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# DPSST

## 2013-2015 Budget Presentation



# Our Mission

*“To promote excellence in public safety by delivering quality training and developing and upholding professional standards”*



# History

- **BPST**
- **BPSST**
- **DPSST**



# 50 Years (1961 – 2011)

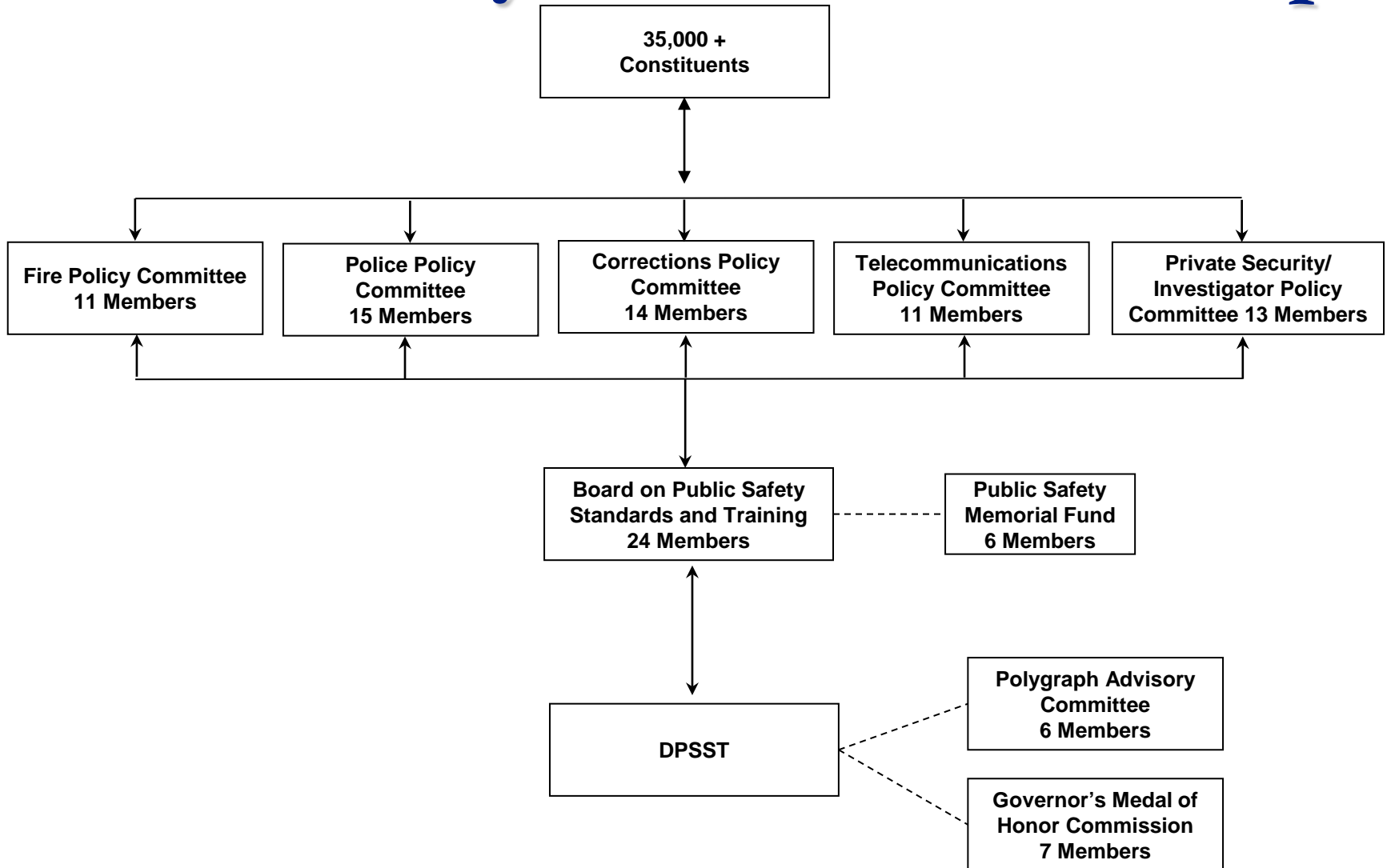
- 1961 – Advisory Board on Police Standards and Training created; first Basic Police Class
- 1968 – Police Standards and Training Act made police officer training and certification mandatory
- 1974 – Oregon Police Academy moved from Camp Withycombe to Monmouth
- 1976 – First Basic Corrections Class
- 1978 – First Basic Parole and Probation Class
- 1987 – Criminal Fine & Assessment Account (CFA) established
- 1991 – Telecommunications and EMD added
- 1993 – Fire Training added; OSP included in certification
- 1995 – Private Security added
- 2004 – Construction started on Oregon Public Safety Academy
- 2005 – Private Investigators added
- 2006 – DPSST moved from Monmouth to new facility in Salem
- 2011 – Marked 50<sup>th</sup> year for Basic Police Training

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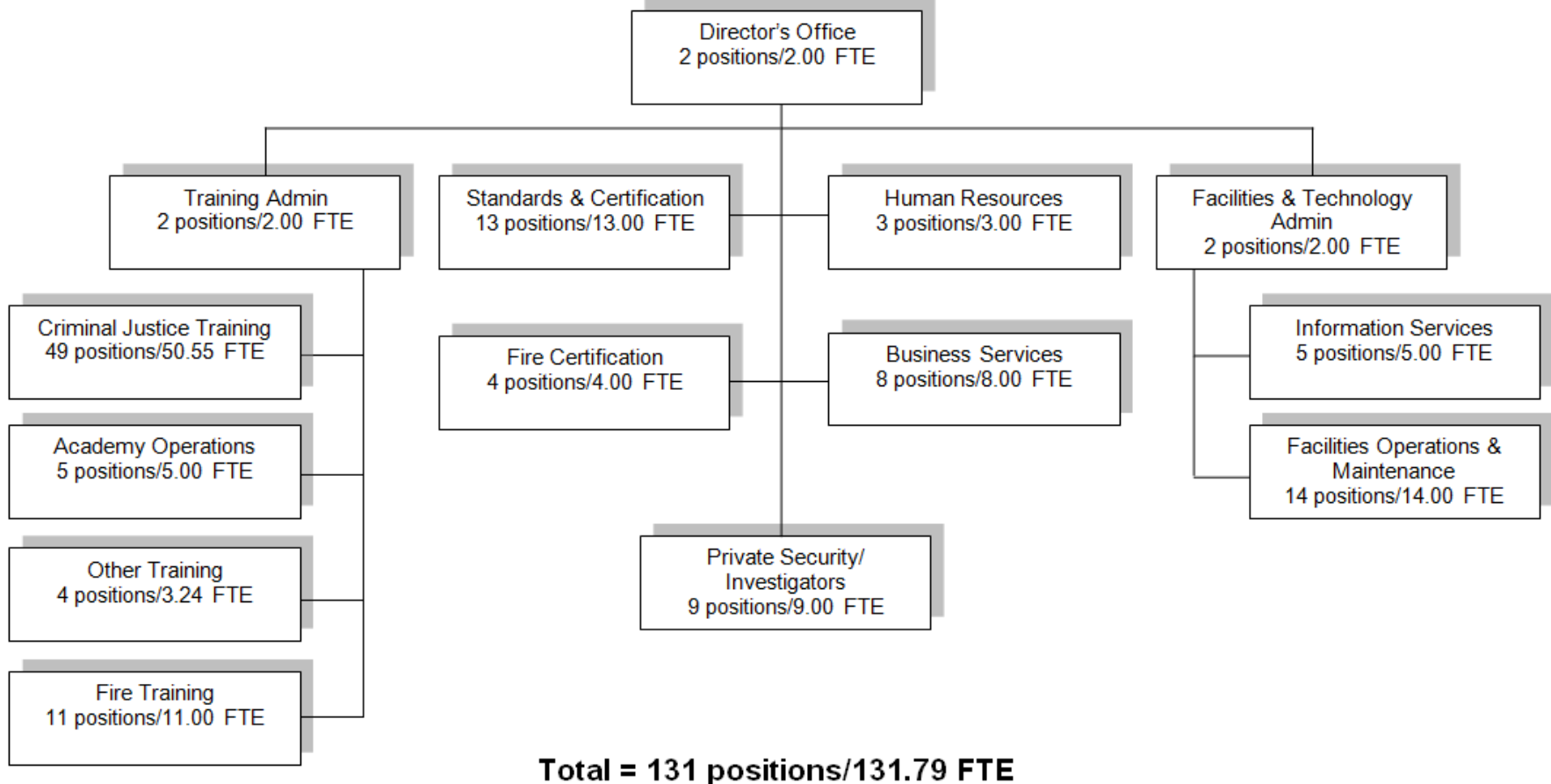
# Overview of Organization & Budget Drivers



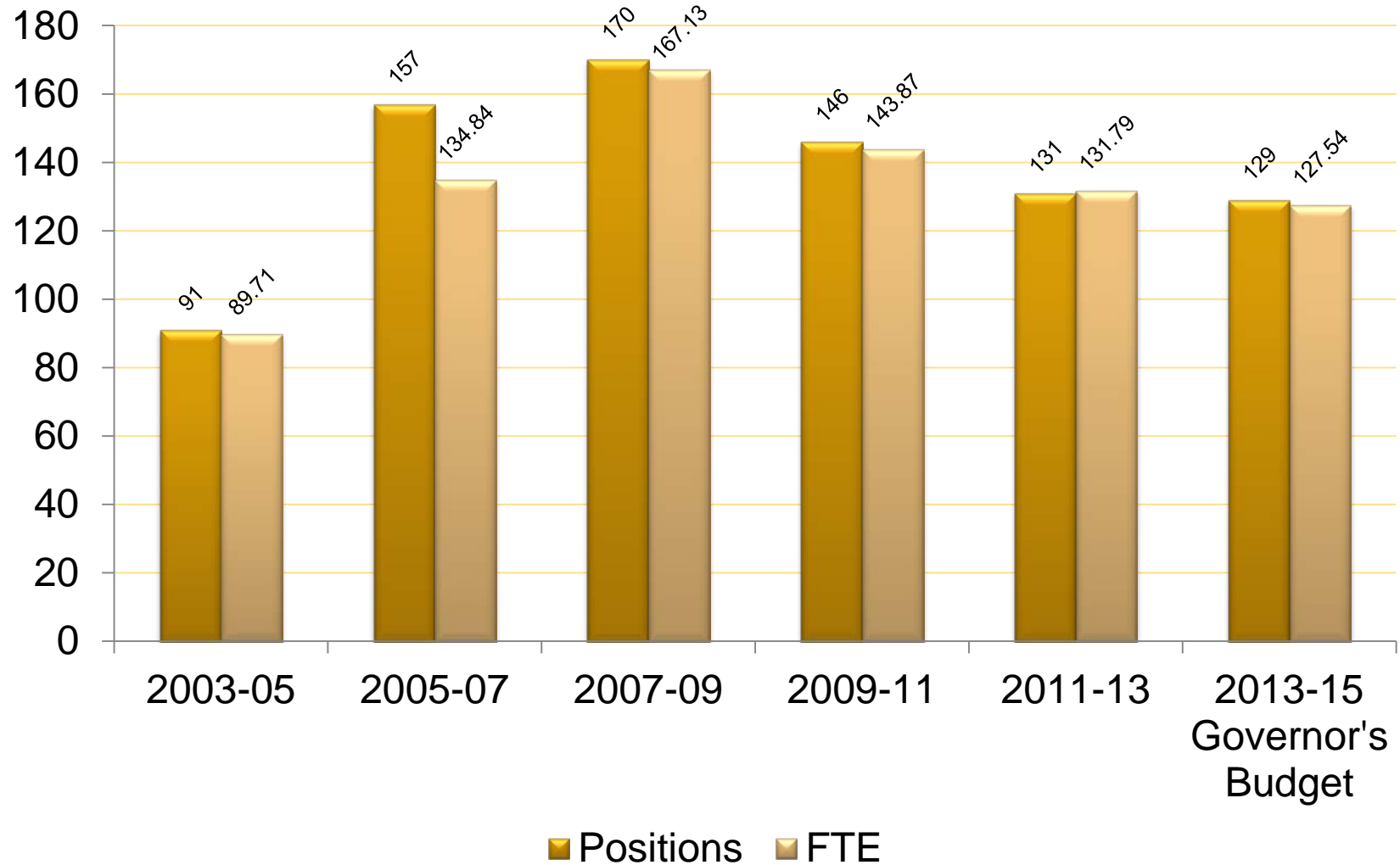
# Public Safety Shared Stewardship



# 2011-13 Organizational Structure



# Position/FTE Change Over Last 10 Years





# Academy Based Training

- Basic Police (16 weeks)
- Basic (Local, City and County) Corrections (6 weeks)
- Basic Parole & Probation (4 weeks + 1 week for armed officers)
- Basic Telecommunications (9-1-1) (2 weeks)
- Emergency Medical Dispatch (1 week)
- Police – Career Officer Development (2 weeks)
- Corrections – Career Officer Development (2 weeks)

	Students Enrolled 2010	Students Enrolled 2011	Students Enrolled 2012
Basic Police	221	156	135
Basic Corrections	91	76	66
Basic Parole & Probation	20	27	19
Basic Telecommunications	103	88	80
Emergency Medical Dispatch	40	32	55
Police – Career Officer Development	39	39	13
Corrections – Career Officer Development	8	3	3

# Basic Training Investment with Criminal Fine Account (CFA) and Local Funding

## DPSST Provides:

- Instruction and scenario training
- Ammunition/targets, classroom and other training materials
- Meals and lodging

## Employing Agency Provides:

- Officers' salaries and benefits
- Officers' equipment (safety equipment, handgun)
- Agency-loaned instructors when possible

## EXAMPLE

Basic Police Training (16 weeks) – Per Student Investment

### DPSST:

Training Delivery and Supplies	\$15,000
Meals	1,675
Lodging	<u>2,800</u>
<b>Total</b>	<b>\$19,475</b>

### Local Agency (Keizer PD):

Salary and Benefits	\$23,637
Equipment	<u>10,257</u>
<b>Total</b>	<b>\$33,894</b>

# Criminal Justice Regional Training

- Perishable skills maintenance (Emergency Vehicle Operator Course, Active Shooter, defensive tactics, legal updates, domestic violence, use-of-force decision making, and many others)
- State and federal partnerships (Attorney General's Sexual Assault Task Force, Governor's Advisory Committee on DUII, OSP Oregon Regional Forensic Academy, and many others)
- Field Training & Evaluation Program (FTEP)
- 2 regional field offices (positions reduced 66% since 2003 due to budget shortfalls)
- Courses range from one hour to 120 hours

	2010	2011	2012
Number of regional, specialized and advanced classes	286	260	227
Number of students trained	7,611	5,805	5,117
Number of participants in regional executive leadership training	878	520	1,048

# Fire Training and Certification Program

- Training of Fire Service Professionals (Code-3 driving, hands-on live-fire training, National Incident Management System training, National Fire Academy training, and many more courses)
- Certification of Fire Service Professionals
- Serve over 13,000 career and volunteer firefighters
- Regional field offices

	2010	2011	2012
Number of training classes for fire service professionals	286	260	227
Number of participants attending training classes	15,406	18,378	22,780
Number of fire certifications issued	4,521	4,173	3,344
Number of fire certification applications rejected	287	277	182

# Standards and Certification

- Officer certifications
- Professional standards compliance
  - Revocation of certification
  - Denial of certification
  - Ethics Bulletin
- Officer records
- Certification & training maintenance compliance
- Polygraph licensing
- Tribal Peace Officer Powers (SB 412 – 2012 Regular Session)

	2010	2011	2012
Number of law enforcement certification applications processed	1,636	1,842	1,631
Number of revocation or denial cases opened	294	274	318
Number of revocation or denial cases closed	264	261	356
Number of revocations or denials	98	125	105

# Private Security/Investigators Program

- Certification of private security professionals
- Licensing of private security managers and private investigators
- Professional standards compliance
- Certification of instructors
- Delivery of statutorily mandated training programs

	2010	2011	2012
Number of newly certified private security officers	3,316	4,214	4,426
Number of private security officers renewing certification	5,523	4,105	3,947
Number of new private investigator applicants	108	103	131
Number of private investigators renewing licenses	303	195	296

# Public Safety Memorial Fund

- Provides aid to public safety officers who are permanently and totally disabled in the line of duty and to beneficiaries of officers who are killed in the line of duty.
  - \$25,000 payment
  - Health and dental insurance (for an eligible officer, designee or spouse for up to 5 years and for children up to 18 years of age or 23 years of age if in school)
  - Mortgage payments for up to one year
  - Higher education scholarships

Biennium	Benefits Paid
1999-2001	230,739
2001-2003	424,920
2003-2005	166,787
2005-2007	164,410
2007-2009	237,568
2009-2011	137,639
2011-2013*	193,757

\*as of December 31, 2012

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# Facilities & Information Technology

- Maintain 213 acres of property
- Maintain over 330,000 square feet of building space
- Maintain and repair building infrastructure including: HVAC, lighting, energy management, access control systems and equipment.
- Fabricate props used in training delivery
- Monitor state and federally protected wetlands
- Provide custodial services; including general cleaning, refuse and recycling programs, floor care, and housekeeping services
- Provide reception and student services at dormitory building
- Provide support for use of technology solutions
- Manage and maintain information systems
- Keep technology on pace with agency needs
- Manage food service, security and linen contracts
- Support tenant agencies facility needs and information technology infrastructure/needs.



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# Director's Office, Human Resources & Business Services

- Director makes policy, manages agency and consults the Board
- Human Resources Division manages position classification, recruitment, employee records, labor relations and background investigations
- Business Services Division uses six statewide computer applications and have charge of accounting, payroll, internal control, purchasing, contracting and budgeting

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# Budget Drivers

- Population growth
- Aging workforce – succession planning
- Demand for training and certification
- Demand for access to training venues
- Demand for meeting space (set-up, tear-down, cleaning)
- Increase in litigation and Attorney General costs
- Impact on local governments of potential loss of timber funds
- Potential deferred maintenance as warranties on building components and equipment expire
- Growth and stability of Criminal Fine Account (CFA) and Fire Insurance Premium Tax (FIPT)

# Challenges

- Reliance on volunteers and agency-loaned instructors and role players
- Increased case load related to revocations and denials = Increased Department of Justice costs
- Student dismissals/removals
- Budget uncertainties = lay-off employees, freeze compensation, furloughs, employee morale, increased sewer/storm water and utility costs, etc.
- Unable to meet on-going demands for use-of-force and special training (mental illness, racial profiling, sexual violence, autism, etc.)

	2007-09	2009-11	2011-13*
Total volunteer and agency-loaned hours	26,355	13,215	10,271
Approximate value of hours (at average of \$25.70/hour)	677,324	339,626	263,956
Estimated FTE (1 FTE = 4,160 hrs/biennium)	6.34	3.18	2.47
Students dismissed for rules violations including academic failures	21	6	16
Students dropped-out or removed by home agencies	73	25	12

\*Through December 2012

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# Measuring Performance



# Agency Performance Results

- **Quality Assurance/Quality Improvement**
  - **Academy Based-Programs**
    - Academy Training Operations Management System (ATOMS)
    - Standards and Training Ad hoc Reporting System (STARS)
    - Field Training Officer survey
    - Field Training Officer involvement in “Calls for Service Week”
    - Comment cards on meal service at academy
  - **Strategic Planning Process**
  - **DPSST Listening Tour**
  - **Constituent Feedback – Conferences, Meetings, etc.**
  - **Validation of Standards and Training**
    - Job Task Analysis survey instruments
    - External review by experts – SAIF, OSHA, others
  - **Board on Public Safety Standards and Training**
    - Direct input and oversight of stakeholders
    - Six discipline specific policy committees
    - Discipline specific curriculum advisory sub-committees
    - Annual evaluation of DPSST director sent to Governor
    - Task forces and work groups

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# Cost Containments/Efficiencies

- **Public Safety Efficiencies Workgroup**
  
- **Department of Corrections**
  - **Inmate Labor**
  - **Recycling Through Department of Corrections**
    - **E-Waste**
    - **Cardboard**
  
- **Oregon State Police**
  - **Recruiting and Training**
  - **Tribal Gaming Section**
  - **State Athletic Commission**
  
- **Oregon Youth Authority Training Division**
  
- **Public Safety Task forces and workgroups**

# Staffing Ratio Target Efforts

- DPSST has improved the supervisory to non-supervisory ratio as required in HB 4131. The initial ratio was 1 to 7, and that has been improved to 1 to 8 effective June 30, 2012. The agency has 16 budgeted supervisory positions and 115 non-supervisory positions
  
- Specific Steps Taken:
  - Reclassified one Information Systems (IS) management position to a classified IS position
  - Held two managerial position vacant for extended period pending guidance
  
- Current staffing ratio only includes “budgeted” positions and does not take into account temporary, part time or agency loaned employees or volunteers
  
- If formula included all employees, DPSST ratio would be 1:18

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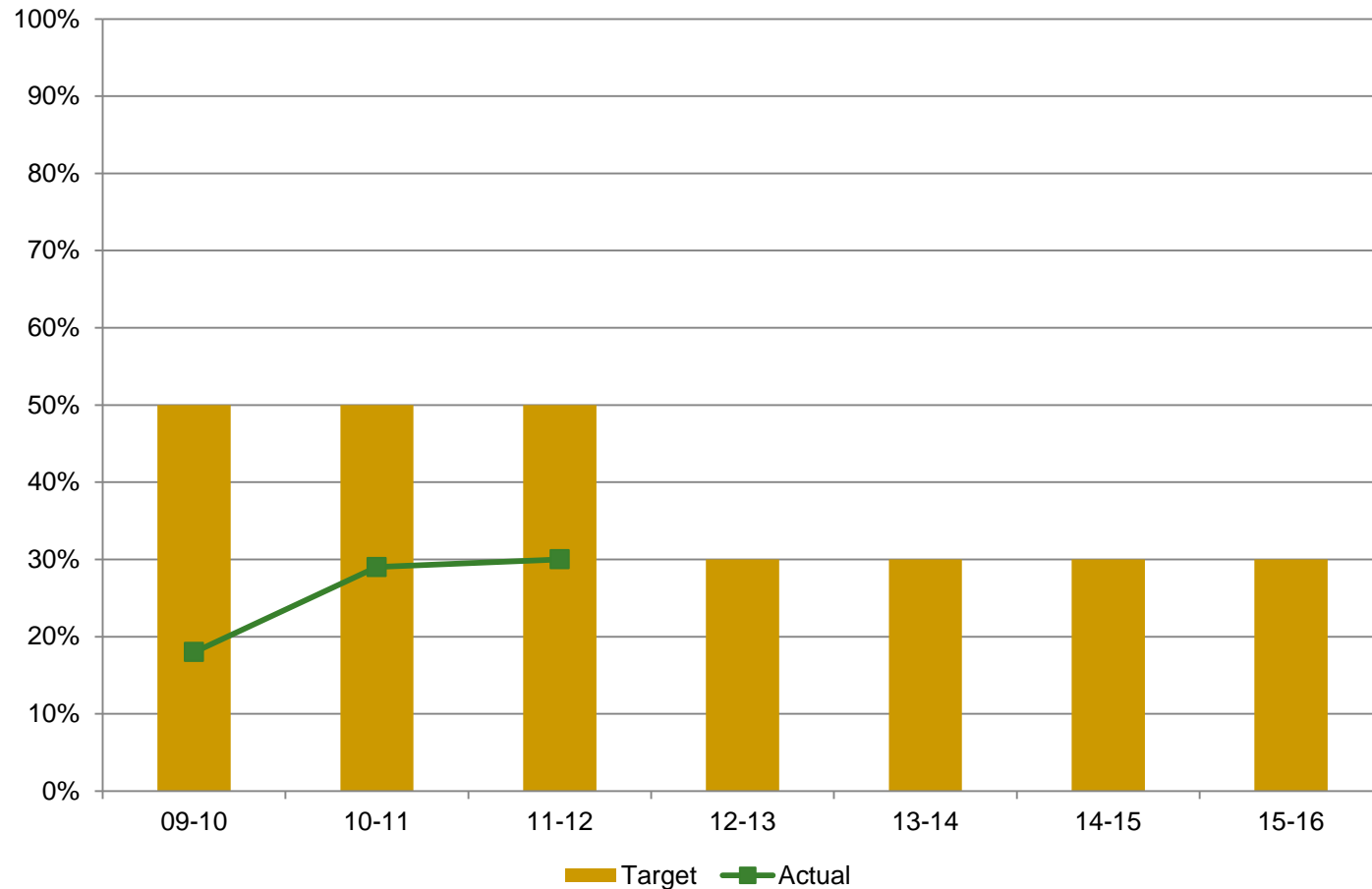
# KPM #1 – Basic Training

- To measure average improvement in trainee officer knowledge and performance based on assessments at entry and completion of Basic Training
- This measure was changed in 2009 in an effort to more accurately capture the performance of Basic Training.
- DPSST is just beginning to make use of this measure. Many factors may impact entry test scores (prior experience as a reserve officer, on-the-job experience prior to attending academy training, and education). As data is gathered, the measure may need to be revised.
- Only one class has been assessed so far with a test at entry and graduation. Entry test scores were higher than anticipated.
- Since this is a new measurement and it took time to develop the entry test, only one class was tested.
- The target was set at 50%; the average improvement in knowledge for the first class tested was 18%.
- There is still much work needed to assess the effectiveness of the Basic courses. In the next reporting cycle, more data will be available that should provide a better measure of the effectiveness of the courses.



