

Case Study 2018

Chicago Police Department Use of Force Training



Introduction:

Over the last several years, many police departments have come under increased scrutiny for the policies that define acceptable uses of force, prompting changes to use-of-force policies across the country.

In late 2014, the Chicago Police Department (CPD) faced increasing criticism of its use-of-force policies and practices in the aftermath of the fatal shooting of Laquan McDonald by CPD Officer Jason Van Dyke. The shooting spurred protests across the city and prompted the City of Chicago to commission the Police Accountability Task Force (PATF) to examine practices within CPD. Not long thereafter, the U.S. Department of Justice (DOJ) announced an investigation of CPD. In January 2017, the DOJ concluded that CPD had engaged “in a pattern or practice of using force, including deadly force, in violation of the Fourth Amendment of the Constitution.” The DOJ also found that there was a “disproportionality of illegal and unconstitutional patterns of force” specifically within minority communities.

Both the PATF and DOJ reports emphasized three critical areas where CPD needed to reform: use-of-force, officer accountability, and training.

In response to these findings, CPD revised its policy on use-of-force with input from policing experts, police departments in other cities, CPD officers, and the public. CPD also committed to its first universal, mandatory training for officers after they completed Academy training for new recruits. The goal of the new training was to ensure that the new policy, founded on a commitment to the sanctity of human life and de-escalation, was understood and integrated into daily operations by officers across the city.

Implementing a policy change of this magnitude for all 13,000 officers was a major logistical,

educational, and cultural undertaking for the entire Department. Civic Consulting Alliance and five *pro bono* partners brought private sector expertise to help CPD plan and coordinate this task. Over the course of 2017, the Civic Consulting Alliance-*pro bono* partner-CPD collaboration coordinated use-of-force training for every sworn officer in the Department and met an ambitious timeline to complete the trainings over less than six months.

Challenges:

Once a new use-of-force policy was adopted, the Department faced a monumental task: to provide more than 50,000 hours of training—equivalent to 6,500 officer working days—with no model in place for mandatory in-service training. After making a public commitment that the training would be complete and the new policy fully in effect by the end of 2017, the Department also had little time to design a program that overcame three challenges:

First, CPD had to provide the training without compromising public safety. CPD operates 24/7 across three shifts and 22 Districts, with officers in each shift and District serving in critical public safety roles. Determining when and how all 13,000 officers could go through training without impacting public safety required careful planning.

Second, the Department’s training capacity was already strained. While the CPD Training Academy was preparing for use-of-force training, it was also ramping up to train 1,000 new officers over the course of 2017 and 2018 as part of a hiring surge. Training every officer on use-of-force on top of the hiring surge would require careful management of staff time and facilities at the Department’s Training Academy.

Fast Facts:

13k

officers in CPD

5

pro bono partners

50k

hours of training

Pro Bono Partners:



“Given the complexity and importance of our reform work, we couldn’t have completed this first phase without the help of Civic Consulting Alliance and their partners. We are grateful to be able to leverage the expertise and excellence of the private sector as we seek to evolve the Department.”

—Eddie Johnson, Superintendent,
Chicago Police Department

Finally, the training course was only the first step to ensure that the shift in policy was fully integrated at CPD. Further action would be necessary to successfully implement, evaluate, and continuously improve the new policy.

Action:

Starting in 2017, Civic Consulting Alliance worked with CPD’s new Office of Reform Management and *pro bono* partners from Accenture, A.T. Kearney, the Boston Consulting Group, EY and West Monroe Partners to take on these challenges.

Accenture and EY provided strategic guidance and project management support at the outset, working with CPD to determine how to roll out the training. In collaboration with the Training Academy, this team concluded that the most efficient and cost-effective way to get all officers through the new use-of-force training without compromising public safety was to rely entirely on overtime hours. The Superintendent accepted this recommendation, and the plan was put into effect.

“This is what we do every day for our clients in our Health and Public Service practice, so it made sense for us to contribute.”

—Chris Bradley, Accenture Managing Director

Other *pro bono* partners contributed in crucial ways to begin changing CPD’s culture on use-of-force. A.T. Kearney helped CPD design an in-service training program that included an annually recurring use-of-force training; the Boston Consulting Group completed an analysis that led to a 16-hour scenario-based use-of-force training and set the framework for additional future trainings; and West Monroe Partners led workshops with CPD’s top staff on creating cultural change.

“For changes of this magnitude, it is important that leadership be aligned and understand their role in helping make it happen. We were excited to help CPD implement reforms.”

—Michael Hughes, Senior Director at
West Monroe Partners

Results:

As of October 2017, all active CPD officers had received initial training on the Department’s new use-of-force policy. While CPD has offered its officers elective in-service training for many years, the new training was the first mandatory training on use-of-force for all officers outside of the training they received as recruits.

“The scenarios were real and modern, which made them relevant to my work here in Chicago,” said one officer after receiving the training. “The explanation of the use of force was done in a plain, no-nonsense way.”

Superintendent Eddie Johnson often cites his personal commitment to developing officers’ abilities through refresher trainings. Beginning in 2018, officers will receive an advanced, scenario-based use-of-force training annually.

“As we implement reforms, we have to give our officers the tools they need to carry them out. Training is a critical part of creating long-lasting, effective change for CPD and the communities we serve.”

—Eddie Johnson, Superintendent,
Chicago Police Department

These trainings won’t exist in a vacuum. They are part of a broader effort to ensure the new use-of-force policy is evaluated and improved on a regular basis. For example, in 2018 CPD:

- Launched the Force Review Unit, which will review every non-lethal use-of-force incident to understand Department-wide patterns and provide recommendations on trainings, equipment needs and changes to CPD policy.
- Involved supervisors earlier and more frequently in reviewing use-of-force incidents involving their officers.

Together, these initiatives will help the Department and its officers make progress toward their shared vision: that all Chicagoans are safe, supported, and proud of the Chicago Police Department.