

IN THE UNITED STATES DISTRICT COURT
FOR THE NORTHERN DISTRICT OF OHIO
EASTERN DIVISION

UNITED STATES OF AMERICA,)	CASE NO.: 1:15-CV-01046
)	
Plaintiff,)	
)	JUDGE SOLOMON OLIVER, JR.
vs.)	
)	<u>NOTICE SUBMITTING CITY OF</u>
CITY OF CLEVELAND)	<u>CLEVELAND 2023 LEADERSHIP</u>
)	<u>DEVELOPMENT TRAINING</u>
Defendant.)	
)	
)	

I. INTRODUCTION

The Monitoring Team respectfully submits the finalized City of Cleveland (“the City” or “Cleveland”) 2023 Leadership Development Training, pursuant to Paragraphs 84(1), 322, and 324 of the Consent Decree. The attached documents represent the full course materials and include the Leadership Training Course Plan (Exhibit A), the Leadership Training Introduction (Exhibit B), and Leadership Decision Exercises 1-4 (Exhibits C-F).

The Consent Decree requires the City to provide all sworn supervisors with “adequate in-service management training which may include updates and lessons learned related to the topics covered in the supervisor training and other areas covered by this Agreement.”¹ The supervisor training referenced in Paragraph 324 was approved by this Court on February 28, 2019.² The

¹ Dkt. 413-1, Ex. A ¶324.

² Dkt. 243.

current curriculum was developed through a collaborative process between the Training Section and a third-party vendor. The Monitoring Team has carefully reviewed the 2023 Leadership Development Training in its entirety and provides the following assessment.

II. 2023 CLEVELAND LEADERSHIP DEVELOPMENT TRAINING

The Leadership Development Training course for Cleveland Division of Police (“CDP”) supervisors consists of a three-hour online portion and a 16-hour classroom component. The online portion begins with an introductory module which covers trust, adaptive decision-making, and the five E’s for effective leadership (empower, expect, entrust, enact, and evaluate). As a part of the decision-making discussion, the introductory module explores five factors that shape leaders’ decisions – legal, administrative, tactical, ethical, and social (or “LATES”). These introductory concepts provide a foundational understanding of how to lead effectively as well as how supervisors should make decisions through a lens of considering the LATES factors.

The online course then proceeds through four Leadership Decision Exercises (“LDEs”). All four of the LDEs have a similar format. They present the learner with wearable camera system footage from an actual CDP incident, and then the video is stopped at various decision points to prompt the learner to determine the best course of action at that juncture to address each of the relevant LATES factors in the scenario. The modules ask the learner to answer the questions as if they are the supervisor in the video, and the prompt questions are meant to hone the supervisor’s leadership and decision-making skills while working to improve supervisors’ articulation of their decisions. Each module ends with a discussion of the entire scenario to emphasize key points from the exercise and to reflect on the 5 E’s that were in play during the exercise.

LDE 1 covers the post-incident response to a Level 3 Use of Force incident. LDE 2 works through a response to an active call involving force. LDE 3 involves a situation where the supervisor investigates a use of force. Lastly, LDE 4 covers the response to an officer-involved shooting.

All this foundational online material is then revisited through the two-day in-person interactive classroom training. The in-class portion begins with a case study to discuss positive CDP supervisory performance and has the class reflect on the positive example they have just watched. The lesson then contains interactive discussion about leadership traits, the importance of trust, and the features of adaptive decision-making. After a break, the lesson then launches into a revisiting of all four LDE modules that the class participants have already reviewed on their own through the online course. By reviewing all four LDEs over the rest of day one and throughout day two of the classroom portion of the training, the key lessons from the LDEs are further explored and emphasized by the class instructors as well as through the robust collaborative discussion that the LDEs are designed to elicit. At the end of day two, the classroom portion of the training concludes with a roundtable discussion where participants are asked about the most important things they have learned from the training, the steps they can immediately take to implement in their work what they have learned during the training, challenges they may face and how they could prevent those obstacles, and their input for future leadership training.

The Monitoring Team believes that the attached Leadership Development Training for CDP supervisors provides specific and interactive guidance on supervisory and decision-making skills, and provides ample opportunity for discussion and practice on determining how a

supervisor would make careful and effective decisions given the several real scenarios reviewed during the online training and revisited further in the class room setting.

III. CONCLUSION

The task of the Monitoring Team is to duly consider whether the City's Leadership Development Training materials for its 2023 in-service supervisor training materials meet the terms of the Consent Decree. The Leadership Development Training, attached hereto, meets the requirements of Consent Decree paragraphs 84(1), 322, and 324, and therefore the Monitoring Team requests that the Court approve the 2023 Leadership Development Training.

Respectfully submitted,

/s/ Ayesha Bell Hardaway

Ayesha Bell Hardaway
Former Interim Monitorⁱ
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CERTIFICATE OF SERVICE

I hereby certify that on April 14, 2023, I served the foregoing document entitled **Notice Submitting City of Cleveland 2023 Leadership Development Training** via the court's ECF system to all counsel of record.

/s/ Ayesha Bell Hardaway
AYESHA BELL HARDAWAY

ⁱ The information included in this filing and the related work were completed during the filer's service as Interim Monitor. Attorney Karl Racine was appointed Monitor by Order of the Court on April 12, 2023 and is aware of this filing.