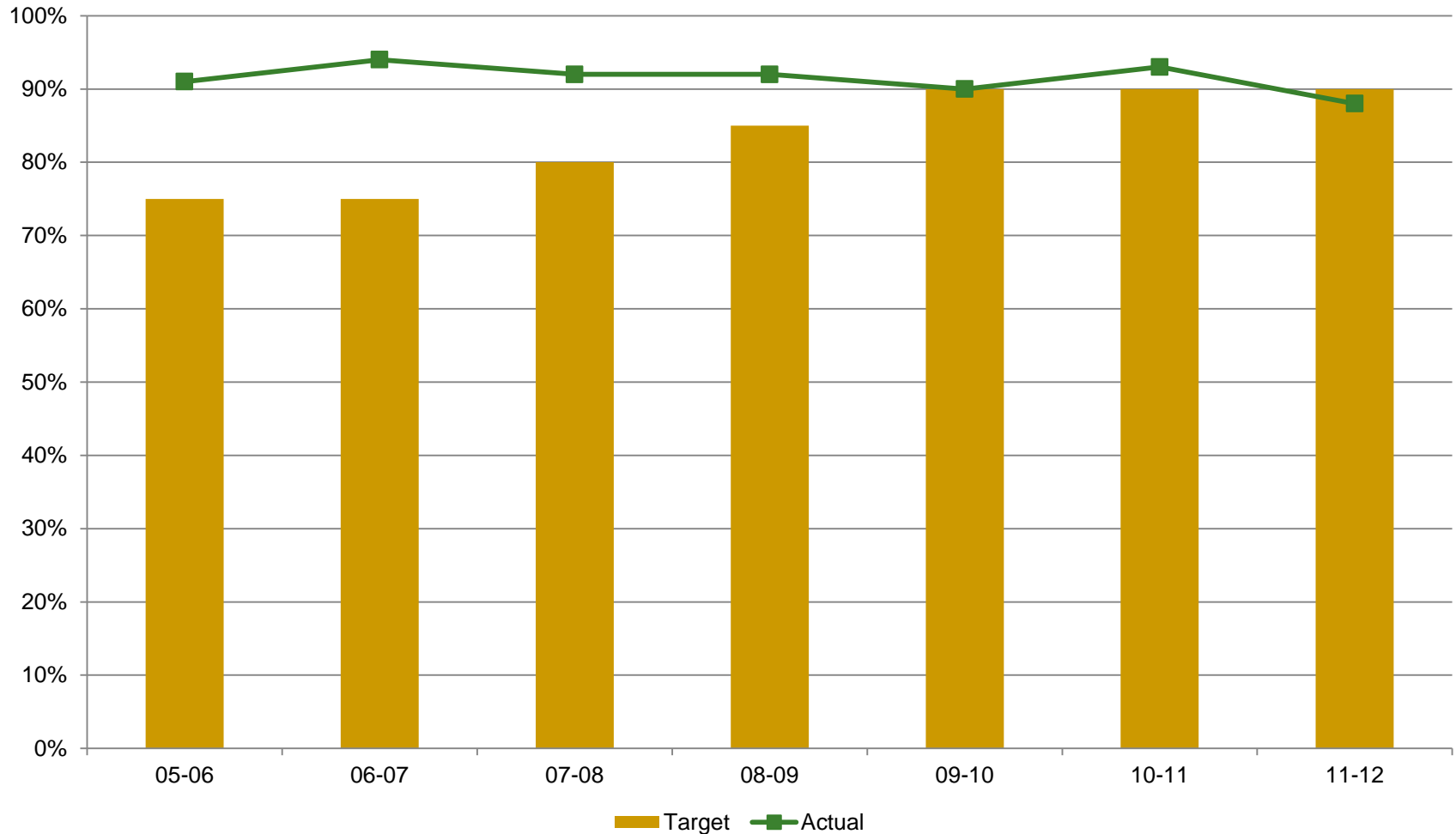
# KPM #1 –Police Officer Training

Average increase in Police Officer Trainee test scores based on assessments at entry and completion of Police Basic Training.



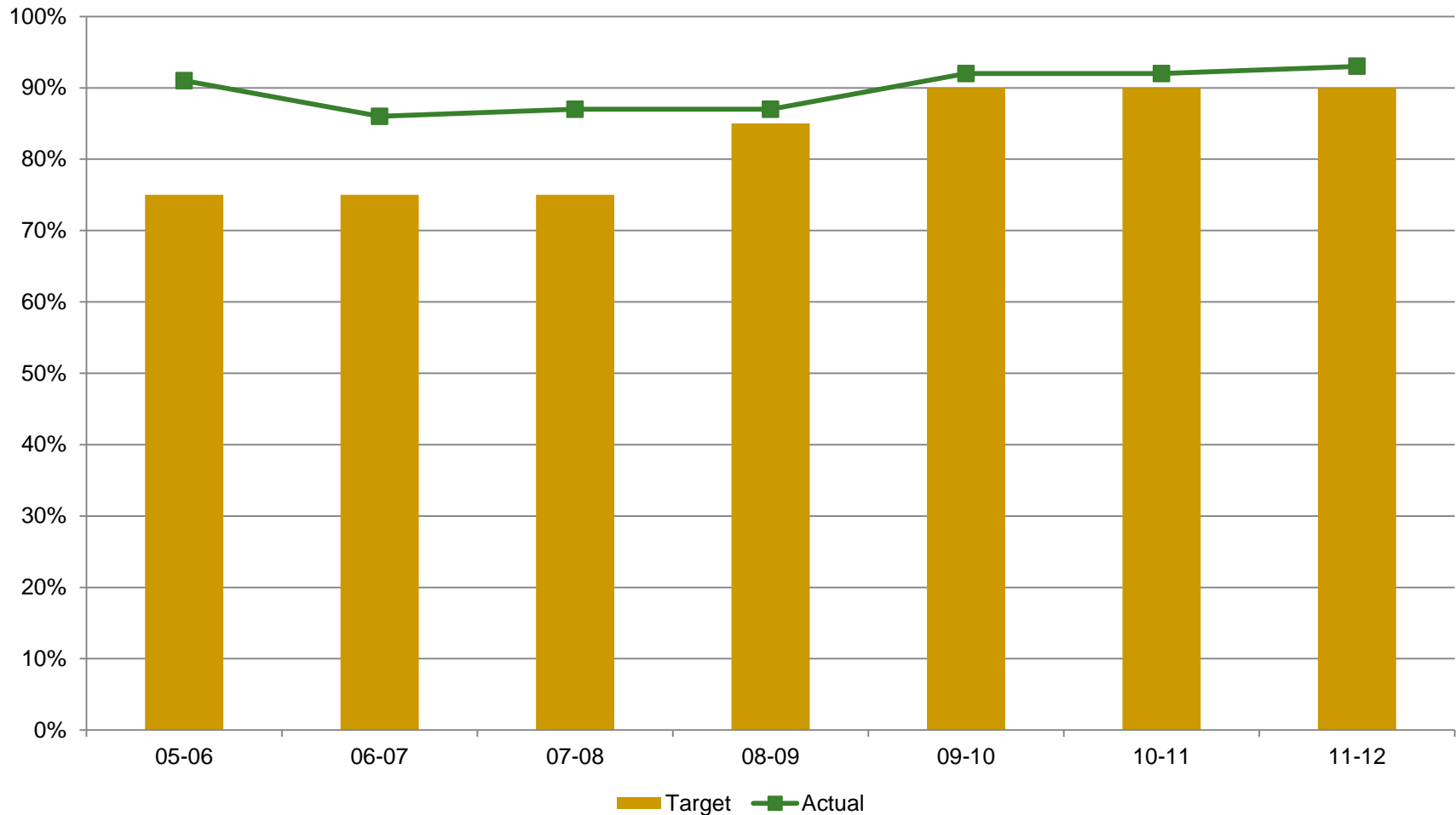
# KPM #2 – Regional Training

Percentage of attendees who ranked the usefulness of DPSST criminal justice training courses at or above “6” on a scale of 1-7



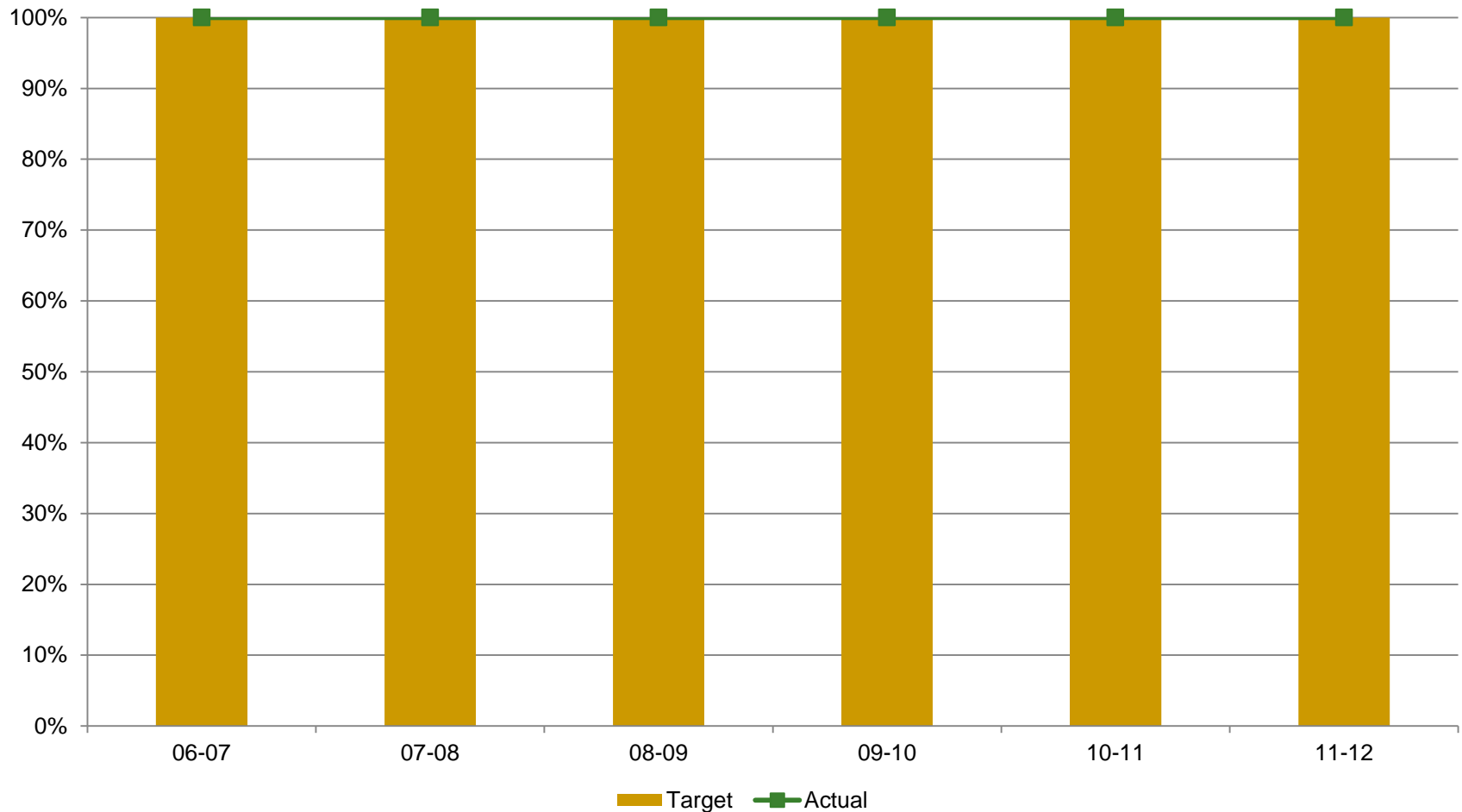
# KPM #3 – Fire Training

Percentage of attendees who ranked the usefulness of DPSST fire service regional training courses at or above “6” on scale of 1-7



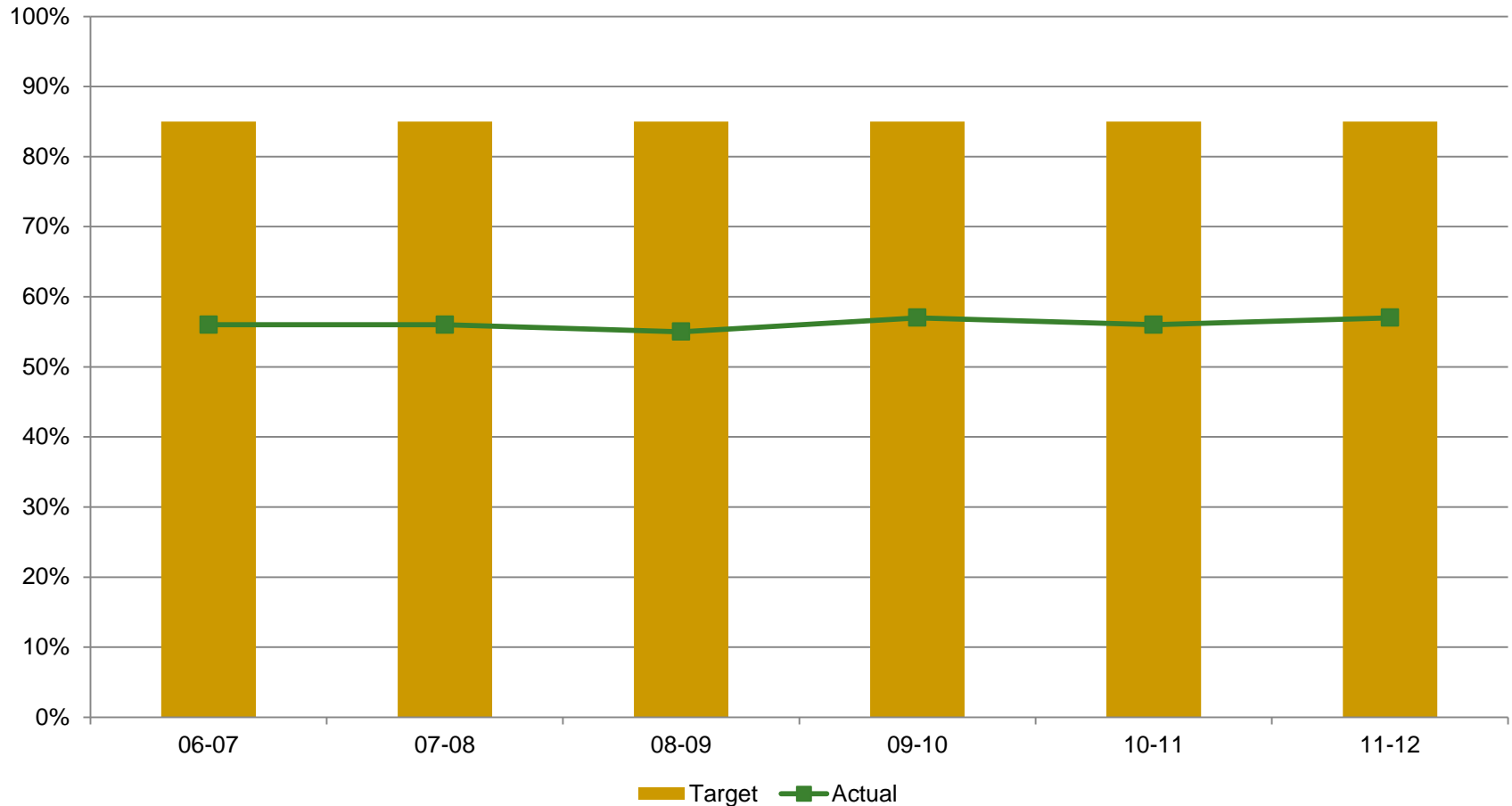
# KPM #4 – Professional Standards

Percentage of revocation or denial actions appealed that are upheld at the appellate level



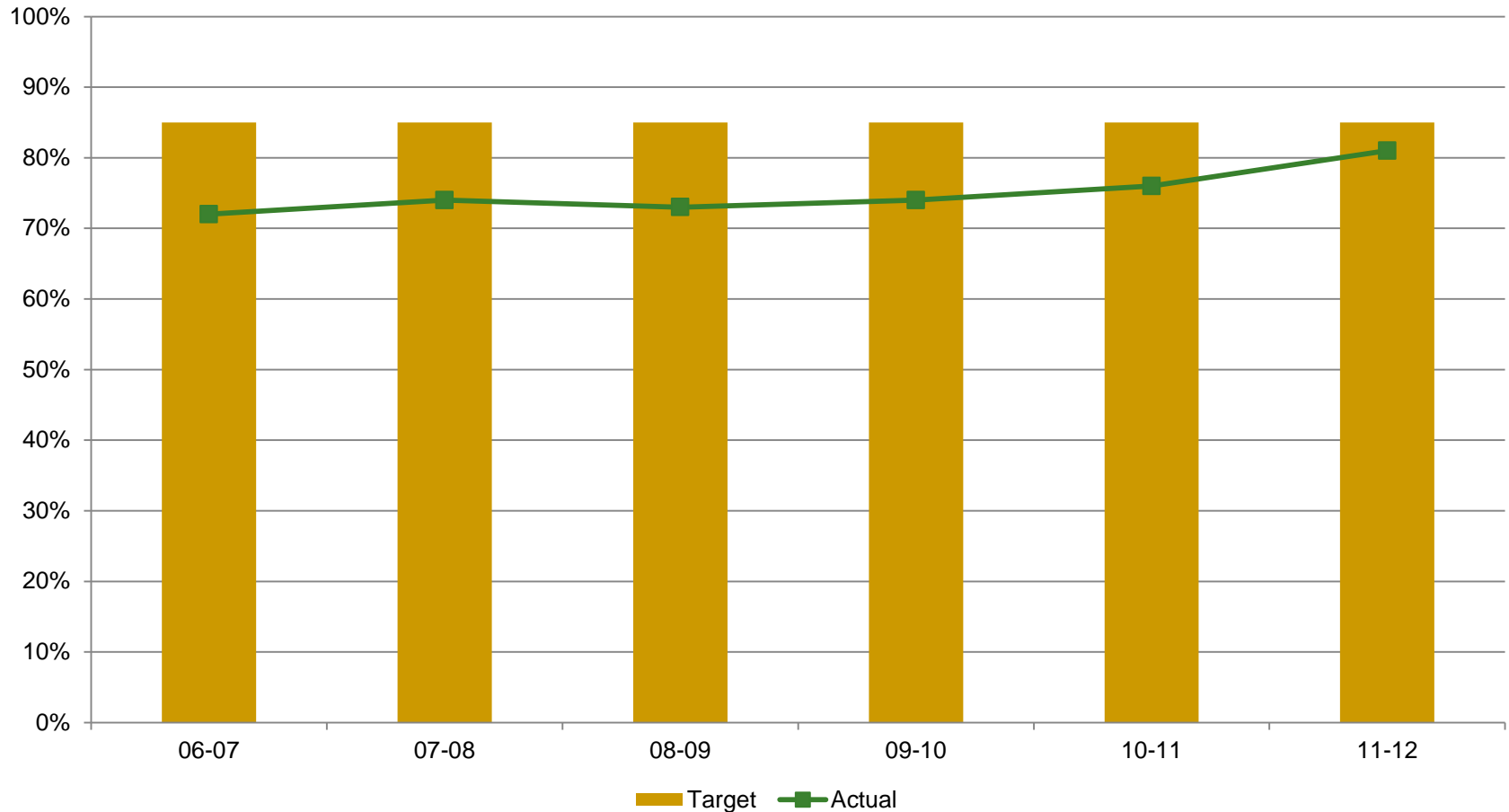
# KPM #5 – Private Security

Percentage of private security managers/instructors who rank overall industry professionalism at or above “4” on a scale of 1-5



