70% or better, in each major academic area (CT criminal law, search & seizure, constitutional law, use of force, EMR, etc.) as well as successfully pass each of a series of different practical skill areas (firearms, driving, defensive tactics, etc.)
- The POSTC minimum curriculum for all police officers in Connecticut is currently 871 hours. The Hartford Police Academy exceeds the POSTC minimum curriculum hours with approximately 1,160 hours

Professional Standards and Training

- Driver training is increased to 54 hours from 32 hours due to the implementation of the nationally recognized Emergency Vehicle Operation Course (EVOC). 40 hours were added to the recruit academy for Crisis Intervention Training (CIT)
- The Hartford Police Academy exceeds the minimum hours in report writing, firearms, active shooter, crowd management, arrest and control, and physical training. The academy also started an advanced wellness program which includes yoga and suicide prevention. Only Hartford POSTC certified instructors who have been certified to instruct in a particular subject area, are allowed to teach at the Hartford Police Academy

Professional Standards and Training

- The Hartford Police Academy maintains a wait list from outside agencies that pay to attend our academy
- The Hartford Police Academy is regarded as a premiere satellite academy due to our advanced training, professional staff and facility which includes gyms, auditorium, multiple classrooms, firearms range and computerized use of force simulator
- Since 2016 the Hartford Police Academy has trained 4 different classes of recruits, and currently has 2 additional recruit classes in session

Professional Standards and Training

- Additionally, recruits must successfully complete a field training program consisting of a minimum of 400 additional hours.
- During field training the recruit officer is evaluated each day by a POSTC certified field training officer on his ability to perform the job of a Hartford Police Officer.
- Upon successful completion of all portions of the program, including basic and field training, the recruit officer is issued an initial certification as a police officer in the State of Connecticut.

Professional Standards and Training

- In-Service Training:
 - Each Hartford Police Officer must renew his/her POSTC certification every three years; renewal is predicated upon the satisfactory completion of 60 hours of review training
 - 28 of the 60 hours are in mandated subjects, 32 of the 60 hours are in elective areas
 - Mandated subjects are firearms, rape crisis, domestic violence, human relations, handling juveniles, police and the law, patrol procedures, gang violence and bigotry or bias crimes

Professional Standards and Training

- In-Service Training (continued):
 - Review training is done through Hartford Police sponsored in-service training. There are up to eight (8) in-service training days per year, comprising of 7 hours of review training each day
 - 28 of the 60 hours are in mandated subjects, 32 of the 60 hours are in elective areas
 - Mandated subjects are firearms, rape crisis, domestic violence, human relations, handling juveniles, police and the law, patrol procedures, gang violence and bigotry or bias crimes

Professional Standards and Training

- In-Service Training (continued):
 - Review training is done through Hartford Police sponsored in-service training. There are up to eight (8) in-service training days per year, comprising of 7 hours of review training each day
 - Hartford Police offer a minimum of 35 hours of review training per year, not counting NCIC recertification, totaling 105 hours of training every 3 years, exceeding the 3 year POSTC minimum of 60 hours by 45 hours
 - Typically, the Hartford Police Department trains an additional 4 hours over the mandated 4 hours in human relations and bias crimes