

**Report to / Rapport au:**

**OTTAWA POLICE SERVICES BOARD  
LA COMMISSION DE SERVICES POLICIERS D'OTTAWA**

**31 May 2021 / 31 mai 2021**

**Submitted by / Soumis par:**

**Chief of Police, Ottawa Police Service / Chef de police, Service de police d'Ottawa**

**Contact Person / Personne ressource:**

**Superintendent Mark Patterson / Surintendant Mark Patterson**

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**SUBJECT: RESPONSE TO INQUIRY I-21-11: COACH OFFICER REQUIREMENTS  
AND TRAINING IN ADVANCE OF APPOINTMENT**

**OBJET: RÉPONSE À LA DEMANDE DE RENSEIGNEMENTS I-21-11:  
FORMATION DES AGENTS D'ENCADREMENT ET EXIGENCES  
ENVERS CES DERNIERS AVANT LEUR NOMINATION**

**REPORT RECOMMENDATIONS**

**That the Ottawa Police Services Board receives this report for information.**

**RECOMMANDATIONS DU RAPPORT**

**Que la Commission de services policiers d'Ottawa prenne connaissance du  
présent rapport à titre d'information.**

**INQUIRY**

Please detail the review process conducted by the OPS prior to appointing someone as a Coach Officer. Over what period of time would their service records be reviewed, and what would the expectations of their records be? Please also breakdown the training they'd receive prior to appointment as well as thereafter, specifically with regards to de-escalation and mental health response.

**RESPONSE**

In Q3 of 2019, an audit on the OPS Coach Officer program was initialized and concluded in Q1 2020. It was determined that a lack of centralized oversight of the

Coach Officer program created gaps in the effective management of these officers and inconsistency in the delivery of field training and assessing performance. This also impacted the Ottawa Police Service's (OPS) ability to provide a clear strategy to ensure sufficient Coach Officer capacity and optimize their utilization. In mid-2020, the Coach Officer title was re-branded to Field Training Officer (FTO).

The OPS introduced a further series of rigorous evaluations and requirements for anyone who wishes to become a Field Training Officer (FTO), including specialized training and suitability screening conducted by our Professional Standards Unit (PSU).

Those who are interested must meet the following qualifications:

- Be a First Class Constable
- Be endorsed by his or her supervisor
- Be a role model
- Have an exemplary work record

Officers are evaluated at each stage of review of these qualifications.

The PSU will additionally conduct a background check to ensure that there are no internal records of suspensions, criminal code charges, investigations, convictions or appeals; or similar investigations, convictions or appeals under the Police Services Act (PSA). The Professional Development Centre also reviews internal performance review reports and makes its recommendations.

This combined evaluation can take up to several weeks to complete for each officer.

Once that criteria is met, the officer is sent for specialized FTO training, developed by the Ontario Police College. Training topics include:

- Emotional intelligence, active listening and providing feedback
- Performance management and evaluation
- Ethics and leadership
- Respect, ethics and values
- Wellness
- Report quality assurance
- Interactive panel discussions; training experiences, support systems, recruit management scenarios
- Fair and impartial policing

Fair and impartial police training includes the development of understanding bias within the role of a FTO and how it can affect perceptions and behaviours. It also outlines techniques and concepts to reduce that bias, within the scope of police legitimacy and procedural justice, and help them to effectively interact with the community and their assigned recruit officer.

Once they become an FTO, their activity is monitored with weekly check ins with the Talent Development and Performance Management team to ensure that recruit evaluations are done correctly and to mitigate any issue that may arise. This ensures that the proper feedback and resources are given to both the FTO and the new recruit to ensure the success of the process. Unsuitable FTOs are identified early because of this ongoing check-in process and removed from the program. A feedback questionnaire for both recruits and FTOs is currently being developed to provide additional oversight.