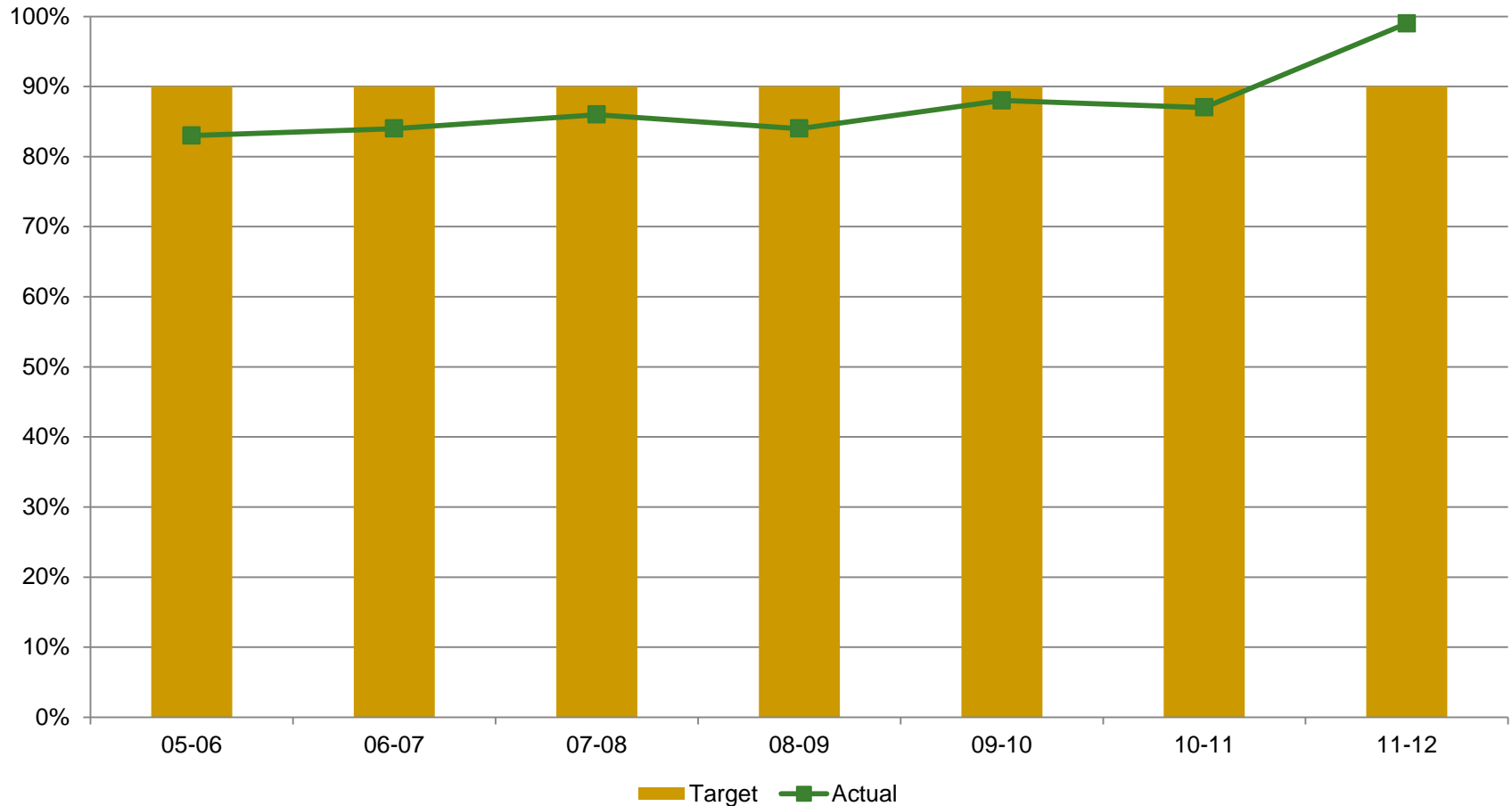
# KPM #6 – Private Security

Percentage of private security managers/instructors who rank overall employee professionalism at or above “4” on a scale of 1-5



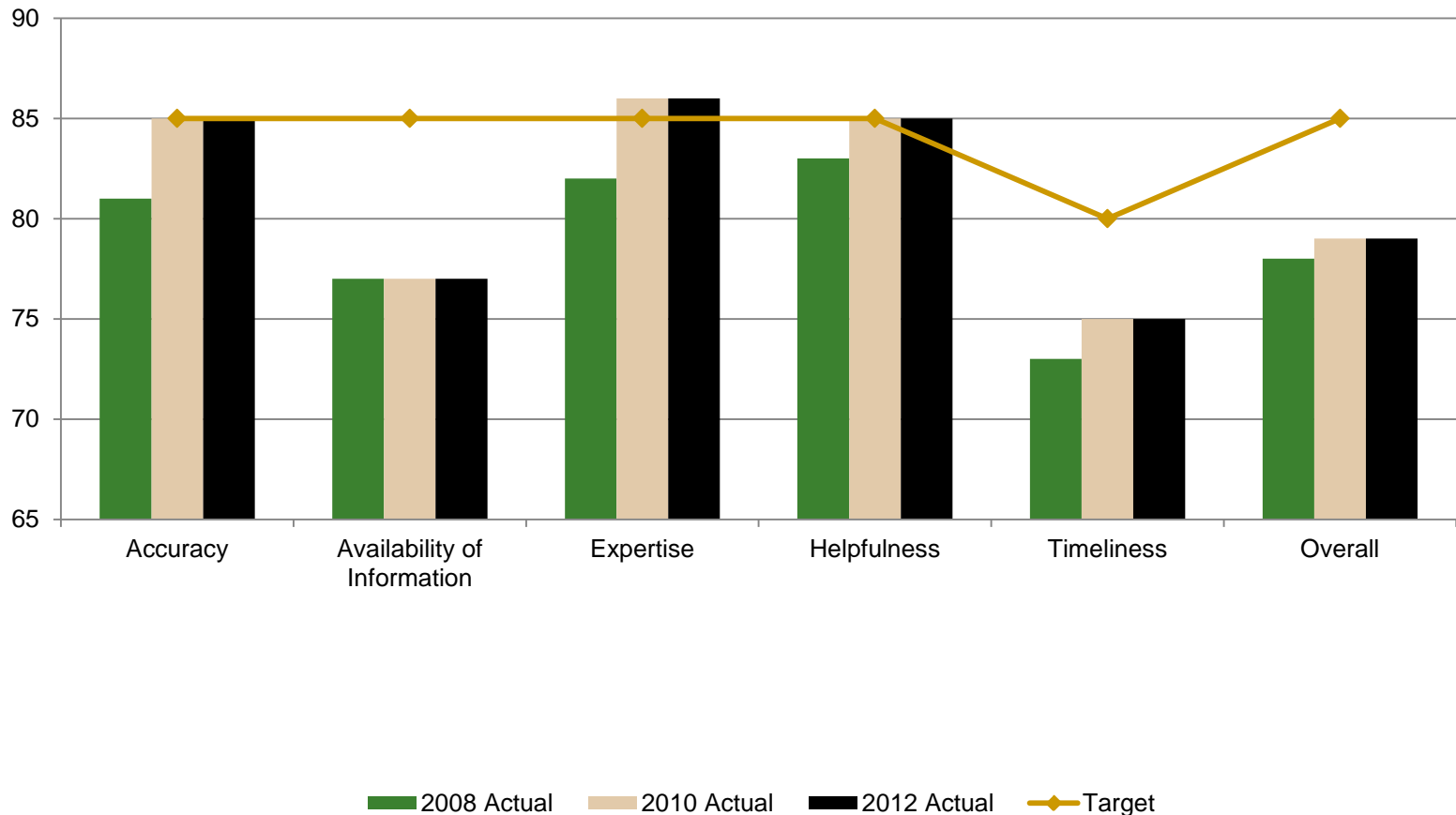
# KPM #7 – Records Accuracy

Percentage of constituents who rank the accuracy and availability of records as “Above Average”



# KPM – Customer Service

Percentage of customers rating satisfaction with agency services above average or excellent for timeliness, accuracy, helpfulness, expertise and availability of information





# Budget Overview



# Funding Sources

<u>Program</u>	<u>Primary Funding Source</u>
■ Basic Police	CFA
■ Basic Corrections	CFA
■ Basic Parole & Probation	CFA
■ Basic Telecomm/EMD	9-1-1 Tax
■ Regional Training	CFA/ODOT Grant
■ Fire Training & Certification	FIPT
■ Private Security/Investigators	Licensing Fees/Civil Penalties
■ Standards and Cert.	CFA
■ Administration	CFA
■ Debt Service	General Fund

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# Program Priorities

## ■ Agency-wide priorities:

1. Criminal Justice Training
2. Criminal Justice Standards & Certification
3. Fire Training & Certification
4. Other Training Programs (Telecomm, Traffic Safety, Campus Public Safety, OLCC)
5. Private Security Licensing & Training
6. Private Investigators Licensing & Training
7. Public Safety Memorial Fund

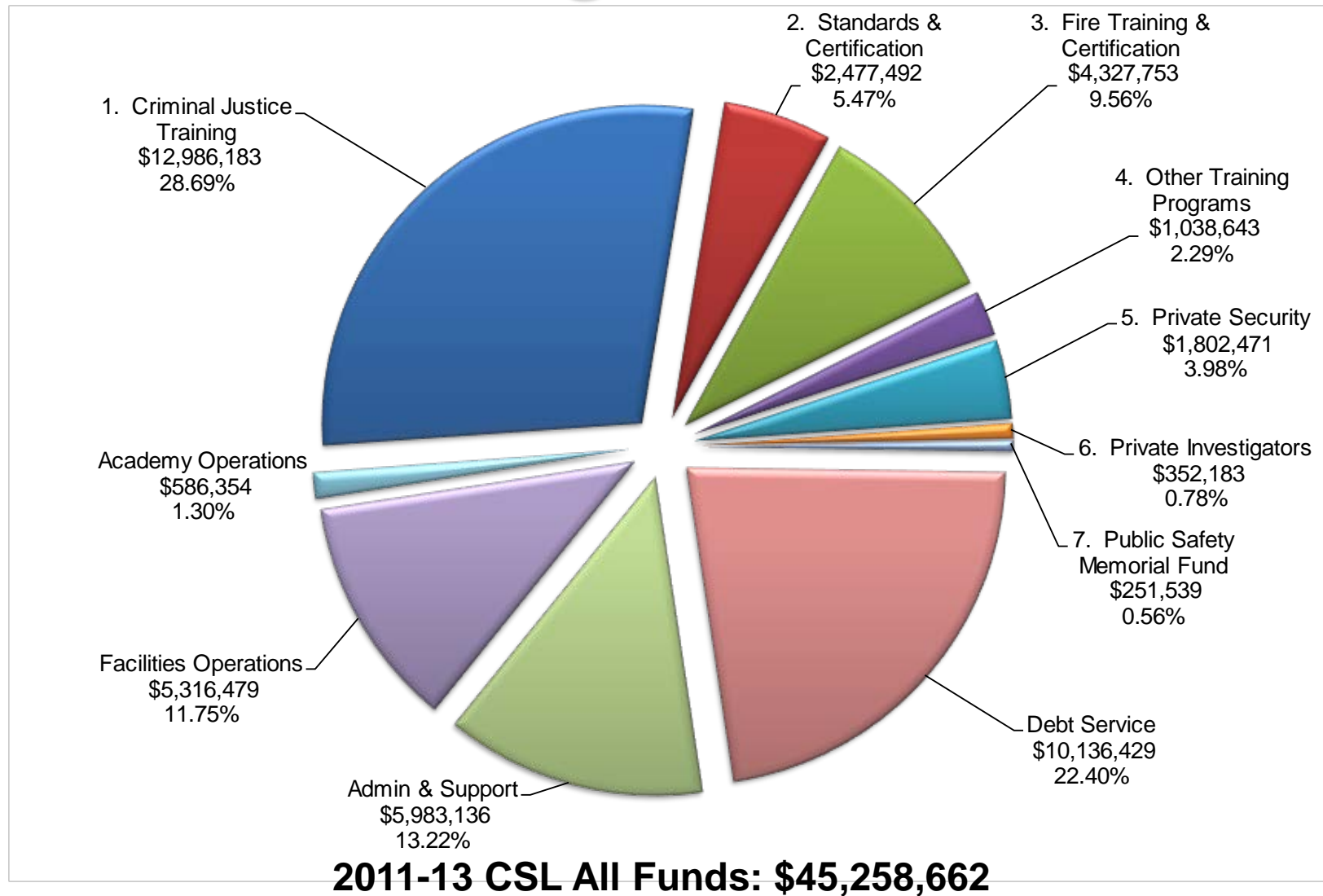
Not ranked: Debt Service, Administration, Support Services, & Operations

# 2013-15 Current Service Level (CSL)

CSL = Estimated cost of continuing existing programs into the next biennium

	All Funds	Positions	FTE
<b>2011-13 Legislatively Adopted Budget</b>	<b>\$44,862,001</b>	<b>137</b>	<b>135.29</b>
Decrease: SB5701 – February 2012 – Reduce Criminal Justice Training	(558,379)	(6)	(3.75)
<b>2011-13 Legislatively Approved Budget</b>	<b>\$44,961,345</b>	<b>131</b>	<b>131.79</b>
Increase: Personal Services Increases (Merit Increases, COLAs, etc)	504,591	-	-
Decrease: Adjust FTE for February 2012 Reduction		-	(2.25)
Decrease: Debt Service Adjustment	(1,147,381)	-	-
<b>2013-15 Base Budget</b>	<b>\$44,318,555</b>	<b>131</b>	<b>129.54</b>
Increase for Vacancy Factor Adjustments	66,851	-	-
Decrease for Non-PICS Adjustments (PERS Debt Service allocation)	(53,683)	-	-
Increase for Phase-In DOC Training	698,842	4	3.25
Decrease for Phase-Out DOC Audit Program	(478,245)	(3)	(2.25)
Increase for Inflation on Supplies & Services	308,125	-	-
Increase for State Government Service Charges	398,217	-	-
<b>2013-15 Current Service Level</b>	<b>\$45,258,662</b>	<b>132</b>	<b>130.54</b>

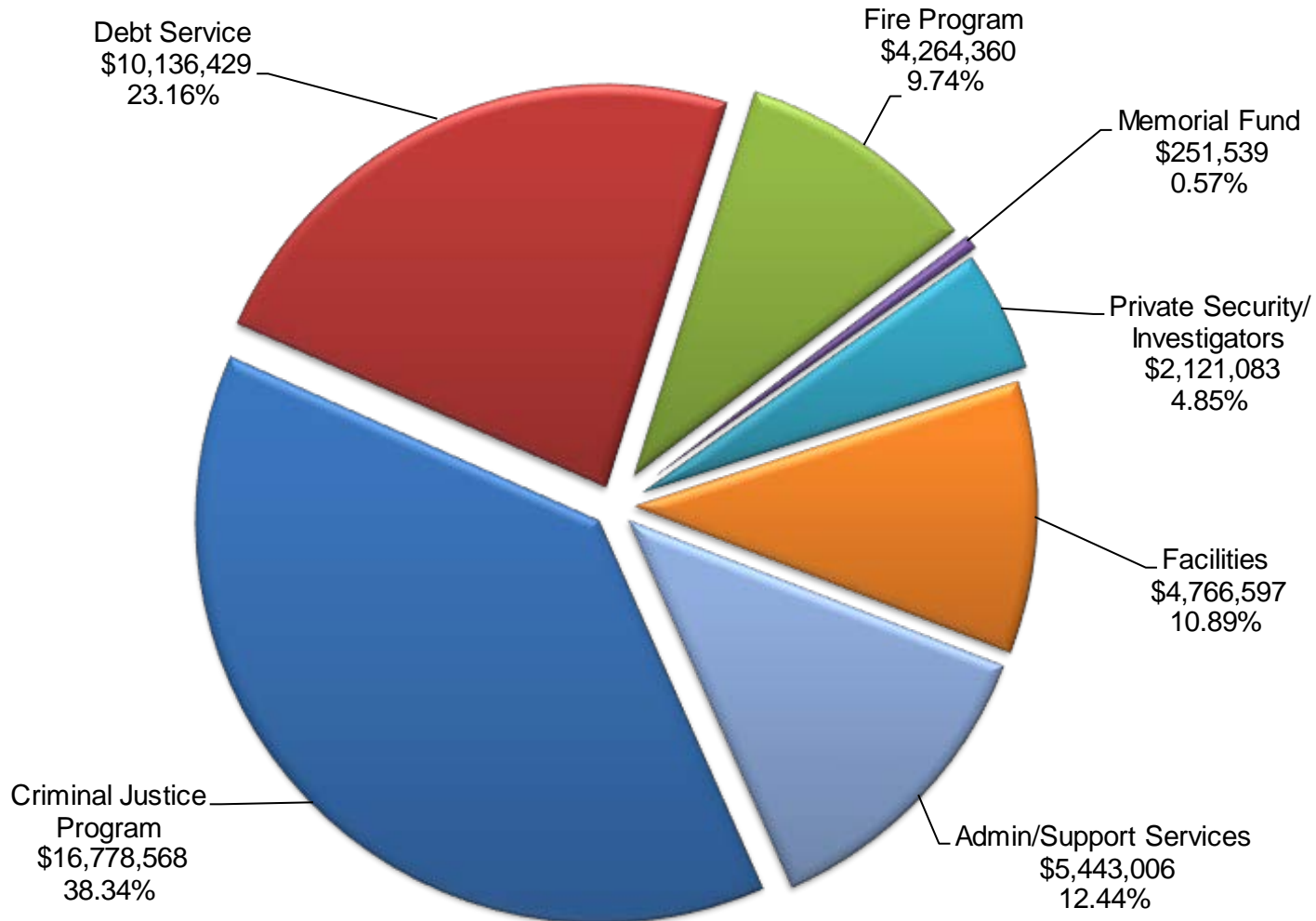
# 2013-15 CSL Program Prioritization



# 2013-15 Governor's Budget

	All Funds	Positions	FTE
<b>2013-15 Current Service Level</b>	<b>\$45,258,662</b>	<b>132</b>	<b>130.54</b>
Decrease for Package 070 – Revenue Reduction (FIPT funding short-fall)	(335,887)	(1)	(1.00)
Decrease for Package 070 – Revenue Reduction (ODOT grant reduction)	(14,101)	-	-
Decrease for Package 101 – Transfer Training from DPSST to DOC	(220,597)	(1)	(1.00)
Increase for Package 201 – Fire Training Restoration (FIPT Funding)	335,941	1	1.00
<b>2013-15 Agency Request Budget</b>	<b>\$45,024,018</b>	<b>131</b>	<b>129.54</b>
<b>Governor's Adjustments</b>			
Decrease – Analyst Adjustments – Information Services	(235,796)	(1)	(1.00)
– Facility Services	(141,941)	(1)	(1.00)
– Food Service Contract	(150,000)	-	-
Decrease – Statewide Administrative Unspecified Reductions –	(216,783)	?	?
Decrease – PERS Taxation Policy –	(57,656)	-	-
Decrease – Other PERS Adjustments –	(460,260)	-	-
<b>2013-15 Governor's Budget</b>	<b>\$43,761,582</b>	<b>129</b>	<b>127.54</b>

# 2011-13 Governor's Budget



**2011-13 LAB \$44,961,345**

**2011-13 GB \$43,761,582**

# Policy Option Packages





# Policy Packages

- **Policy Package 101 – Transfers Training of DOC Basic Certified Employees From DPSST to DOC**
  - Abolish one Public Safety Training Specialist 2 (#1315001) and two Public Safety Training Specialist 1 (#1315002, 1315003) and reduce various supplies and services accounts. These reductions were added in package 021 – *Phase-In* and will not result in any personnel actions.
  - Restore one Compliance Specialist 3, one Compliance Specialist 2 and one Administrative Specialist 1 position and various supplies and services accounts. These restorations were eliminated in package 022 – *Phase-Out*.
  
- **Policy Package 201 – Fire Training Restoration**
  - Restores one Public Safety Training Specialist 2 position (#9707134) and services and supplies limitation eliminated in Essential Package 070 – *Revenue Reduction*. These reductions were required due to the projected shortfall in the Fire Insurance Premium Tax (FIPT) in the coming biennium. This policy package is contingent upon passage of HB 2084, which raises the FIPT from 1% to 1.15% on property insured within the State of Oregon. The position being restored is duty stationed in Pendleton and responsible for providing regional fire training for eastern Oregon volunteer and career fire departments.

# Reductions Proposed in Governor's Budget

Program	Section	Reduction	Amount	Fund Source
Facility Services	Food Service	Reduce limitation for food services contract.	\$150,000	CFA
Facility Services	Information Services	Effective 7/1/13, eliminate the Business Systems Analyst (ISS 6 position). This position provides primary applications support to programs that facilitate the agency's core business functions used by more than 400 employees and 500 students. This will impact services provided to DPSST and tenants (OYA, OSP Training, OSP Tribal Gaming & OSP Athletic Comm)	\$235,796 1 position/ 1.00 FTE	CFA
Facility Services	Facility Services	Effective 7/1/13, eliminate the Physical/Electronic Security Technician. Maintains all electronics and security accesses for the 14 building and 213 acre campus used by more than 400 employees and 500 students. This will impact services This will impact services provided to DPSST and tenants (OYA, OSP Training, OSP Tribal Gaming & OSP Athletic Comm)	\$141,941 1 position/ 1.00 FTE	CFA
Admin & Support and Facility Services	Human Resources, Information Services and Business Services	This package, added by the Governor, is a placeholder for administrative efficiencies expected in Finance, Information Technology, Human Resources, Accounting, Payroll and Procurement activities as a result of the Baseline 2.0 project and evaluations from the Improving Government subcommittee of the Executive Leadership Team. Calculations were provided by the Department of Administrative Services, Chief Financial Office.	\$216,783	CFA
Agency wide	All sections that have positions	Reductions related to proposed PERS reforms proposed by the Governor.	\$517,916	All
		<b>Total Proposed Reductions:</b>	<b>\$1,262,436</b> <b>2 positions/ 2.00 FTE</b>	

# 2013 Legislation with a Direct Fiscal Impact on DPSST

- House Bill 2035 – Telecom 9-1-1 Tax – This bill extends the sunset clause for the emergency communication tax from January 1, 2014 to January 1, 2026. The passage of this bill is assumed in the Governor's Budget for DPSST.
- House Bill 2084 – This bill increases the Fire Insurance Premium Tax (FIPT) from 1.00% to 1.15% on gross insurance premiums issued for property insured within the State of Oregon. These increases are assumed within DPSST's 2013-15 agency Policy Option Package 201 - *Fire Training Restoration*. Without this increase, DPSST will eliminate one Regional Fire Training Coordinator duty-stationed in Pendleton. Additionally, DPSST will reduce its ability to provide regional training, placing the burden on local jurisdictions.

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# 2013 Legislation with a Direct Fiscal Impact on DPSST

- House Bill 2235 – This bill extends the sunset provision requiring the Department of Corrections (DOC) to provide training for basic certification of corrections officers employed by the DOC. The passage of this bill is assumed within DPSST's 2013-15 Governor's Budget, Policy Option Package 101 – *Transfer Training from DPSST to DOC*. If this bill does not pass and DOC Training comes back to DPSST, the Fiscal Impact will be \$233,911 in the 2013-15 biennium and \$259,362 in 2015-17
- Senate Bill 481 – Establishes Center of Policing Excellence within DPSST. If approved and funded, this would restore the supervision and middle-management training programs at DPSST and also provide funds to deliver advanced classes in data-led policing.

# 2013 Other Legislation

- HB 2043 – This Bill continues jurisdiction of DPSST over cases in which public safety officer or instructor was denied training or certification, notwithstanding subsequent change in employment status of officer or instructor.
- HB 2707 – Allows the certified full-time staff at the Parole Board to maintain their DPSST certification.
- HB 2771 – Eliminates DPSST's ability to modify an Administrative Law Judge's findings of historical facts and requires that final orders be issued within 30 days after it has been received by DPSST.
- SB 565 – This bill standardizes the treatment of OHSU police department as a law enforcement unit and its officers as police officers/peace officers in the various relevant statutes.

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# Questions?

# DPSST Presentation Appendix



**PUBLIC SAFETY STANDARDS and TRAINING, DEPARTMENT of**  
**Annual Performance Progress Report (APPR) for Fiscal Year (2011-2012)**

Original Submission Date: 2012

Finalize Date: 8/27/2012



2011-2012 KPM #	2011-2012 Approved Key Performance Measures (KPMs)
1	Average increase in Police Officer Trainee test scores based on assessments at entry and completion of Police Basic Training.
2	Percentage of attendees who ranked the usefulness of DPSST criminal justice regional training courses at or above "6" on a scale of 1-7. (Added per 2003 legislative direction)
3	Percentage of attendees who ranked the usefulness of DPSST fire service regional training courses at or above "6" on a scale of 1-7. (Added per 2003 legislative direction)
4	Percentage of revocation or denial actions appealed that are upheld at the appellate level.
5	Percentage of private security managers/instructors who rank overall industry professionalism at or above "4" on a scale of 1-5. (Added per 2003 legislative direction)
6	Percentage of private security managers/instructors who rank overall employee professionalism at or above "4" on a scale of 1-5. (Added per 2003 legislative direction)
7	Percent of constituents that "Agree" or "Strongly Agree" that the process for requesting and receiving training profiles was quick and easy."
8	Percent of customers rating satisfaction with agency services above average or excellent for: timeliness, accuracy, helpfulness, expertise, information availability.

New Delete	Proposed Key Performance Measures (KPM's) for Biennium 2013-2015
NEW	<p><b>Title:</b> Average increase in Corrections Officer Trainee test scores based on assessments at entry and completion of Corrections Basic Training.</p> <p><b>Rationale:</b> In January of 2012, the Basic Corrections Officer Training Program was increased from five weeks to six weeks. This measure will allow DPSST to further quantify the effectiveness of Basic Training in key portions of the curriculum in another law enforcement discipline. As the duration of the course has increased, and the curriculum and structure were significantly changed, this seems a particularly appropriate time to begin collecting data and measuring performance in this area.</p>

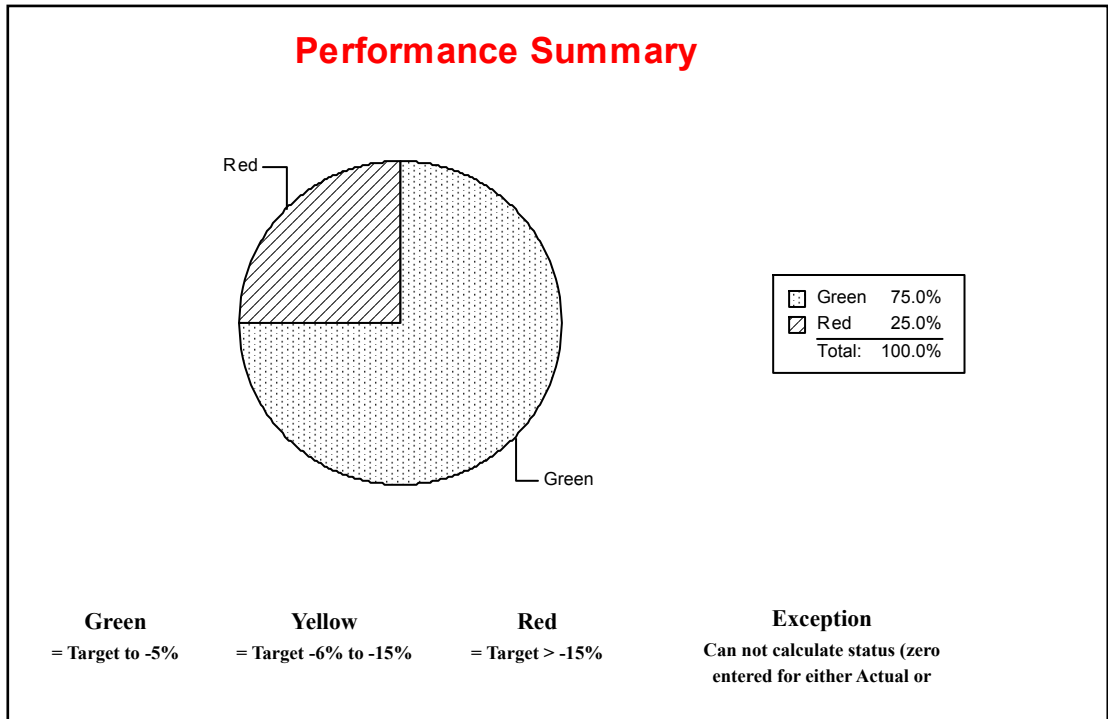
New Delete	Proposed Key Performance Measures (KPM's) for Biennium 2013-2015
NEW	<p><b>Title:</b> The percent of the total number of individuals renewing their private security certifications who have not incurred a disqualifying violation within the current or preceding year.</p> <p><b>Rationale:</b> This KPM replaces the current KPM#5 and KPM#6. DPSST establishes and maintains the standards and qualifications for training and licensing for the Private Security industry and its employees. This includes compliance with all provisions of ORS 181.870 through 181.991, including the use of criminal records checks utilizing computerized criminal history information and fingerprint comparisons. DPSST's objective is to improve the private security industry by increasing professionalism both individually and collectively.</p> <p>The current Private Security KPM's are survey based performance measures. The data is obtained through an opinion survey that is distributed to Private Security Executive and Supervisory Managers and Instructors at the conclusion of their annual or biannual mandatory training courses. The measures rely on perceptions of industry professionalism, rather than meaningful factors within DPSST's control. Through the Ways and Means process, Oregon Legislators have asked that DPSST identify more objective measures and begin to phase out the more subjective measures where possible.</p> <p>The proposed KPM is derived from data that is collected by DPSST. It measures the percent of the total number of certified individuals at the end of the reporting period who have not incurred a disqualifying violation within the current or preceding year.</p> <p>For 2010, 98.6% of renewing applicants had not received a disqualifying violation:</p> <ul style="list-style-type: none"> <li>• 5523 total renewing applicants</li> <li>• 77 revoked or denied</li> <li>• <math>5523 - 77 = 5446 / 5523 \times 100 = 98.6\%</math></li> </ul> <p>For 2011, 98.2% of renewing applicants had not received a disqualifying violation:</p> <ul style="list-style-type: none"> <li>• 4105 total renewing applicants</li> <li>• 72 revoked or denied</li> <li>• <math>4105 - 72 = 4033 / 4105 \times 100 = 98.2\%</math></li> </ul> <p>This indicates that renewal applicants are continuing to uphold standards to retain their certification. The standards to renew certification include on-going criminal history checks and continuing education requirements.</p> <p>This measure is similar to one reported by the Texas Department of Public Safety Private Security Bureau. Their projected compliance rate for 2011 through 2015 is 99%.</p> <p><u>Texas DPS Performance Measure:</u></p> <p>Percent of Licensees with No Recent Violations</p> <p><u>Short Definition:</u></p> <p>The percent of the total number of licensed, registered, or certified individuals at the end of the reporting period who have not incurred a violation within the current and preceding two years (three years total).</p> <p><u>Purpose/Importance:</u></p> <p>Licensing, registering, or certifying individuals helps ensure that practitioners meet legal standards for professional education and practice, which is a primary Private Security Bureau goal. This measure is important because it indicates how effectively the Private Security Bureau's activities deter violations of professional standards established by statute and rule .2</p> <p>2 Texas Department of Public Safety, Agency Strategic Plan for Years 2011 – 2015, dated November 5, 2010,  <a href="http://www.txdps.state.tx.us/dpsStrategicPlan/2011-2015/entire1115asp.pdf">http://www.txdps.state.tx.us/dpsStrategicPlan/2011-2015/entire1115asp.pdf</a></p>

New Delete	Proposed Key Performance Measures (KPM's) for Biennium 2013-2015
DELETE	<p><b>Title:</b> Percentage of private security managers/instructors who rank overall industry professionalism at or above "4" on a scale of 1-5. (Added per 2003 legislative direction)</p> <p><b>Rationale:</b> The current Private Security KPM is a survey based performance measure. The data is obtained through an opinion survey that is distributed to Private Security Executive and Supervisory Managers and Instructors at the conclusion of their annual or biannual mandatory training courses. The measure relies on perceptions of industry professionalism, rather than meaningful factors within DPSST's control. Through the Ways and Means process, Oregon Legislators have asked that DPSST identify more objective measures and begin to phase out the more subjective measures where possible. DPSST has proposed a new KPM to replace this measure. The proposed KPM is derived from data that is collected by DPSST. It measures the percent of the total number of certified individuals at the end of the reporting period who have not incurred a disqualifying violation within the current or preceding year.</p> <p>For 2010, 98.6% of renewing applicants had not received a disqualifying violation:</p> <ul style="list-style-type: none"> <li>• 5523 total renewing applicants</li> <li>• 77 revoked or denied</li> <li>• <math>5523 - 77 = 5446 / 5523 \times 100 = 98.6\%</math></li> </ul> <p>For 2011, 98.2% of renewing applicants had not received a disqualifying violation:</p> <ul style="list-style-type: none"> <li>• 4105 total renewing applicants</li> <li>• 72 revoked or denied</li> <li>• <math>4105 - 72 = 4033 / 4105 \times 100 = 98.2\%</math></li> </ul> <p>This indicates that renewal applicants are continuing to uphold standards to retain their certification. The standards to renew certification include on-going criminal history checks and continuing education requirements.</p> <p>This measure is similar to one reported by the Texas Department of Public Safety Private Security Bureau. Their projected compliance rate for 2011 through 2015 is 99%</p> <p><u>Texas DPS Performance Measure:</u> Percent of Licensees with No Recent Violations</p> <p><u>Short Definition:</u> The percent of the total number of licensed, registered, or certified individuals at the end of the reporting period who have not incurred a violation within the current and preceding two years (three years total).</p> <p><u>Purpose/Importance:</u> Licensing, registering, or certifying individuals helps ensure that practitioners meet legal standards for professional education and practice, which is a primary Private Security Bureau goal. This measure is important because it indicates how effectively the Private Security Bureau's activities deter violations of professional standards established by statute and rule. 2</p> <p>2 Texas Department of Public Safety, Agency Strategic Plan for Years 2011 – 2015, dated November 5, 2010, <a href="http://www.txdps.state.tx.us/dpsStrategicPlan/2011-2015/entire1115asp.pdf">http://www.txdps.state.tx.us/dpsStrategicPlan/2011-2015/entire1115asp.pdf</a></p>

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Proposed Key Performance Measures Targets for Biennium 2011-2013	2012	2013
<b>Title:</b> Average increase in Police Officer Trainee test scores based on assessments at entry and completion of Police Basic Training.		

<b>PUBLIC SAFETY STANDARDS and TRAINING, DEPARTMENT of</b>		<b>I. EXECUTIVE SUMMARY</b>	
<b>Agency Mission:</b> The Mission of the Department of Public Safety Standards and Training (DPSST) is to promote excellence in public safety by delivering quality training and by developing and upholding professional standards.			
<b>Contact:</b>	Sharon Huck	<b>Contact Phone:</b>	503-378-2432
<b>Alternate:</b>	Eriks Gabliks	<b>Alternate Phone:</b>	503-378-2332



**1. SCOPE OF REPORT**

The Oregon Department of Public Safety Standards and Training (DPSST) is a cabinet level State agency with a staff of 300+ full-time and part-time employees engaged in establishing and maintaining physical, intellectual, and ethical fitness for certified public safety officers within the state of Oregon. DPSST’s duties include:

- Certifying public safety officers.
- Preparing, instructing, evaluating, and certifying public safety training programs and instructors.
- Operating basic training academies for police, corrections, telecommunications, and parole and probation disciplines.
- Providing limited regional/advanced training programs and support.
- Inspecting, reviewing and ensuring compliance with standards and training requirements as defined in ORS 181.610-690.
- Administering public and private polygraph examiner, private investigator, and private security licensing programs as defined in ORS 703.010-325 and ORS 181.870-991.
- Administering the Public Safety Memorial Fund as defined in ORS 243.950-974.

These programs directly involve over 600 local and state public safety agencies, 1,200 private agencies and approximately 35,000 individuals. Specific programs addressed within the context of the Key Performance Measures (KPM's) are:

- Academy Training Programs (Basic Police, Corrections, Parole and Probation, etc.)
- Regional/Advanced Criminal Justice Training Programs
- Fire Service Training Programs
- Professional Standards (Standards and Certification) Programs
- Private Security Programs
- Records
- Overall Constituent/Customer Service

The agency is continuing to develop new measures and adjust existing measures to accurately capture the performance of our largest division, which is Training, as well as other programs. The language of the Police Officer Training Measure (KPM #1) has been amended to more accurately reflect collected data. Additionally, a new measure has been proposed for 2013-2015, that assesses the Corrections Officer Training Program. Further, DPSST has recommended a new KPM for the Private Security Program that replaces the two existing measures. The proposed 2013-2015 Private Security measure is data driven and eliminates the current survey-based measures. The Professional Standards Program has updated its Customer Service Survey to make it quicker and easier for constituents to complete. The language of the performance measure associated with this survey has also been amended for consistency with the new survey.

## **2. THE OREGON CONTEXT**

There are no primary links to the Public Safety category of Oregon Benchmarks; however, DPSST's measures do correspond with the Oregon's strategic vision of, "Safe, caring and engaged communities." DPSST's KPM's are primarily linked to the agency's mission, which is, "To promote excellence in public safety by delivering quality training and by developing and upholding professional standards ." The agency has varying degrees of influence on the components of its mission. Excellence in public safety is affected by many factors outside of DPSST's control. These factors include the overall crime rate, unemployment rates, and the availability of appropriate facilities for offenders



or those in need of treatment.

Various issues also impact the officers that DPSST trains and oversees. These factors include the applicant pool, background investigations, and hiring decisions. Additionally, officers are affected by other influences, such as salaries, their agencies' personnel policies and budgetary resources, as well as the communities they serve. DPSST and the Board on Public Safety Standards and Training (BPSST) have the statutory responsibility for various aspects of public safety training statewide, as well as for developing and upholding professional standards for the various public safety disciplines. Board oversight helps to ensure that standards are consistent with state and national trends in the public safety professions. The Board also addresses stakeholder needs and local agency resource limitations. The capabilities and readiness of the students have a significant impact on the effectiveness of training programs. This is another area over which DPSST has little control. Key components in the delivery of quality training include curriculum, instructors, facilities, equipment, and training duration. Our ability to impact each of these components depends on the resources allocated to allow the agency to make needed improvements and to respond to current events, as well as state or national trends.

### 3. PERFORMANCE SUMMARY

**KPM #1:** "Average increase in Police Officer Trainee test scores based on assessments at entry and completion of Police Basic Training."

KPM #1 was new for 2009. It was implemented to more accurately capture the performance of Academy Training. DPSST requested a mechanical change to the wording for 2012, to clarify the data that is collected. The measure is based on the class' pre and post-test scores, so the language was changed from, "Officer Knowledge and Performance" to "Police Officer Trainee Test Scores."

The target for KPM #1 was also adjusted for 2012. Initially, it was set at 50%, prior to any data collection. It was assumed that pre-test scores would average 50% or lower. After gathering initial data, pre-test scores were much higher than anticipated, so a target of 50% was unattainable. The target is now 30%, which corresponds to the average observable increase documented in current pre and post-test scores.

**KPM#2:** "Percentage of attendees who ranked the usefulness of DPSST Criminal Justice Regional Training courses at or above "6" on a scale of 1-7."

The performance of Criminal Justice Regional Training courses has been very high and consistent over the past reporting periods ; however, for 2011-2012, the participant ratings for the usefulness of the training at a "6" or above slipped to 88%. Over the past six years, staffing in this program has been reduced from 11 FTE to 3 FTE. In 2006, Regional Criminal Justice training provided more than 137,000 hours of training to over 12,000 students. In 2011, that number was reduced to just over 59,000 hours of training to slightly more than 5,800 students.

**KPM #3:** "Percentage of attendees who ranked the usefulness of DPSST Fire Service Regional Training Courses at or above "6" on a scale of 1-7."

KPM #3 has remained consistent since the last reporting period, with over 93% of participants rating the usefulness of regional fire training

courses as at least a “6” out of a maximum of “7.”

**KPM #4:** “Percentage of revocation or denial actions appealed that are upheld at the appellate level.”

KPM #4 continues to reach its target of 100%, as it has since 2008.

**KPM #5:** “Percentage of Private Security Managers/Instructors who rank overall industry professionalism at or above “4” on a scale of 1-5.”

KPM #5 is contingent upon DPSST’s ability to influence professional conduct through enforcement of standards adopted by the industry and facilitating or providing relevant training. Experience indicates that DPSST influences only a small portion of the factors affecting the desired outcome, and success continues to lag behind the target. Due to these issues, this measure will be proposed for elimination in 2013 and a replacement measure will be provided that is a more accurate representation of Private Security’s goal .

**KPM #6:** “Percentage of Private Security Managers/Instructors who rank overall employee professionalism at or above “4” on a scale of 1-5.”

As with KPM #5, KPM #6 is contingent upon DPSST’s ability to influence professional conduct through enforcement of standards adopted by the industry and facilitating or providing relevant training. This measure fluctuates from year to year. This KPM will also be proposed for elimination in 2013 and a replacement measure will be provided that is a more accurate representation of Private Security’s goal .

**KPM #7:** “Percent of constituents that “Agree” or “Strongly Agree” that the process for requesting and receiving training profiles was quick and easy.”

KPM #7 had two mechanical changes for the current and future reporting periods. The “accuracy” element was removed from the KPM because factors affecting accuracy are largely outside of DPSST control . Also, the rating scale in the Customer Service Survey was revised to match the language of the KPM. For the current reporting period, 98.8% of respondents “Strongly Agree” or “Agree” that the process for requesting information is quick and easy, and the records are received timely, which exceeds the target of 90%.

**KPM #8:** “Percent of customers rating satisfaction with agency services above average or excellent for: timeliness, accuracy, helpfulness, expertise, information availability.”

Customer service ratings began in 2006. Full customer service surveys are completed every even-numbered year. For 2012, performance indicators have increased overall in all categories.

One of the questions in the survey asks constituents to evaluate whether the level of service for the five training types ( Academy Training, Instructor Development Training, Specialized Training, Regional/Advanced Training, and Leadership Training) provided by DPSST is increasing, staying the same, or decreasing. Responses from criminal justice constituents indicates that Academy Training , Instructor Development Training, and Specialized Training have remained about the same (49%, 49%, 51%.) However, Regional/Advanced Training and

Leadership Training have declined (47%, 55 %.) The decline in Regional/Advanced Training and Leadership Training is a trend that continues from 2010. All funding for DPSST's former supervision and middle management training programs has been eliminated, shifting the cost to local communities. Finding local sources and resources to provide critical public safety leadership training can be very difficult for many of DPSST's local agency customers.

#### 4. CHALLENGES

The downturn in Oregon's economy has affected the state and local public safety agencies whose basic training we provide, as well as affecting DPSST's budget and staffing levels. Because hiring has slowed statewide, the reductions in staffing and basic training classes offered have not resulted in training backlogs during this reporting period. However, those reductions have meant the loss of highly qualified full-time staff members and an increased reliance on part-time trainers who are employed as full-time public safety officers at other agencies statewide. DPSST is seeing a modest increase in the demand for Basic Police classes. So far, we have been able to accommodate the increase; however, if this trend continues, current full- and part-time staffing levels may not be sufficient to continue meeting customer demand for state-mandated Basic training.

Additionally, funding for Regional/Advanced Training has been significantly reduced and funding for Leadership Training has been eliminated. Our Criminal Justice partners have expressed frustration at not being able to locate mandatory Leadership Training, as well as Regional/Advanced Training. One respondent to the 2012 Constituent Satisfaction Survey described this concern as follows: ***"I feel that as a leader in my organization that DPSST has been forced to fail in its leadership programs due to budgetary constraints. It has been very difficult, at least for me, to meet the minimum requirements due to "No Available Training" at my administrative level. Leadership training needs to come back to DPSST and or the requirements need to be loosened up a bit."***

Another potential challenge is the legislative sunset of the authorization for the Department of Corrections (DOC) to deliver basic training to their corrections officers under DPSST oversight. If DOC's basic training returned to DPSST, we would not be able to provide the training at our current personnel and budgetary levels.

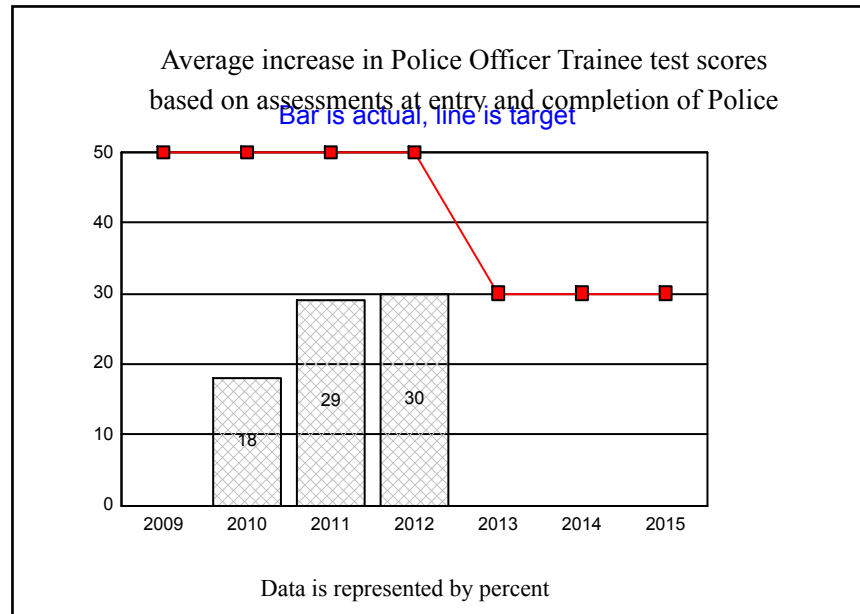
#### 5. RESOURCES AND EFFICIENCY

The 2011-13 Legislatively Approved Budget is \$44,303,622 (total funds), including \$11,283,810 for debt service related to construction of the Oregon Public Safety Academy. Revenue resources to be used for the 2011-13 biennium include:

- General Fund = 27.83%
- Other Funds, Criminal Fines and Assessment Account (CFAA) = 50.69%
- Other Funds, Fire Insurance Premium Tax (FIPT) = 10.91%
- Other Funds, Private Security/Private Investigator Fees = 5.23%

- Other Funds, Telephone Excise Tax = 1.23%
- Other Funds, Traffic Safety Training Grant = 0.94%
- All Other Revenue = 3.17%.

<b>KPM #1</b>	Average increase in Police Officer Trainee test scores based on assessments at entry and completion of Police Basic Training.	2009
<b>Goal</b>	Effectively train police officers to state standards.	
<b>Oregon Context</b>	Agency Mission and goals, specifically goal #1: We will lead the nation in building safe, livable communities through high quality and effective public safety training.	
<b>Data Source</b>	The data is obtained from a knowledge test given to students at the entry to the basic course and from the final examination at completion of the basic course.	
<b>Owner</b>	Academy Training, Captain Ray Rau 503-378-2191.	



**1. OUR STRATEGY**

This KPM was added by Legislative action in 2009, in an effort to accurately capture the performance of Academy Training. The focus for

the initial work on this measure is the Basic Police course. Eventually, the measure will be expanded to other Basic courses. DPSST staff developed a test for entry at the Basic Police course and a corresponding test at the completion of the Basic Police course. We have entry scores for six classes that graduated prior to July 1, 2012.

## 2. ABOUT THE TARGETS

The target was arbitrarily set at 50%, prior to any data collection. Now that the agency has a reasonable sampling of initial entry scores, an improvement of 50 percentage points is unrealistic and unattainable. Initial test averages ranged from 55% to 66.81%, with an overall average of 58.84%. Based on the data collected, DPSST has submitted a request to change the average improvement target to 30%, beginning with the 2013-15 biennium.

## 3. HOW WE ARE DOING

As anticipated, we are seeing significant increases in test scores from entry to completion of the Basic Police course, reflecting an increase in knowledge because of the Basic Police course. We did not anticipate the high scores on the test at entry, and there may be many reasons for the higher scores (see Factors Affecting Results.) However, the average score on the comparison questions at graduation was 88.93%, for an average student improvement during the current reporting period of 30.09%. Students are clearly increasing their knowledge during the Basic Police course.

## 4. HOW WE COMPARE

Comparable information on the performance of other public safety training academies is difficult to obtain. We have no comparable information on the performance of other academies or courses.

## 5. FACTORS AFFECTING RESULTS

As entry test averages were significantly higher than anticipated, we performed an extensive review of the tests that were being administered. We found that while the pre and post-tests were conceptually compatible, as a whole, they were not representative of a student's knowledge improvement from start to finish. The correlation between the pre and post-tests has been improved to better demonstrate a true beginning-to-end academic improvement. These changes have been implemented and will be reflected in the next KPM reporting period.

**6. WHAT NEEDS TO BE DONE**

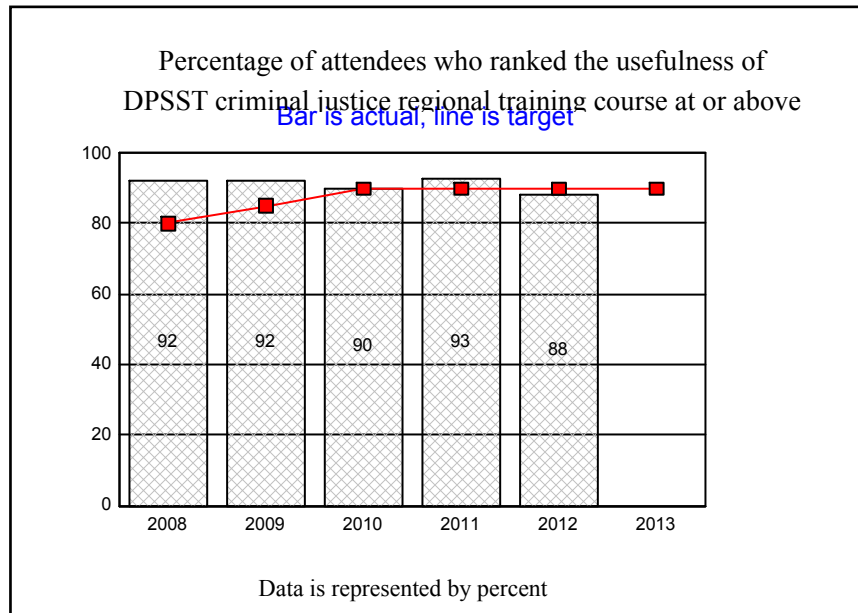
The agency is examining how to develop a measure to assess the students' ability to apply the knowledge and skills they acquire during their Basic course to the scenarios, particularly during their last week of training. However, such a measure would necessarily be more complex and require significantly more staff time than academic testing, as assessments would have to be made individually during the performance phases of the students' training. Efforts will continue to develop a valid measure, subject to having sufficient staff resources to permit the measure to be implemented.

Additionally, DPSST has requested legislative approval of a comparable KPM for Basic Corrections students, beginning in the 2013-2015 biennium. The Corrections KPM mirrors the Basic Police KPM. Pre and post-tests are currently being administered to Corrections students and data collected for internal use.

**7. ABOUT THE DATA**

The data is based on pre-test and post-test scores on tests administered to all Basic Police students completing Basic training during the 2011-2012 fiscal year.

<b>KPM #2</b>	Percentage of attendees who ranked the usefulness of DPSST criminal justice regional training courses at or above "6" on a scale of 1-7. (Added per 2003 legislative direction)	2004
<b>Goal</b>	Percentage of attendees who ranked the usefulness of DPSST Criminal Justice Regional Training courses at or above "6" on a scale of 1-7.	
<b>Oregon Context</b>	Agency Mission.	
<b>Data Source</b>	All course participants individually surveyed at conclusion of each regional criminal justice training program (rating "6" + scale 1-7.)	
<b>Owner</b>	Todd Anderson, Training Division Director, 503-378-3312.	





### 1. OUR STRATEGY

Build and maintain lists of quality instructors, utilize best practices in course design and delivery, and have regular and clear communication with constituents on needs/offerings.

### 2. ABOUT THE TARGETS

Participants in regional training programs are required to evaluate every program, according to their perception of its usefulness. Seventy percent (70%) of participants rating usefulness as a "6" out of a maximum of "7" would be considered very good.

### 3. HOW WE ARE DOING

Performance through a variety of regional training offerings has remained very high and consistent over the past reporting periods ; however, for 2011-2012, the participant ratings for the usefulness of the training at a "6" or above slipped to 88%.

### 4. HOW WE COMPARE

The Federal Law Enforcement Training Center (FLETC) serves as the outstanding standard against which to measure our performance. Their standard is 58% of participants rating the training at "acceptable or higher." DPSST's Regional training offerings consistently and markedly exceed this standard.

### 5. FACTORS AFFECTING RESULTS

Our analysis of the underlying data for the Regional courses shows that although overall satisfaction in the trainings is high, the highest ranked courses tend to be more of the skills-based courses, e.g.: firearms, active shooter, defensive tactics, emergency vehicle operation, and the computerized use of force decision making course. Regional/Advanced Training was trying to offer more courses that officers need to maintain perishable skills. Perishable skills are skills that are seldom used and deteriorate if not practiced, but have disastrous consequences if the officer is not able to perform them (firearms skills, driving skills, defensive tactics, and use of force decision-making.) Additionally, certified police positions have maintenance training requirements, and many smaller agencies, particularly those outside the Portland metro area, rely on DPSST Regional/Advanced training to comply with the maintenance requirements. The number of training opportunities offered by the Regional Criminal Justice Training program has decreased substantially as the result of funding reductions; however, the

quality of the training remains high. Over 88% of constituents continue to rate the usefulness of the training at “6” or above on a scale of “1” to “7,” with “7” being highest. Over the past six years, staffing in this program has been reduced from 11 FTE to 3 FTE. In 2006, Regional Criminal Justice training provided more than 137,000 hours of training to over 12,000 students. In 2011, that number was reduced to just over 59,000 hours of training to slightly more than 5,800 students.

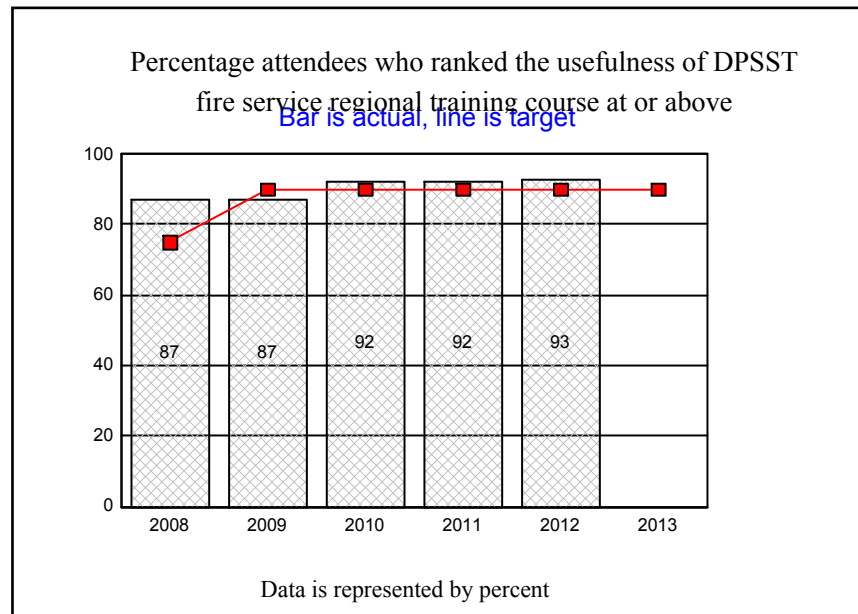
## **6. WHAT NEEDS TO BE DONE**

Criminal justice professionals must maintain their skills for their own safety and the safety of the communities they serve. Ongoing specialized and advanced training, such as is offered through the Regional Training Program, particularly for skills-based courses that require specialized training equipment not available to many agencies, is critical for criminal justice professionals. There is an unmet demand for courses dealing with significant emerging issues (dealing with the mentally ill for example.) Leadership training was eliminated in the budget reductions in the 2009-2011 biennium and was not reinstated in the 2011-13 budget. As a result, supervisors and managers still do not have access to DPSST leadership training, although the requirement to receive training critical to new public safety supervisors and managers remains in place.

## **7. ABOUT THE DATA**

The data is from the Oregon Fiscal Year (July through June) reporting period. Data is based on survey responses from students participating in training offered through the Regional/Advanced Training section.

<b>KPM #3</b>	Percentage of attendees who ranked the usefulness of DPSST fire service regional training courses at or above "6" on a scale of 1-7. (Added per 2003 legislative direction)	2004
<b>Goal</b>	Provide useful Fire Service Regional Training Courses.	
<b>Oregon Context</b>	Agency Mission.	
<b>Data Source</b>	All course participants individually surveyed at conclusion of each regional fire service training program (rating "6" + scale 1-7.)	
<b>Owner</b>	Fire Service Training, Mark Ayers (503)378-2726.	



**1. OUR STRATEGY**

Build and maintain lists of quality instructors, utilize best practices in course design and delivery, regular and clear communication with

constituents on needs/offerings, all with the goal of providing cost effective training to ensure the safety of fire service professionals and the communities they serve.

## 2. ABOUT THE TARGETS

Participants in fire training programs are required to evaluate every program according to their perception of its usefulness.

## 3. HOW WE ARE DOING

Performance through a variety of regional fire training offerings has remained very high and extremely consistent over the reporting periods . Once again, in 2011-2012, over 93% of participants rated the usefulness of regional fire training courses as at least a "6" out of a maximum of "7," reflecting the quality of training provided.

## 4. HOW WE COMPARE

The National Fire Academy serves as the outstanding standard against which to measure our performance . Their comprehensive measurement system reveals general, "course was useful" rating by participants (for off-site training) at "acceptable or higher" of +/- (5%) 90%. DPSST fire training offerings are at par with this aggressive national standard .

## 5. FACTORS AFFECTING RESULTS

As a direct result of maintaining full staffing levels throughout the year , DPSST was able to deliver quality training to all regions within Oregon. As part of our strategic planning process, staff introduced two new program deliveries that resulted in increased demand from our constituent base.

## 6. WHAT NEEDS TO BE DONE

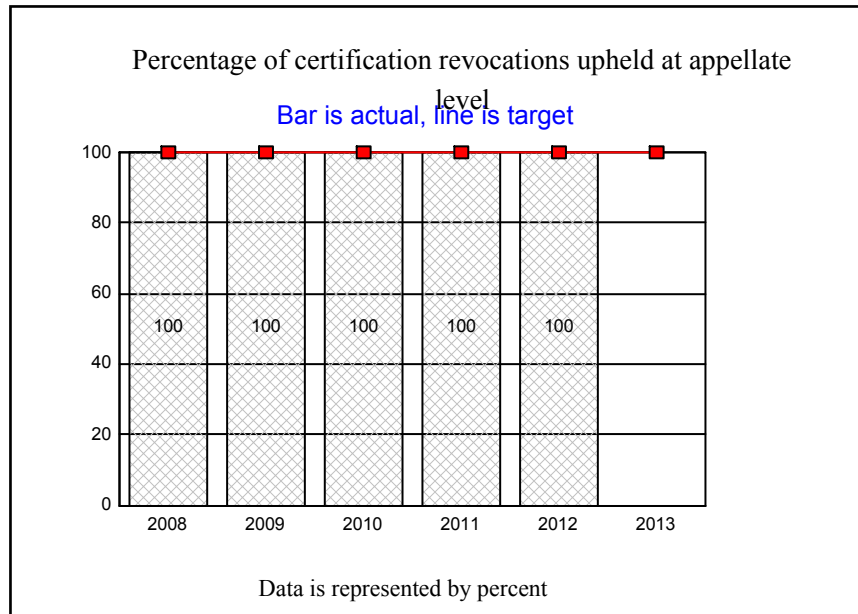
In the 2009 Legislative Adopted Budget, the Code 3 Driving Program maintained sufficient funding to deliver effective emergency vehicle driving around the state. As discussed within the 2011 KPM measurement, the challenge within this program is no longer logistics; it is the difficulty in locating sufficient delivery footprints for the program. Requiring a minimum 300' by 600' slab of smooth, open, level pavement proved to be a problem, but one that staff has been able to address. As a direct result of increased due diligence by our staff and constituents, sites that have been added to our delivery footprint include the tanker base at Kingsley Field and the county fairgrounds in Roseburg. DPSST staff and constituents will continue to identify suitable deliver sites for this outstanding

and well received program.

**7. ABOUT THE DATA**

Oregon Fiscal Year (July through June) data.

<b>KPM #4</b>	Percentage of revocation or denial actions appealed that are upheld at the appellate level.	2005
<b>Goal</b>	100% of certification revocations upheld at the appellate level.	
<b>Oregon Context</b>	Agency Mission.	
<b>Data Source</b>	Public record - State of Oregon Appellate Courts.	
<b>Owner</b>	Marilyn Lorange, Standards and Certification 503-378-2427.	



**1. OUR STRATEGY**

Closely adhere to administrative rule and statute relating to revocation and denial standards, in consultation with Oregon DOJ.

## 2. ABOUT THE TARGETS

DPSST takes its responsibilities in the area of certification standards very seriously. The agency understands that its decisions help to determine an individual's ability to enter or remain in the public safety professions, and our decisions directly impact the professionalism of the public safety disciplines involved. The agency's target is that 100% of any revocation decisions appealed to the Oregon Court of Appeals be upheld by the Court. This target is a reflection of the seriousness with which DPSST and its policy body, the Board on Public Safety Standards and Training, undertake action to deny or revoke public safety certifications.

## 3. HOW WE ARE DOING

During 2011-2012, DPSST's result is 100%. DPSST prevailed at the Court of Appeals in two cases that had been filed in 2009. During 2011-2012, three additional cases were filed with the Court of Appeals.

## 4. HOW WE COMPARE

DPSST has identified two similar KPM's being measured by other Oregon agencies: The Commission on Judicial Fitness and Disability measures the percent of Commission recommendations to the Supreme Court upheld versus the total number of recommendations forwarded to the Supreme Court. The most recent result is 100% for 2009.

The Oregon Department of Justice measures the percentage of legal cases in which the state's position is upheld. The most current results are as follows: 2006, 94%; 2007, 91%; 2008, 91%; 2009, 96%.

## 5. FACTORS AFFECTING RESULTS

As stated above, DPSST and the Board take their responsibilities in this area very seriously. Cases are evaluated with great care before a determination is made to prepare them for committee and Board review. An administrative closure process is utilized for cases where there is insufficient evidence of conduct that warrants consideration of denial or revocation action. Cases brought forward to the committees and Board have a well-developed record of the conduct involved and clearly outline the particular standards against which conduct is to be measured. This allows the relevant policy bodies to make their recommendations and decisions within the correct framework of laws and administrative rules.

**6. WHAT NEEDS TO BE DONE**

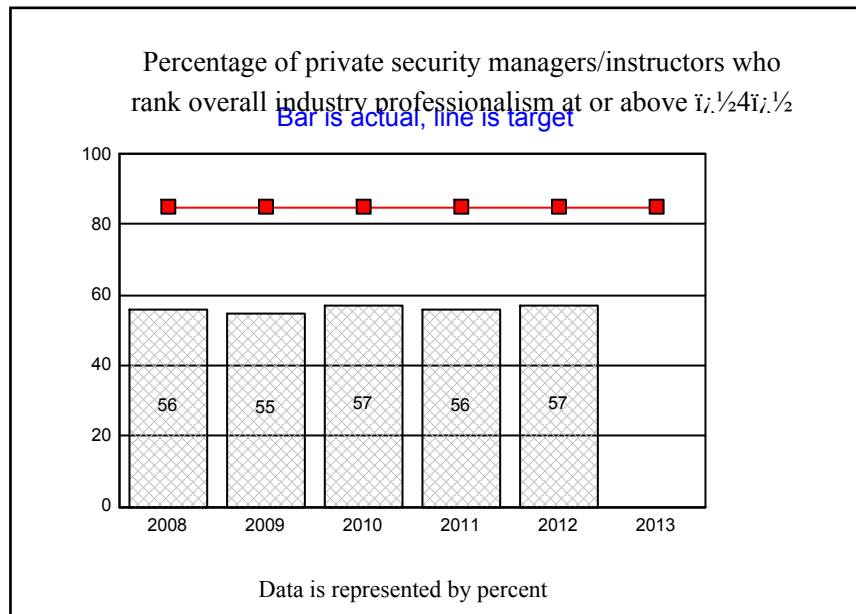
This Performance Measure may seem insignificant because of the small number of cases involved, but it is a significant reflection of not only the quality of case preparation by DPSST staff, but also of the credibility of DPSST as a regulatory agency. The ability of the agency and constituent groups to establish and enforce standards greatly enhances the level of professionalism of the various public safety disciplines, and contributes to the public trust and confidence that professional standards are upheld.

**7. ABOUT THE DATA**

Oregon Fiscal Year reporting - Data is based on the exact number of cases.



<b>KPM #5</b>	Percentage of private security managers/instructors who rank overall industry professionalism at or above "4" on a scale of 1-5. (Added per 2003 legislative direction)	2004
<b>Goal</b>	Increase the professionalism of the Private Security Industry and its employees.	
<b>Oregon Context</b>	Agency Mission.	
<b>Data Source</b>	Survey of private security managers/instructors.	
<b>Owner</b>	Private Security, Teresa Plummer, 503-378-2148.	



**1. OUR STRATEGY**

Provide professional program administration, emphasizing ongoing education, technical assistance and meaningful compliance efforts.

## 2. ABOUT THE TARGETS

We have set our target at “4” on a scale of 1 to 5 (1 is low; 5 is high), striving for better than average results. Our data shows that 57% of constituents rate the overall professionalism of the industry at “4” or above. This rating has stayed relatively constant over the past couple of years.

## 3. HOW WE ARE DOING

Over half our constituents see the professionalism of their industry at better than average.

## 4. HOW WE COMPARE

There are no meaningful comparables.

## 5. FACTORS AFFECTING RESULTS

The private security industry is still maturing, and constituents in the industry are very committed to enhancing the professionalism of the industry. At this time, they are working to enhance the level of training provided. Improving the industry professionalism will be a slow process, but the constituents are committed to working with DPSST in this effort.

DPSST has requested legislative approval to replace this KPM in 2013 with a new measure that will objectively calculate results in a quantifiable manner, rather than the current measurement, that relies on external factors outside of DPSST’s control.

## 6. WHAT NEEDS TO BE DONE

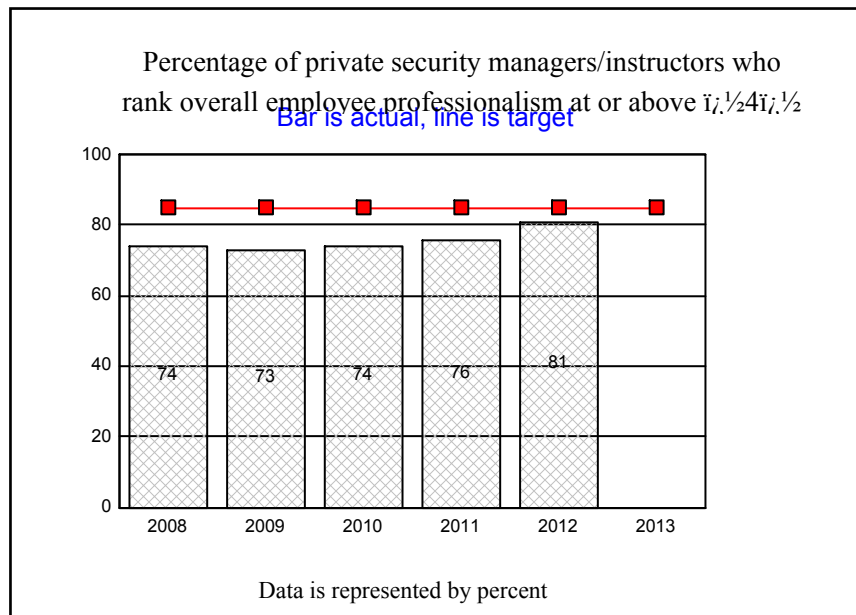
This is the seventh year for this KPM. It is encouraging to see that the vast majority of the professionals surveyed are "satisfied" or better with industry professionalism after over fifteen years of private security regulation in Oregon. The data indicates there is work to be done as we work towards the industry's long-range goals related to industry and officer professionalism. As previously mentioned, the new performance measure that replaces this KPM will provide more objective data. The new KPM will be data-driven, rather than survey-based, and provide quantifiable information to assist Private Security in assessing the professionalism of the industry. DPSST will continue to work closely with Private Security constituents to improve industry knowledge and professionalism.

The private security industry is very supportive of increasing standards. They continue to support increasing the number of training hours required for a private security professional. The industry works closely with DPSST and is supporting steps to further enhance their professionalism through the administrative rules process, including setting and enforcing qualification standards for private security professionals.

**7. ABOUT THE DATA**

Oregon Fiscal Year (July through June) reporting.

<b>KPM #6</b>	Percentage of private security managers/instructors who rank overall employee professionalism at or above "4" on a scale of 1-5. (Added per 2003 legislative direction)	2004
<b>Goal</b>	Increase the professionalism of the Private Security Industry and its employees.	
<b>Oregon Context</b>	Agency Mission.	
<b>Data Source</b>	Survey of Private Security Managers/Instructors.	
<b>Owner</b>	Private Security, Teresa Plummer, 503-378-2148.	



**1. OUR STRATEGY**

Establish a clear focus on education, assistance, and enforcement to maximize industry awareness and compliance with the law.  
Cooperatively work to set and enforce standards, develop and update curriculum and other components of the program, and investigate

alleged violations. Engage with constituents to identify and provide local, regional, and statewide-training resources, training for trainers (both classroom and skills), training coordination and facilitation, and technical support. We also research and identify trends in the administration of other states' regulatory programs.

## 2. ABOUT THE TARGETS

At the conclusion of recurring training courses required for private security professionals holding Executive, Supervisory, or Instructor positions, participants are surveyed and asked to rate the overall professionalism of the private security officers working within the industry on a scale of 1-5 (1 = very dissatisfied, 3 = satisfied, 5 = very satisfied.) Our data shows that 81% of the constituents rate the overall professionalism of private security officers working in the industry at “4” or above. This is an increase of five percentage points from last year.

## 3. HOW WE ARE DOING

This the eighth data cycle for this performance measure. We set the initial target at a rating of “4” or above.

## 4. HOW WE COMPARE

There are no meaningful comparators.

## 5. FACTORS AFFECTING RESULTS

The private security industry constituents are very committed to enhancing the professionalism of the industry. At this time, they are working to enhance the level of training provided. Improving the industry professionalism will be a slow process, but the constituents are committed to working with DPSST in this effort. DPSST has requested legislative approval to replace this KPM in 2013 with a new measure that will objectively calculate results in a quantifiable manner, rather than the current measurement that relies on external factors outside of DPSST's control. The new KPM will be data-driven, rather than survey-based, and provide quantifiable information to assist Private Security in assessing the professionalism of the employees working in the industry. DPSST will continue to work closely with Private Security constituents to improve industry knowledge and professionalism.

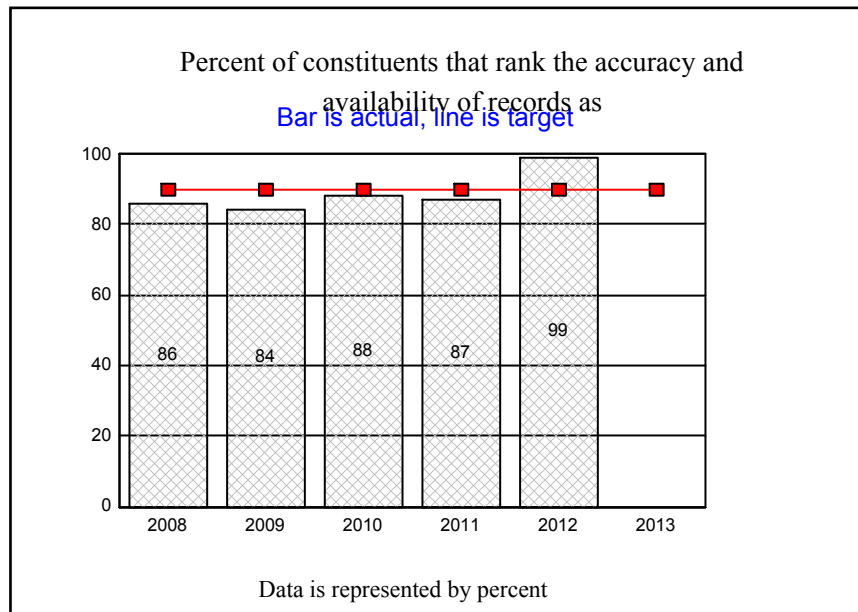
**6. WHAT NEEDS TO BE DONE**

Measurements suggest that current strategies are producing some results and will continue to be refined. The ongoing cooperative effort with the Private Security industry will improve the training available for Private Security professionals. Continued cooperation between the Private Security industry and DPSST is essential if the industry is to make progress in this area .

**7. ABOUT THE DATA**

Oregon Fiscal Year (July through June) reporting.

<b>KPM #7</b>	Percent of constituents that "Agree" or "Strongly Agree" that the process for requesting and receiving training profiles was quick and easy."	2003
<b>Goal</b>	Provide accessible records for all DPSST constituents and the public in a timely manner .	
<b>Oregon Context</b>	Agency Mission.	
<b>Data Source</b>	Survey of constituents requesting records.	
<b>Owner</b>	Standards and Certification, Marilyn Lorange, 503-378-2427.	



**1. OUR STRATEGY**

Professional program administration, emphasizing ongoing education, technical assistance and meaningful compliance efforts.

## 2. ABOUT THE TARGETS

Individuals requesting a copy of officer records are sent a brief customer satisfaction survey periodically during the year . This survey allows Standards and Certification program staff to assess the quality of our responses to information requests on an ongoing basis . The current target is for 90% of respondents to agree or strongly agree that the process for obtaining these records is quick and easy.

## 3. HOW WE ARE DOING

Based on trends identified in previous years, DPSST was approved to make two mechanical changes for the current and future reporting periods. Because respondents have consistently identified that the factors affecting accuracy are largely outside of DPSST control (primarily delays in DPSST receiving training rosters from training providers ), and because members of the public have no way to determine whether the records they receive are accurate, the “accuracy” element has been removed from this KPM. Additionally, the rating scale in the customer service survey has been revised to a five-point scale, rather than the previous three-point scale, which didn’t match the language of the KPM. For the current reporting period, 98.8% of respondents “Strongly Agree” (96.5%) or “Agree” (2.3%) that the process for requesting information is quick and easy, and the records are received timely.

## 4. HOW WE COMPARE

Although all state agencies are required to report on overall customer satisfaction, DPSST has not been able to identify other agencies that measure responsiveness to public records requests. We continue to believe that it is an important agency measure of responsiveness and transparency, both to our direct customers and to other stakeholders statewide. The Construction Contractors Board does measure the percent of contractors satisfied with the agency’s processing of license and renewal information , with the following results: 2007, 98%; 2008, 97%; 2009, 97%.

## 5. FACTORS AFFECTING RESULTS

As discussed above, the survey instrument was changed to a more standard five-point scale, and the “accuracy” question has been discontinued. Effective this reporting period, this measure is now a true customer service measure, reflecting DPSST’s goal of transparency and accessibility, both for members of the public and for DPSST’s public safety customers .



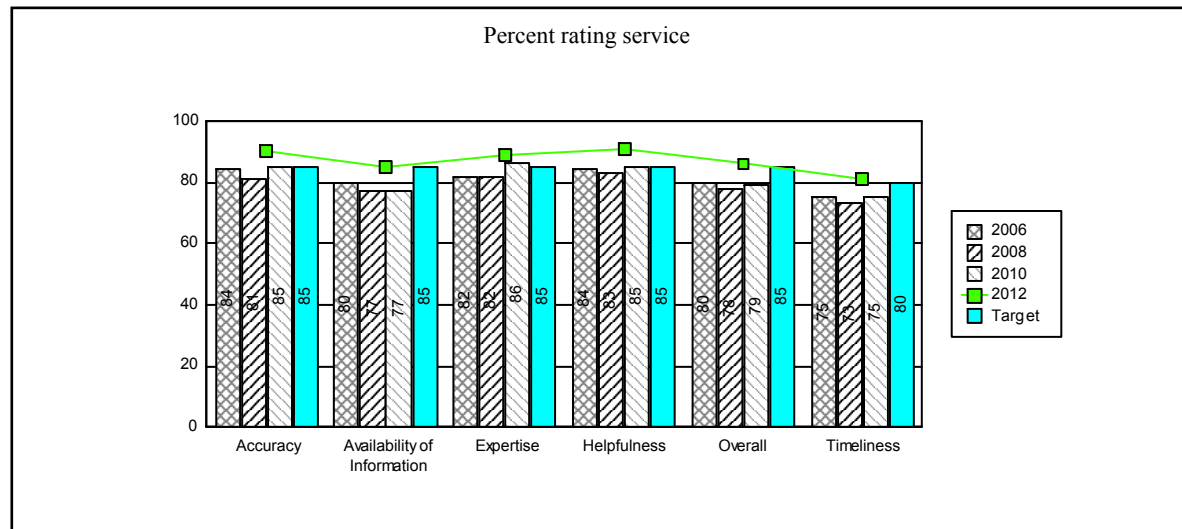
**6. WHAT NEEDS TO BE DONE**

A vacancy in a key position responsible for review and data entry has resulted in a backlog of training records to be entered . This not only affects the currency of the information reflected on officers' training profiles , but also impacts DPSST's ability to provide agencies with timely reports regarding their officers' compliance with statewide maintenance training requirements . We anticipate filling the position soon and have a goal of reducing or eliminating the backlog by the end of 2012. Although this element is no longer a formal element of this KPM, it remains an important internal customer service goal.

**7. ABOUT THE DATA**

Oregon Fiscal Year (July through June) data. Measure is based on responses from users of services from the Standards and Certification section.

<b>KPM #8</b>	Percent of customers rating satisfaction with agency services above average or excellent for: timeliness, accuracy, helpfulness, expertise, information availability.	2006
<b>Goal</b>	To provide overall excellent customer service to our constituents .	
<b>Oregon Context</b>	Agency Mission.	
<b>Data Source</b>	Survey of constituents.	
<b>Owner</b>	DPSST, Sharon Huck, 503-378-2432.	



**1. OUR STRATEGY**

DPSST employs continuous improvement strategies to identify and respond to opportunities to maximize responsiveness to constituent concerns and needs, given the resources available.

**2. ABOUT THE TARGETS**

This is the fourth survey of this type we have done. The initial benchmarks are based on the results of the previous surveys.

### 3. HOW WE ARE DOING

DPSST is doing a good job of meeting constituent needs during difficult budgetary times. Even with reductions during the 2011-2013 budget cycle, as well as additional cuts in 2012, DPSST increased its overall constituent satisfaction percentages in all categories. For 2012, DPSST met or exceeded the target in accuracy, helpfulness, expertise, availability of information, and overall services. While we increased our percentage in timeliness from 75% in 2010 to 81% in 2012, this area still lags slightly behind the target of 85%.

### 4. HOW WE COMPARE

There is no comparable data available for similar institutions/items.

### 5. FACTORS AFFECTING RESULTS

The downturn in Oregon's economy has affected the state and local public safety agencies whose basic training we provide, as well as affecting DPSST's budget and staffing levels. Because hiring has slowed statewide, the reductions in staffing and basic training classes offered have not resulted in training backlogs during this reporting period. This has allowed for the modest improvement in the "timeliness" portion of this measure.

Through legislative action in the 2009-2011 biennium, basic training for corrections officers employed by the Oregon Department of Corrections (DOC) is now offered internally by DOC, with oversight and audit by DPSST.

As we look ahead to the rest of 2012 and early 2013, we are seeing a modest increase in demand for Basic Police classes. To date, we have been able to accommodate the increase; however, if the trend continues, timeliness in delivering basic training may again be an issue.

An additional factor that may affect results in the future is the legislative sunset of the authorization for DOC to deliver basic training to their corrections officers under DPSST oversight. A return to DPSST for their basic training cannot be accommodated with current staffing or funding levels, so timeliness would become a significant factor affecting DOC until those issues were resolved.

### 6. WHAT NEEDS TO BE DONE

DPSST is using historical data and projections to plan, schedule and staff an adequate number of basic courses to meet the training needs of the two largest users (police and corrections) and to address the timeliness issues raised by those constituents. Because of funding and

staffing cutbacks, DPSST does not have the capacity to accommodate any significant increase in basic training demand. The agency will continue to monitor trends closely to be able to anticipate and promptly inform decision-makers of potential issues.

## 7. ABOUT THE DATA

Survey Dates: July 1 through August 15, 2012.

Group surveyed:

- Combined list-serve of all DPSST constituents, surveyed electronically using an on-line survey.
- 431 responses; 398 completely finished surveys (92.3%)
- State Department of Corrections: 1.8%
- Local Corrections (county or city): 2.0%
- Fire Services: 17.3%
- Parole and Probation: 2.5%
- Police (municipal): 26.9%
- Private Security/Investigators: 25.6%
- Sheriffs: 10.1%
- Telecom/EMD: 6%
- Oregon State Police: 3.3%
- Other: 4.5%

**Agency Mission:** The Mission of the Department of Public Safety Standards and Training (DPSST) is to promote excellence in public safety by delivering quality training and by developing and upholding professional standards.

<b>Contact:</b> Sharon Huck	<b>Contact Phone:</b> 503-378-2432
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<b>Alternate:</b> Eriks Gabliks	<b>Alternate Phone:</b> 503-378-2332
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**The following questions indicate how performance measures and data are used for management and accountability purposes.**

<b>1. INCLUSIVITY</b>	<ul style="list-style-type: none"> <li>* <b>Staff :</b> Current performance measures are reviewed at least annually by key staff.</li> <li>* <b>Elected Officials:</b> Approving and making changes to legislatively approved performance measures.</li> <li>* <b>Stakeholders:</b> Reviewing letters, surveys, telephone calls, and emails regarding agency performance issues; face to face meetings with constituents held throughout the state; direct communications with representatives of the various public safety disciplines and their professional organizations.</li> <li>* <b>Citizens:</b> Reviewing letters, surveys, telephone calls, and emails regarding agency performance issues.</li> </ul>
<b>2 MANAGING FOR RESULTS</b>	All data collected is reported to the Board and staff. Individual managers are charged with specific actions to improve results over time.
<b>3 STAFF TRAINING</b>	Staff has received regular updates from management regarding performance issues . New supervisors have received one-on-one training regarding the agency's key performance measures and their relationship to the agency's mission. The agency's management team has received briefings on the agency's key performance measures.
<b>4 COMMUNICATING RESULTS</b>	<ul style="list-style-type: none"> <li>* <b>Staff :</b> Staff meetings, emails, dissemination of constituent surveys and evaluations. Agency performance measures are posted on the DPSST website to allow constituents and other interested parties to readily monitor our performance. Performance measures are periodically discussed at agency management meetings so that individual section managers have the information they need to review and discuss performance measures with their unit's staff members.</li> <li>* <b>Elected Officials:</b> Reporting, presentations, and responding to direct inquiries. Agency performance measures are posted on the DPSST website to allow constituents and other interested parties to readily monitor our performance.</li> </ul>

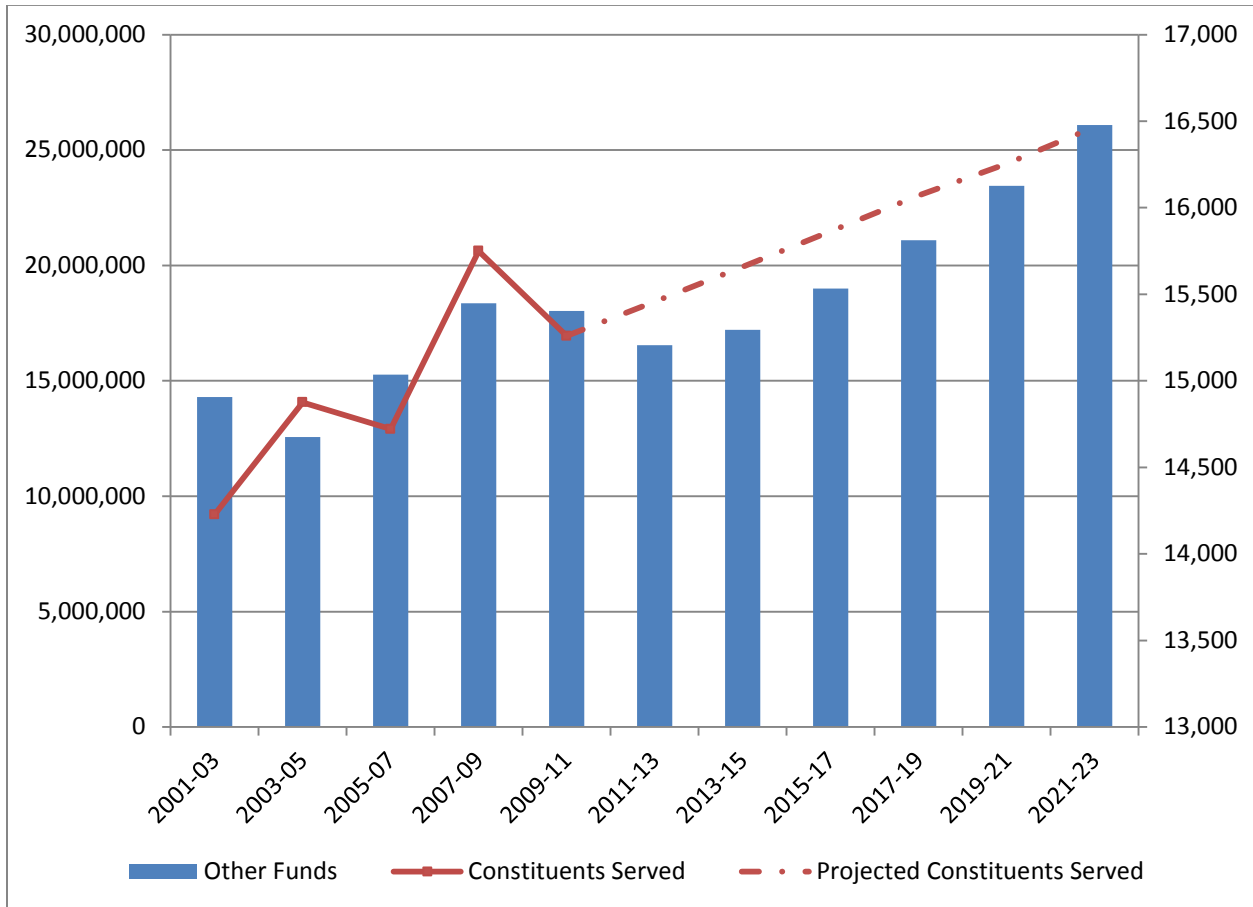
\* **Stakeholders:** Presentations and responding to direct inquiries. Agency performance measures are posted on the DPSST website to allow constituents and other interested parties to readily monitor our performance.

\* **Citizens:** Presentations and responding to direct inquiries. Agency performance measures are posted on the DPSST website to allow constituents and other interested parties to readily monitor our performance.

# Department of Public Safety Standards and Training

## Criminal Justice Standards and Training Program

Primary Outcome Area: Safety  
 Secondary Outcome Area: N/A  
 Program Contact: Eriks Gabliks, 503-378-2332



### Executive Summary

The purpose of this program is to train and certify to the appropriate level of competency all law enforcement, city and county corrections, parole and probation officers, 9-1-1 telecommunicators and emergency medical dispatchers. The Criminal Justice Standards and Training Program affects more than 600 public safety agencies across the state and helps ensure the safety of Oregon’s residents.

### Program Funding Request

The Criminal Justice Standards and Training Program is requesting \$17,137,753 Other Funds from the Criminal Fines Account (CFA) to maintain the current service level of the Training

Division and the Standards and Certification Section within the Department. Program costs through the 2021-23 biennium are increased at rates established by the Department of Administrative Services, Budget and Management Section. The constituent served growth is projected by the Oregon Labor Market Information System (OLMIS).

### **Program Description**

Program services are provided to more than 600 public safety agencies that employ more than 15,000 public safety officers in Oregon.

The Training Division provides basic and advanced training. The basic training is delivered to public safety officers at the Oregon Public Safety Academy. Basic training classes range from three weeks for telecommunicators and emergency medical dispatchers to sixteen weeks for law enforcement officers. The Training Division works with local, state and federal partners to provide advanced, specialized and maintenance training at the Academy and regionally.

The Standards and Certification Section certifies officers and monitors ongoing compliance with established standards. It also evaluates and certifies training programs and instructors. The section examines eligibility and training requirements for sheriff candidates and audits the Department of Correction's training of its corrections officers. It administers polygraph examiners licensing, is the custodian of all agency public records, and coordinates the agency's administrative rules process.

Costs for the program are primarily driven based on the number of individuals who require training and certification. Because of recent funding reductions, the agency carefully monitors the number of applications for training to see if the allocated funding is sufficient to meet the training needs of the state and local jurisdictions. Hiring practices due to the economic slowdown and retirements affect public safety agencies. There is also an unknown impact of the loss of timber revenues for some counties.

### **Program Justification and Link to 10-Year Outcome**

The Oregon Public Safety Academy provides the infrastructure to support effective training. Effective training is critical to the success of public safety officers who serve and protect others. The current training model improves the retention and application of knowledge and skills learned, resulting in a higher level of proficiency when officers return to their employing agencies. Hours of classroom instruction, academic tests, physical fitness training, defensive tactics, pursuit driving, and firearms are all part of the Academy experience. This program directly supports safety and prepares the officers for fulfilling careers to ensure the safety of people so that ultimately Oregonians will be safe where they live, work and play.

### **Program Performance**

Agency performance measures and feedback from constituents show a high level of satisfaction with the services provided by the Criminal Justice Standards and Training Program. Comparable information on the performance of other public safety academies is not available. Other states



indicate that they will not implement reductions in training due to the liability issues raised if adequate training is not provided.

Measure	Average	Comments
Number of students enrolled in Basic Courses	642 per year	Average 2007 through 2011
Number of students trained through regional, specialized and advanced courses	283 courses with 7,214 students	Average 2007 through 2011
Number of training events added to criminal justice records	178,178 per year	Average 2007 through 2011
Total number of constituents served	15,754 per year	Average 2006 through 2010
Percentage of attendees who ranked the usefulness of regional training courses at or above "6"	91.33%	Average 2008 through 2010
Percentage of revocation and denial actions appealed that are upheld at the appellate level	100%	Average 2008 through 2010
Percentage of constituents that rank the accuracy and availability of records as "Above Average"	86%	Average 2008 through 2010
Percentage of customers rating satisfaction with agency services above average or excellent for: <ul style="list-style-type: none"> <li>• Accuracy</li> <li>• Availability of Information</li> <li>• Expertise</li> <li>• Helpfulness</li> <li>• Timeliness</li> </ul>	84.33% 78% 83.33% 84% 74.33%	Average 2006 through 2010

Overall, the Criminal Justice Standards and Training Program is doing a good job of meeting constituent needs. Each of the various measures related to customer satisfaction has remained stable, and most are close to the measure targets.

**Enabling Legislation/Program Authorization**

Authority for this program is found in the following statutes:

- ORS 181.610 through 181.705 contain the Public Safety Standards and Training Act for firefighters, law enforcement, corrections, parole and probation officers, telecommunicators and emergency medical dispatchers.
- ORS 206.015 contains the Sheriff Qualification Act that mandates specific training and certification qualifications for candidates seeking the office of sheriff in Oregon.
- ORS 703.010 through 703.320 contain the Polygraph Examiners Act that provides for regulation and licensing of polygraph examiners.

## **Funding Streams**

This program is funded entirely by Other Funds. The primary funding source is the Criminal Fine Account (CFA). CFA allocations for this program are determined by the Legislature based on priorities identified in ORS 137.300. CFA transfers from the Department of Revenue pay for Basic Police Training, Basic Local Corrections Training, Basic Parole and Probation Training, and Regional and Advanced Training. It also funds the Standards & Certification Program. Transfers of Telephone Excise Tax (9-1-1) from Oregon Emergency Management/Oregon Military Department pay for Telecommunications Training and Emergency Medical Dispatch Training.

Federal grant funds are passed by ODOT through to DPSST as Other Funds to pay for Traffic Safety Training. It is anticipated the grant funds will continue to be available.

Other training classes (such as training of OLCC enforcement agents) are funded by fees charged and dedicated for the training services.

Polygraph licensing fees pay for the program that licenses polygraph examiners and trainees.

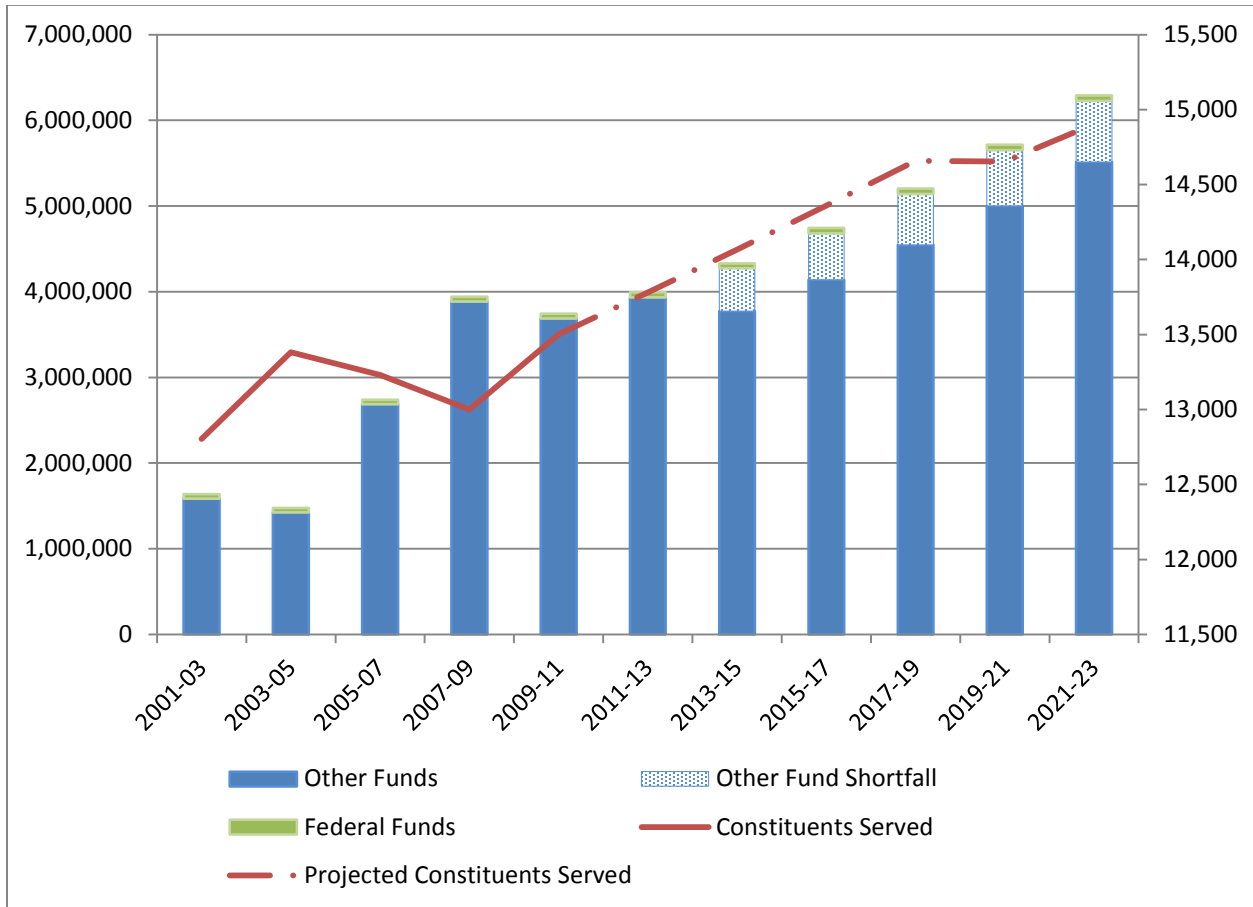
## **Significant Proposed Program Changes from 2011-13**

HB 3199, passed during the 2009 Regular Session, shifting the responsibility of basic training of corrections officers employed by the Department of Corrections to DOC and assigned the responsibility for auditing the DOC training program to DPSST. These provisions sunset on January 2, 2014, which require the responsibility for training to shift back to DPSST and eliminate the need for auditing the program. DPSST, working jointly with DOC, has submitted a policy package to maintain DOC training of its employees. Should the policy package not be approved by the Legislature, this will be an increase in DPSST's budget request of approximately \$234,000.

# Department of Public Safety Standards and Training

## Fire Training and Certification Program

Primary Outcome Area: Safety  
 Secondary Outcome Area: N/A  
 Program Contact: Eriks Gabliks, 503-378-2332



### Executive Summary

The purpose of this program is to train and certify career and volunteer firefighters. The Fire Training and Certification Program is important because fires and emergencies happen 24 hours a day, seven days a week, 365 days a year. Each event requires trained firefighters to contain, control and prevent more damage.

### Program Funding Request

This program is funded primarily through the Fire Insurance Premium Tax (FIPT) which is a 1% surcharge on all fire insurance policies written in the State of Oregon. The FIPT revenue is used to provide training and certification for over 13,000 fire service professionals. Current Service

Level (CSL) expenditures for the 2013-15 biennium are projected to be \$4,282,829 and employ 15 full time employees throughout the State. The current revenue projections provided by the Office of the State Fire Marshal have the Fire Training and Certification program incurring a \$500,000 shortfall in the 2013-15 biennium CSL which is projected to exceed \$700,000 in the 2021-23 biennium. The shortfall in the coming biennium results in the loss of one Regional Fire Training Coordinator who is duty-stationed in Pendleton and position-related services and supplies limitation. It will also eliminate services and supplies limitation for the Urban Search and Rescue agreement and for the Driver/Pumper Operator Program.

The Program Funding Request maintains the current service level of training by the inclusion of a Policy Package increasing the FIPT to 1.15%.

### **Program Description**

This program implements standards for fire training and certification for more than 13,000 career and volunteer fire service professionals. The Fire Training Section facilitates regional delivery of entry-level, specialized, leadership and maintenance training to fire service constituents across the state. The goal of the section is to develop and implement training strategies that maximize resources and meet local and state training needs. Training is delivered with the help of the Oregon Fire Instructors Association (OFIA) and its 22 regional fire-training associations. The section and OFIA have hundreds of classes each year to meet the needs of more than 300 fire departments. Examples of training provided:

- The Code-3 Driving Program - uses a skid truck to teach drivers how to manage an out-of-control vehicle.
- A 53-foot Mobile Fire Training Unit is used for live-fire training.
- Other mobile fire training props and a training tower at the Oregon Public Safety Academy are used for live-fire training.
- Farm & Industrial Machinery Rescue - tractors and machinery are often involved in farm deaths and disabling injuries.
- National Incident Management System training - required by the U.S. Department of Homeland Security.
- Coordination of classes delivered by the National Fire Academy at many statewide locations.

The Fire Standards and Certification Section follows voluntary certification standards and issues certifications to individuals completing training and education requirements. This section works closely with 25 District Liaison Officers. These volunteers spend time with fire departments in their districts to review training programs for compliance with accreditation requirements. The section has implemented a web-based portal that allows forms to be submitted electronically. Fire chiefs and training officers can view training records online.

### **Program Justification and Link to 10-Year Outcome**

Every community in Oregon is faced daily with emergencies that affect children, adults and businesses. Each fire-rescue emergency requires the rapid and efficient response of properly trained fire service personnel to safely contain, control and mitigate emergency situations while

preventing further damage to citizens, businesses and the environment. DPSST's Fire Training and Certification Program plays a critical role. The program supports the Safety Policy Vision by ensuring that fire service professionals are prepared for disasters and can prevent the loss of life and property.

This program also supports the Oregon Department of Forestry (ODF) when the Governor mobilizes the Oregon National Guard. At the request of ODF, DPSST provides wildland firefighter training to members of the National Guard being mobilized to assist with fire suppression efforts across the state. Fire Program employees also participate in Oregon's Urban Search and Rescue (USAR) Program and respond as part of the State Fire Marshal's Incident Management Team.

**Program Performance**

The National Fire Academy serves as the outstanding standard for performance measurement. Their comprehensive measurement system reveals general "course was useful" rating by participants at "acceptable or higher" of +/- (5%) 90%. DPSST fire training courses are at par with this aggressive national standard.

Key Performance Measure #3 measures the percentage of attendees who ranked the usefulness of DPSST fire service training courses at or above "6" on a scale of 1-7. The measure was added per 2003 legislative direction. The rating grew to 92% for 2010.

Measure	Average	Comments
Number of training classes for fire service professionals (Note: Number of classes has increased from 254 classes in 2007 to 1,742 classes in 2011)	907 per year	Average 2007 through 2011
Number of students attending fire training classes (Note: Number of students attending classes has increased from 4,034 students in 2007 to 18,378 students in 2011)	11,470 per year	Average 2007 through 2011
Number of fire certifications issued	4,499 per year	Average 2007 through 2011
Number of fire certification applications rejected	272 per year	Average 2007 through 2011

**Enabling Legislation/Program Authorization**

Authority for this program is found in the following statutes:

- ORS 181.610 through 181.705 contain the Public Safety Standards and Training Act for firefighters, law enforcement, corrections, parole and probation officers, telecommunicators and emergency medical dispatchers.

**Funding Streams**

This program is funded by Other Funds and Federal Funds. Other Funds revenue comes from the Fire Insurance Premium Tax (FIPT) that is transferred from the Office of the State Fire

Marshal by Oregon State Police. Considered a dedicated funding stream and authorized by ORS 731.820, FIPT is paid by every insurer covering the peril of fire in Oregon. Taxes are paid on gross fire insurance premiums. The tax was raised from 0.75% to 1% in 1983. The Department of Consumer and Business Services collects the tax and develops FIPT revenue forecasts. Continued stability of FIPT is essential to maintaining quality state fire training programs.

Federal Funds revenue is from a Department of Homeland Security grant. It funds delivery of training courses developed by the U.S. Fire Administration's National Fire Academy.

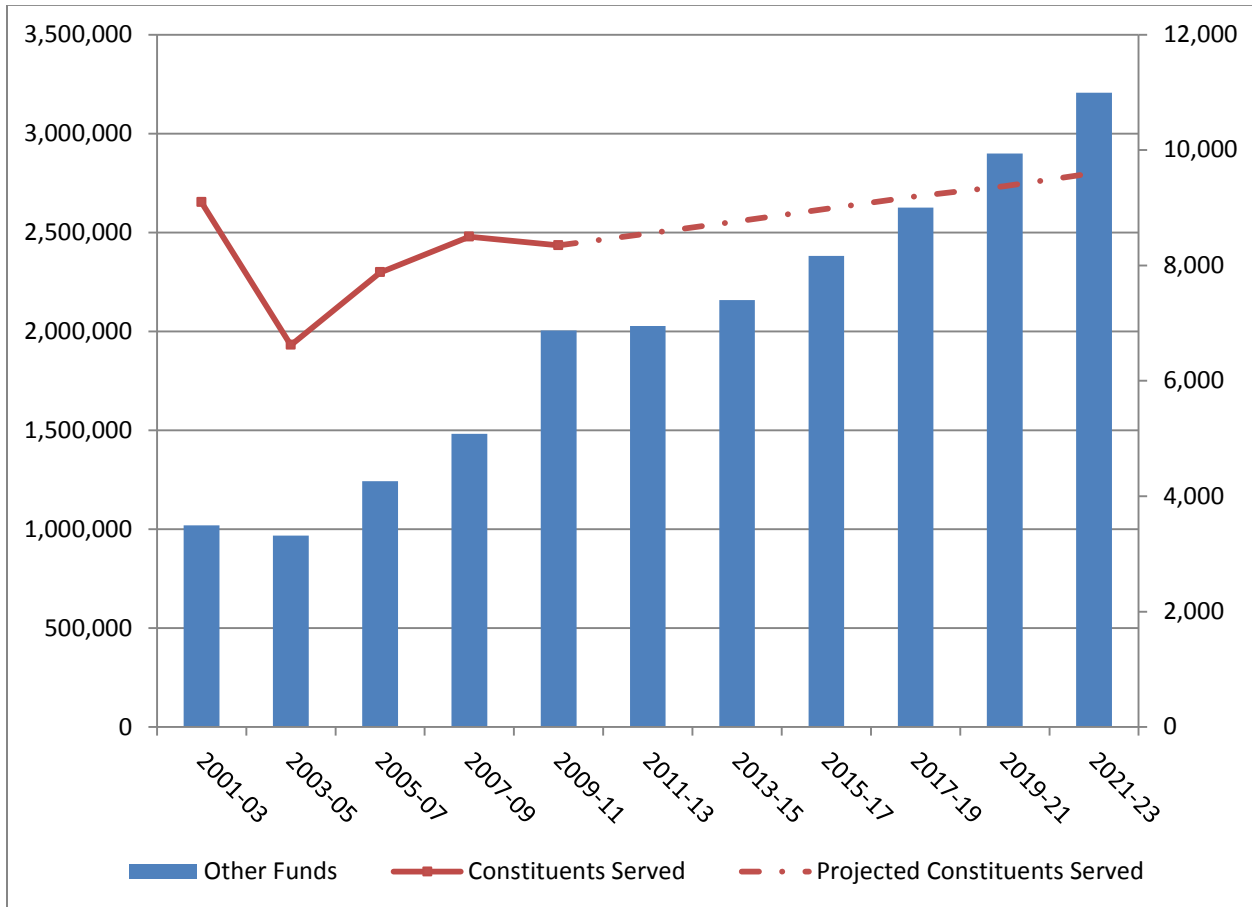
### **Significant Proposed Program Changes from 2011-13**

As stated in the Program Funding Request section of this document, the Fire Training and Certification Program requested budget includes a Policy Package which increases the FIPT from 1% to 1.15%. Without this increase in revenue, the Fire Training Program will lose one position and reduced training capabilities which will directly affect the constituents served.

# Department of Public Safety Standards and Training

## Private Security and Private Investigators Programs

Primary Outcome Area: Safety  
 Secondary Outcome Area: N/A  
 Program Contact: Eriks Gabliks, 503-378-2332



### Executive Summary

The Private Security and Private Investigators certification and licensing programs are industry imposed, fee-based programs. These programs certify and license private security providers and private investigators according to established standards, regulates professional standards compliance and issue certifications for qualified instructors.

### Program Funding Request

The Private Security and Private Investigators Programs are requesting \$2,162,045 Other Funds – Fees for Service to maintain the current service level the programs. Program costs through the

2021-23 biennium are increased at rates established by the Department of Administrative Services, Budget and Management Section. The constituent served growth is projected by the Oregon Labor Market Information System (OLMIS).

### **Program Description**

The 1995 Legislature passed Senate Bill 60 requiring DPSST to establish licensing and certification requirements for private security providers. Ten years later, the 2005 Legislature abolished the Oregon Board of Investigators and transferred responsibility for private investigator licensees to DPSST. There are currently more than 15,000 private security officers and about 600 private investigators.

Constituents of the private security and private investigators industries are committed to enhancing the professionalism of the industries. Working to improve the level of training provided will be a slow process, but the constituents remain committed to working with DPSST in this effort. The program focus is on education, technical assistance and enforcement to maximize industry awareness and compliance with the law. This program actively engages constituents to identify and provide local, regional and statewide training resources, training for trainers (classroom and skills), training coordination and facilitation, and technical support. The program will begin offering firearms training for instructors at the Oregon Public Safety Academy in 2012.

The small number of licensed private investigators and the cost of past and pending litigation have created budgetary challenges. A compliance specialist position has been left vacant for several months to offset escalating program costs. As a result of the vacancy, there is a backlog of compliance issues to be addressed. The agency is looking at options to resolve the challenges that won't require a fee increase; however, there is growing concern about the sustainability of the program.

### **Program Justification and Link to 10-Year Outcome**

Goals for the Private Security Program have been to increase the professionalism of the industry and its employees, to improve the general image of private security providers and to promote cooperation between private security providers and law enforcement. By maintaining processes requiring formal applications for certification, criminal history searches and formalized training, the program is able to effectively eliminate career criminals from the industry, decrease the number of unidentified providers, and reduce injuries to officers and potential liability for employers. The role of private security providers supports the overall Safety Policy Vision for Oregonians to be safe where they live, work and play. This was best illustrated after the terrorist attacks on September 11, 2001 when private security providers were called on to provide protection for public assets like buildings, dams, power plants, etc. Historically, there is a high rate of turnover within the industry. This program is essential to address the need for timely processing of applications to meet security needs as they arise.



## **Program Performance**

Current measurements for the Private Security Program show that current strategies are producing results and should continue to be refined. Improving professionalism will be a slow process.

Key Performance Measures #5 and #6 measure percentages of private security managers/instructors who rank overall industry professionalism and overall employee professionalism at or above “4” on a scale of 1-5. The percentage for overall industry professionalism rated an average of 56% from 2008 through 2010. The percentage for overall employee professionalism rated an average of nearly 74% for the same period. Continuing cooperation between the industries and DPSST is essential if progress is to be made in this area.

Measure	Average	Comments
Number of newly certified private security officers	3,707	Average 2007 through 2011
Number of private security officers renewing certification	4,484	Average 2007 through 2011
Number of new private investigator applicants	134	Average 2007 through 2011
Number of private investigators renewing licenses	225	Average 2007 through 2011

## **Enabling Legislation/Program Authorization**

Authority for this program is found in the following statutes:

- ORS 181.870 through 181.991 (known as the Private Security Service Providers Act) regulates private security providers by establishing standards and requiring certification and licensing.
- ORS 703.401 through 703.995 regulates private investigators.

## **Funding Streams**

The Private Security and Private Investigators Programs are funded entirely by Other Funds. Fees paid by individuals or business firms that require certification and licensing are dedicated to support this program. ORS 181.878 and ORS 703.475 provide the authority for the fees.

Additional revenue comes from civil penalties that are assessed against private security providers and private investigators for non-compliance. ORS 181.991 and ORS 703.995 provide the authority for civil penalties.

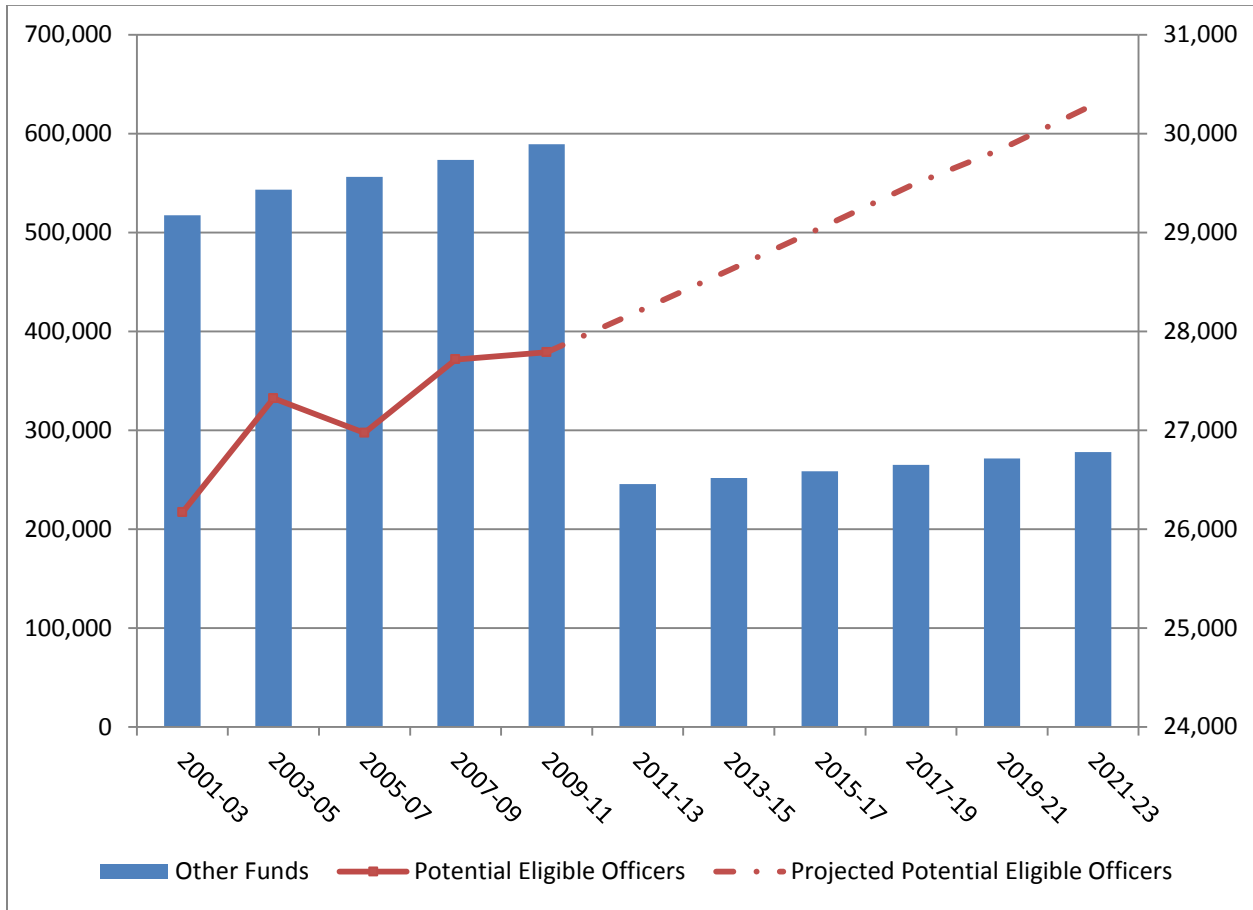
## **Significant Proposed Program Changes from 2011-13**

The Private Security and Private Investigators Programs are not proposing any significant changes in the current budget cycle.

# Department of Public Safety Standard & Training

## Public Safety Memorial Fund

Primary Outcome Area: Improving Government  
 Secondary Outcome Area: N/A  
 Program Contact: Eriks Gabliks, 503-378-2332



### Executive Summary

This program provides financial assistance to public safety officers who are permanently and totally disabled as the result of a line of duty injury, and to family members or designees of officers who are killed or permanently and totally disabled in the line of duty.

### Program Funding Request

The Public Safety Memorial Fund is requesting \$251,539 Other Funds from the Criminal Fines Account (CFA) to ensure that adequate resources are available. Program costs through the 2021-23 biennium are increased at rates established by the Department of Administrative Services,

Budget and Management Section. The constituent served growth is projected by the Oregon Labor Market Information System (OLMIS).

### **Program Description**

This program was developed to provide immediate and long-term financial support to public safety officers and the families or designees of public safety officers who are killed or permanently and totally disabled in the line of duty.

The program is managed by a six-member board and administered by the Department of Public Safety Standards and Training.

Benefits may include:

- A one-time \$25,000 lump sum benefit;
- Payment of health and dental insurance premiums for an eligible officer, spouse, or designee for up to five years after the qualifying death or disability and for children up to 18 years of age (or 23 years of age if the child is a full-time student);
- Mortgage payments for up to one year following the qualifying death or disability; and
- Higher education scholarships.

The benefits paid will vary based on the number of officers suffering a qualifying death or disability and the number and age of their dependents. Benefit payments are limited to the money in the fund. The \$25,000 lump sum benefit is statutorily mandated. The Public Safety Memorial Fund Board may make adjustments to other benefit payments in order to stay within the program's financial limits.

### **Program Justification and Link to 10-Year Outcome**

The Public Safety Memorial Fund was established in recognition of the dangers faced by Oregon's public safety officers. The purpose of the Fund is to provide immediate and long-term financial assistance to permanently and totally disabled public safety officers and the families of public safety officers who are killed in service of the citizens of Oregon. When line-of-duty tragedies occur, DPSST staff works promptly with contacts from the officer's public safety employer to assist them in working with the officer's family members. Memorial Fund board members convene special meetings when required to review the circumstances of a line-of-duty event and consider granting benefits to eligible recipients. Trustworthy, responsive, and financially responsible management of this program is a demonstration of the "Improving Government" outcome, providing tangible recognition of the risk that public safety officers assume to help keep all Oregonians safe and secure in their homes and communities.

### **Program Performance**

Performance of the program can be measured not only by the number of families assisted, but in the swiftness of benefit delivery. ORS 243.956(4) requires the Fund provide a lump sum benefit of \$25,000 to qualifying families in need within 14 days of eligibility determination. The Public

Safety Memorial Fund Board members and staff at DPSST maintain compliance with this statute by ensuring timely application review, Board decisions, and benefit payments.

Since the inception of the program in 1999, more than \$1,500,000 has been paid to more than 30 families of injured or killed public safety officers.

The number of claims processed ranges from 11 in 2007 to 17 in 2011 for a 5-year average of 10.4 claims per year.

### **Enabling Legislation/Program Authorization**

The Public Safety Memorial Fund is governed by Oregon Revised Statutes 243.950 to 243.974.

### **Funding Streams**

This program is funded entirely by Other Funds. The primary funding source is the Criminal Fine Account (CFA). CFA allocations for this program are determined by the Legislature. Additional revenue comes from interest earned and donations.

### **Significant Proposed Program Changes from 2011-13**

There are no proposed changes for the Public Safety Memorial Fund.

# DPSST 2011-13 Reclassifications

POSNO	REPR	CLASSIFICATION	SALARY RANGE	SALARY	EFF DATE	COMMENT
0507227	FROM	AFSCME	OFFICE SPECIALIST 2	15	3,133	AGENCY EVALUATION OF DUTIES DETERMINED CHANGE IN CLASSIFICATION
	TO	AFSCME	OFFICE SPECIALIST 1	12	2,736	
Monthly Decrease:				397		
9701149	FROM	MMS	PRIN EXEC MGR C	31	6,850	CHANGE OF DUTIES AND CLASSIFICATION TO MEET HB 4131 REQUIREMENTS
	TO	AFSCME	INFO SYS SPEC 7	28X	6,992	
Monthly Increase:				142		

# DPSST 2011-13 New Hires\*

AGENCY 259							
PA CODE 141 - NEW HIRE							
EFFECTIVE 7/1/2011 THROUGH 12/31/2012							
REPORT DATE: 2/14/2013							
ASSET CLASS 2 DATA							
DATA FROM PPDB ONLINE RECORD							
REPORT NO: R0001027							
POSNO	REPR	CLASS DESC	STEP	JOB TITLE	APPT TYPE	EFF DATE	
9901706	MESN	PRINCIPAL EXECUTIVE/MANAGER F	9	TRAINING DIVISION DIRECTOR	P	7/3/2012	
0101036	AFSCME	OFFICE SPECIALIST 1	2	CERTIFICATION ASSISTANT	P	7/25/2011	
0507241	AFSCME	PUBLIC SERVICE REP 3	2	RECEPTIONIST/ CERT SPECIALIST	P	11/5/2012	
0709006	AFSCME	LABORER/STUDENT WORKER	1	FACILITIES LABORER	P	10/1/2012	
0709006	AFSCME	LABORER/STUDENT WORKER	1	FACILITIES LABORER	P	10/1/2012	
0709007	AFSCME	LABORER/STUDENT WORKER	1	FACILITIES LABORER	P	10/6/2011	
0709007	AFSCME	LABORER/STUDENT WORKER	1	FACILITIES LABORER	P	10/7/2011	
1113005	AFSCME	CUSTODIAN	2	CUSTODIAN	P	10/3/2011	


During the 2011-13 biennium only one employee was hired above step 2. Justification for hiring above 2<sup>nd</sup> step is provided on the next page.

\*July 2011- December 2012

**Department of Public Safety Standards and Training**  
**Memorandum**

Date: June 26, 2012

To: DPSST Human Resources Division

From: Eriks J. Gabliks, Director 

Subject: Employment Offer - Todd Anderson

I have completed a final interview and salary negotiation with Todd Anderson. I extended an offer of employment to Todd this afternoon and he has agreed to serve as our next Training Division Director at the Department of Public Safety Standards and Training (DPSST). Todd was selected after DPSST conducted a national recruitment for this position. Our search brought in 37 applicants interested in this position. A panel of DPSST staff and stakeholders selected Todd as our top finalist.

I would like to start Todd at Step 9 of Principal Executive Manager F (Z7010). My justification for this request is as follows. As you can see from the attached bio, Todd has an extensive background in public safety administration and recently retired as the Tillamook County Sheriff. Todd's diverse background as a city and county law enforcement officer, corrections officer, manager of a parole and probation agency, and chair of a 9-1-1 communications district board, gives him a solid background in executive management and leadership which will be of benefit to our agency and our customers. Todd has also served as a member and Chair of the Board on Public Safety Standards and Training (BPSST). In addition, he has served as the President of the Oregon State Sheriff's Association and has served on a number of committees for OSSA including their Legislative Committee.

Todd will join our agency on July 3, 2012. If you need any additional information, or if I can be of any further assistance, please let me know.

Thanks for your time and assistance.

*Todd G. Anderson*

In 1979, Todd began his career in public safety with the Washington County Sheriff's Office. Over the next 32 years, he worked his way up the ladder serving as a patrol officer, deputy sheriff, detective, sergeant, lieutenant, and sheriff.

Serving first in Washington County as a dispatcher then as a Corrections Deputy for the Washington County Jail, he was charged with the safety and security of 200 confined inmates, after which he transferred to Rockaway Beach Police Department as a where he investigated and enforced all criminal, traffic, wildlife, and marine laws as a patrol officer.

Todd became a Deputy Sheriff in Tillamook County in 1986 and was elected Tillamook County Deputy of the Year. As a detective for Tillamook County Sheriff's Office from 1988 to 1992, Todd performed complex investigations of drug cartels, major person crimes, and internal investigations.

In 1992, Todd was promoted to Sergeant and provided direct line supervision of detectives and patrol deputies in addition to supervising major incidents and coordinating the scheduling of the detective and criminal divisions.

In 1997, Todd promoted to the position of Lieutenant in the Tillamook County Sheriff's Office. This was a senior command level position of a 120-bed corrections facility. He was responsible for overall coordination, management and direction of the facility to include budget, planning, and human resource functions.

In 2001, Todd was elected Sheriff of Tillamook County. He provided executive level leadership of criminal, corrections, community corrections, emergency management, and search and rescue operations. He was responsible for the fiscal management of a \$7 million budget, as well as policy development and strategic planning, program audit and inspections.

While Sheriff, Todd served as a member and Chair of the Corrections Policy Committee and a member and Chair of the Board on Public Safety Standards and Training as well as multiple statewide Governor-appointed boards to include the Governor's Re-Entry Council, Governor's Mental Health Task Force, and Board Member Urban Search and Rescue. He also served as a member and Chair of the Tillamook County Emergency Communications District, Chair of the North Coast Narcotics Task Force, President of the Oregon State Sheriff's Association; Board member, Secretary, and Vice President of the Oregon State Sheriff's Association, and Sgt. at Arms of the Western States Sheriff's Association. Todd was selected by his peers as the Oregon State Sheriff of the Year in 2007 and 2009.





February 11, 2013

**To:** Director Eriks Gabliks

**From:** Sharon Huck

**Subject:** Research For Budget Note

**Summary:**

During the 2011 budget process, DPSST was asked to provide research regarding feasible ways to measure student knowledge retention after graduation from the Academy, as well as methods to determine the Academy's long-term effectiveness.

The Legislative Fiscal Office Budget Note states, *"One thing that is not measured is the retention of that knowledge months and years after the training. This is hard to measure independently since the basic training is only one component of the overall training. The recruit also returns to their host agency for "coaching" or on the job training for a number of months as well as receives "continuing education" or training annually. Separating out the effects of each of these components would likely take a time consuming and potentially expensive study. LFO recommends that DPSST continue to look at what other states are doing to measure their program's longer term effectiveness. If one method is identified as being workable present the concept to the Subcommittee in 2013."*

DPSST explored numerous other states' police academies, as well as the Florida Department of Law Enforcement (FDLE), the Federal Bureau of Investigation (FBI), the National Law Enforcement Academy Resource Network (NLEARN), the International Association of the Directors of Law Enforcement Standards and Training (IADLEST), and others, to determine any methods to measure knowledge retention and long-term Academy training effectiveness (Criterion Validity.) DPSST also reviewed, ***"Evaluating Training Programs, The Four Levels"***, by Donald L. Kirkpatrick and James D. Kirkpatrick, for insight regarding training evaluation methods. Kirkpatrick's work is accepted as one of the most complete approaches to evaluating the effectiveness of training programs.

Overall, what DPSST found is that there are many factors that affect the outcome of both knowledge retention and Academy long-term effectiveness. Most of these factors are outside DPSST's control once a student graduates from the Academy. DPSST does have training program evaluation methods in place to analyze several aspects of our trainings' effectiveness. DPSST administers pre and post Academy knowledge tests to ensure that students' learning and skills increase while attending the Academy. Further, we also survey

Police, Corrections, and Parole and Probation students six to nine months after graduation to determine the usefulness of Academy training. We ask former students what skills they learned and how they have applied those skills to their new jobs, as well as other training-related questions.

DPSST researched the following subjects.

### **Knowledge Retention Research:**

There are very few published studies that specifically address knowledge retention in relation to law enforcement. However, skill retention research in the medical field indicates that knowledge retention falls rapidly following training.(1)

One report concerning knowledge retention of first responders suggests that skills deteriorate rapidly after 90 days. Further, data analysis shows that first responders who train at a higher level and who renew their certifications one or more times perform better than those who learn the information only once.(2)

The first responder study concludes by stating, "As many skills deteriorate rapidly over the course of the first 90 days, changing frequency of certification is not necessarily the most obvious choice to increase retention of skill and knowledge. Alternatively, methods of regularly "refreshing" a skill should be explored that could be delivered at a high frequency - such as every 90 days."(2)

### **Long-Term Effectiveness Research (Criterion Validity):**

One way to measure a program's long-term effectiveness is Criterion Validity.

Criterion Validity is defined as, "***The degree of effectiveness with which performance on a test or procedure predicts performance in a real-life situation; e.g., a good correlation between a score on an intelligence test such as the Scholastic Aptitude Test and one's 4-year college grade point average***"(3).

In 2012, The Michigan Commission on Law Enforcement Standards published a validation report for a training program for military police veterans. When discussing the validity of the training content, they state:

***"Criterion validity typically involves predicting future success or failure on the job, based on a stated set of criteria (AERA, 1999; Mehrens & Lehmann, 1984). But proving a connection between training and future job performance can be challenging for researchers because behavior is often influenced by a wide variety of inter-related and intervening variables. For example, the quality of field training, the organization culture, community expectations, and even an officer's "emotional intelligence" may significantly influence the nature and quality of their decisions (Bittner, 1990; Brown, 1979; Goleman, 1995; Salovey & Mayer, 1990.) We do not document evidence of criterion validity\*, yet we recognize the necessity to act responsibly regarding the***

***potential risks to officers and the public when setting training specifications for law enforcement.”(4)(\*Underline added for emphasis.)***

Most law enforcement related Criterion Validity studies are done by private companies to validate their pre-employment law enforcement tests. The Criterion Validity of these tests involves rigorous statistical evaluation of subjects that are re-examined after being hired by a law enforcement agency. The companies that perform these studies have a large pool of applicants from numerous locations. They often request large amounts of data from agencies that utilize their testing processes. The data is analyzed to support the supposition that their pre-employment tests are an effective tool to predict future job performance.

**Research on Evaluating Training Programs:**

In the book, “*Evaluating Training Programs*,” by Donald L. Kirkpatrick and James D. Kirkpatrick, there are four levels to evaluating training programs:

- Level One: Reaction
  - How participants in a program react to the program.
- Level Two: Learning
  - The extent which participants change their attitudes or improve their knowledge and skills.
- Level Three: Behavior
  - Changes in a trainees’ conduct because of what they learned in the training program.
- Level Four: Results
  - The final outcome of the training program.(5)

Reaction can be measured by surveying training program participants. The surveys are formulated to determine the participant’s opinion of the specific training program and may include questions about the instructor, the content, the classroom environment, and the overall training objective. The results of the surveys are used to improve the program’s effectiveness.(5)

Learning is assessed by evaluating a trainee prior to and following training to see if there is an increase in knowledge or skills. This usually involves the student taking a pre and post knowledge examination.(5)

Behavior is evaluated by ascertaining how much of the knowledge, skills, or attitudes learned during training actually transfer to the trainees’ job. Measuring behavior is complex because there are many factors that can impact behavioral change. Once a trainee returns to work, a behavioral change may not occur immediately or a participant may return to an environment that does not encourage change. To measure behavior, the trainees, their supervisors, and their subordinates are surveyed or interviewed. There are no specific criteria to estimate when behavioral changes may or may not occur, so it can be difficult to determine when to perform the interviews or distribute the surveys.

Additionally, this procedure can be costly and time consuming. Since responses to the surveys are voluntary, the sample of information may also be small.(5)

Results are the most difficult level to measure in any training program. It is challenging to clarify what is meaningful and to what extent it is related to the training program. Additionally, any measurement of results can be biased by factors that occur after the trainee returns to their working environment. The results of training programs that target quantifiable objectives, such as sales, are easier to determine because they have tangible measurements. Results from training that focuses on behavior are often affected by many outside influences, making it problematic to effectively measure results.(5)

In an article published by the FBI about evaluating training systems, the author states,

“Few law enforcement training programs are evaluated in a rigorous manner. Most training evaluations use routine trainee evaluation forms that ask participants to describe their attitudes about the adequacy and relevancy of program content and the capabilities of the instructional staff. But, any training program evaluation also should include an assessment of the participants’ degree of learning, which indicates if the trainees’ knowledge of the subject has increased or if certain skills have improved. In addition, it may include measures of attitudes toward specific concepts or procedures. An assessment of what students have learned in a training program is important because changes in knowledge, skills, and attitudes usually can be linked to changes in behavior and performance.”(6)

### **What DPSST is Doing:**

DPSST administers pre and post knowledge tests to Academy students. The pre and post test scores are monitored to ensure that students are increasing their knowledge. These tests correspond with Kirkpatrick’s second level (learning) of measuring training effectiveness.

Additionally, DPSST is surveying former Police, Corrections, and Parole and Probation students to see how their training has prepared them for their new positions.

The surveys consist of the following questions:

- List the top three things that you learned in the course that you have applied to your job.
- How have you applied these things to your job?
- What did you start doing, stop doing or change doing in your job?
- What do you wish you had learned in the course that would have better prepared you to do your job?
- Do you have any suggestions how we could improve the training in the course?
- Overall, how would you rate what you learned in the course?
- How frequently do you use the knowledge and/or skills that you learned during the course?
- How much effort did you put into this course?

- How many months of experience did you have before attending the course?

DPSST began surveying Corrections graduates in 2010 and Parole and Probation graduates in 2012. Both are surveyed six months after successful completion of the Academy. For Police, the surveys will begin with BP332 (graduated November, 2012) and will be sent out nine months after graduation (August, 2013.) These surveys coincide with Kirkpatrick's third level of assessing training-related behavioral changes. This is the most in-depth study of our training program's effectiveness that DPSST can facilitate.

### **Conclusion:**

DPSST is responsible for setting the standards for police officer training and for the maintenance of police officer certification. Other than mandatory subjects (First Aid/CPR; Use of Force, Firearms), it is up to the officer's agency to determine what training will be provided to the officer to meet the maintenance standards. Once an officer graduates from the Academy, DPSST has no control over how much or what kind of training the officer continues to receive, as long as the officer meets the required maintenance training hours.

There are many variables outside of DPSST's control once a student graduates from the Academy, such as field training experience, working environment and continuing education. Based on these issues, it would be very difficult to draw any objective conclusions regarding the Academy's long-term effectiveness. Further, training evaluations at this level would be both costly and time consuming.

DPSST will continue to administer pre and post knowledge tests to students and analyze the findings to ensure that the trainees' knowledge increases from the time they begin the Academy to the time they graduate. DPSST will also continue to survey Police, Corrections, and Parole and Probation graduates regarding the effectiveness of their Academy training in relation to their job duties. As information is received, it will be evaluated to address training deficiencies and update the curriculum. DPSST will also continue to monitor other states to see if methods are developed to measure knowledge retention and training long-term effectiveness.

### **Source Documents:**

(1): The Journal of the Canadian Chiropractic Association, "*Long-term Retention of Material Taught and Examined in Chiropractic Curricula: It's relevance to education and clinical practice*"; Paul Bruno, BHK, DC, Aurora Ongaro, BSc, DC, and Ian Fraser, PHD, March, 2007, <http://www.ncbi.nlm.nih.gov/pmc/articles/PMC1924649/>.

(2): BioMed Central, "*First Aid Skill Retention of First Responders Within the Workplace*", Gregory S Anderson, Michael Gaetz, Jeff Masse, February, 2011, <http://www.ncbi.nlm.nih.gov/pmc/articles/PMC3044091/>.

(3): <http://dictionary.webmd.com/terms/criterion-related-validity>.

(4): Michigan Commission on Law Enforcement Standards, "*A Training Program for Military Police Veterans*", Validation Report, 2012, [www.michigan.gov/mcoles](http://www.michigan.gov/mcoles).

[\(5\) \*Evaluating Training Programs, Third Edition, The Four Levels\*, Donald L. Kirkpatrick, James D. Kirkpatrick, Copyright 2006.](#)

(6) FBI Law Enforcement Bulletin, "*Nontraditional Training Systems*", Brian C. Della, June, 2004, Volume 73, Number 6, PP: 1-9, <http://www.fbi.gov/stats-services/publications/law-enforcement-bulletin/2004-pdfs/june04leb.pdf>.

## Legislatively Approved 2011-2013 Key Performance Measures

**Agency: PUBLIC SAFETY STANDARDS and TRAINING, DEPARTMENT of**

Mission: The Mission of the Department of Public Safety Standards and Training (DPSST) is to promote excellence in public safety by delivering quality training and by developing and upholding professional standards.

Legislatively Proposed KPMs	Customer Service Category	Agency Request	Most Current Result	Target 2012	Target 2013
1 - Average improvement in trainee officer knowledge and performance based on assessments at entry and completion of Basic Training.		Approved KPM	18.00	50.00	50.00
2 - Percentage of attendees who ranked the usefulness of DPSST criminal justice regional training courses at or above "6" on a scale of 1-7. (Added per 2003 legislative direction)		Approved KPM	90.00	90.00	90.00
3 - Percentage of attendees who ranked the usefulness of DPSST fire service regional training courses at or above "6" on a scale of 1-7. (Added per 2003 legislative direction)		Approved KPM	92.00	90.00	90.00
4 - Percentage of revocation or denial actions appealed that are upheld at the appellate level.		Approved KPM	100.00	100.00	100.00
5 - Percentage of private security managers/instructors who rank overall industry professionalism at or above "4" on a scale of 1-5. (Added per 2003 legislative direction)		Approved KPM	57.00	85.00	85.00
6 - Percentage of private security managers/instructors who rank overall employee professionalism at or above "4" on a scale of 1-5. (Added per 2003 legislative direction)		Approved KPM	74.00	85.00	85.00
7 - Percent of constituents that rank the accuracy and availability of records as "Above Average."		Approved KPM	88.00	90.00	90.00
8 - Percent of customers rating satisfaction with agency services above average or excellent for: timeliness, accuracy, helpfulness, expertise, information availability.	Accuracy	Approved KPM	85.00	85.00	85.00
8 - Percent of customers rating satisfaction with agency services above average or excellent for: timeliness, accuracy, helpfulness, expertise, information availability.	Availability of Information	Approved KPM	77.00	85.00	85.00

**Agency: PUBLIC SAFETY STANDARDS and TRAINING, DEPARTMENT of**

Mission: The Mission of the Department of Public Safety Standards and Training (DPSST) is to promote excellence in public safety by delivering quality training and by developing and upholding professional standards.

<b>Legislatively Proposed KPMs</b>	<b>Customer Service Category</b>	<b>Agency Request</b>	<b>Most Current Result</b>	<b>Target 2012</b>	<b>Target 2013</b>
8 - Percent of customers rating satisfaction with agency services above average or excellent for: timeliness, accuracy, helpfulness, expertise, information availability.	Expertise	Approved KPM	86.00	85.00	85.00
8 - Percent of customers rating satisfaction with agency services above average or excellent for: timeliness, accuracy, helpfulness, expertise, information availability.	Helpfulness	Approved KPM	85.00	85.00	85.00
8 - Percent of customers rating satisfaction with agency services above average or excellent for: timeliness, accuracy, helpfulness, expertise, information availability.	Overall	Approved KPM	79.00	85.00	85.00
8 - Percent of customers rating satisfaction with agency services above average or excellent for: timeliness, accuracy, helpfulness, expertise, information availability.	Timeliness	Approved KPM	75.00	85.00	85.00

**LFO Recommendation:**

Most of the agency's measures are based on responses to survey questions and are basically customer satisfaction measures. The exceptions are Measure 1 which deals with basic law enforcement training and Measure 4 which deals with revocations. LFO recommends maintaining all measures and changing the targets for KPM 2 (Regional Training) from 80% to 90% which generally reflects recent history. KPM #1 is new and yet to be fully developed. Based on Subcommittee action last Session, the agency changed the focus of this measure to look at what skills are gained during basic training by measuring knowledge and skills at the beginning of training and again when the participant has completed training at the end of the 16 week course. Initial results were significantly below the target but only one class was tested and the target was based on very little information since the measure was new. LFO recommends that the agency continue testing the improvement in knowledge and skills. One thing that is not measured is the retention of that knowledge months and years after the training. This is hard to measure independently since the basic training is only one component of the overall training. The recruit also returns to their host agency for "coaching" or on the job training for a number of months as well as receives "continuing education" or training annually. Separating out the effects of each of these components would likely take a time consuming and potentially expensive study. LFO recommends that DPSST continue to look at what other states are doing to measure their program's longer term effectiveness. If one method is identified as being workable present the concept to the Subcommittee in 2013.

**Sub-Committee Action:**

Approve the LFO recommendation.



**DEPARTMENT OF PUBLIC SAFETY STANDARDS AND TRAINING**

2013 - 2015 Biennium

Agency Number:

25900

**Detail of 15% Reduction to 2013-15 Current Service Level Budget**

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Priority (ranked with highest priority first)	Dept. Initials	Prgm. or Activity Initials	Program Unit/Activity Description	GF	LF	OF	NL-OF	FF	NL-FF	TOTAL FUNDS	Pos.	FTE	Impact of Reduction on Services and Outcomes	
Dept	Prgm/ Div													
1	DPSST	Facility Svc	Facility Services - Food Services			150,000				\$ 150,000			Reduce limitation for food services contract based on reduction in number of classes in the 2013-15 biennium. DAS worked with the agency to renegotiate the current contract	
	DPSST	CJ SC	Criminal Justice - Standards & Certification			619,819				\$ 619,819	3	3.00	Effective 7/1/13, eliminate the Administrative Operations Manager, one Compliance Specialist 3 and one Administrative Specialist 1. These reductions will reduce investigations and increase the backlog of pending certification records reviews on Oregon public safety officers, delay responses to public records requests and inactivate police maintenance training requirement.	
	DPSST	CJ Training	Criminal Justice - Training			611,010				\$ 611,010	3	3.00	Effective 7/1/13, eliminate the Tactical Training Supervisor, the Curriculum Specialist, and one Class Coordinator. Loss of these positions will result in increased liability with high risk training, delays in responding to curriculum requests, and reduced oversight of basic classes.	
<b>First 5% increment</b>														
	DPSST	Admin	Administration & Support			235,796				\$ 235,796	1	1.00	Effective 7/1/13, eliminate the Business Systems Analyst (ISS 6 position). This position provides primary applications support to programs that facilitate the agency's core business functions used by more than 400 employees and 500 students. This will impact services provided to DPSST and tenants (OYA, Tribal Gaming, OSP)	
	DPSST	Facility Svc	Facility Services			141,941				\$ 141,941	1	1.00	Effective 7/1/13, eliminate the Physical/Electronic Security Technician. Maintains all electronics and security accesses for the 14 building and 213 acre campus used by more than 400 employees and 500 students. This will impact services provided to DPSST and tenants (OYA, Tribal Gaming, OSP)	
	DPSST	CJ SC	Criminal Justice - Standards & Certification			453,092				\$ 453,092	2	2.00	Effective 7/1/13, eliminate the auditing function related to DOC's training of its corrections officers. DPSST will not review DOC's training to ensure compliance and will not certify DOC's corrections officers. May require statutory language change.	
	DPSST	CJ Training	Criminal Justice - Training			612,500				\$ 612,500	2	2.50	Eliminate one Basic Police and one Basic Corrections Local class; effective 7/1/13, eliminate 2.5 Public Safety Training Specialist 1's and reduce training related S&S by \$210,481	

**DEPARTMENT OF PUBLIC SAFETY STANDARDS AND TRAINING**

2013 - 2015 Biennium

Agency Number:

25900

**Detail of 15% Reduction to 2013-15 Current Service Level Budget**

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Priority (ranked with highest priority first)	Dept. Initials	Prgm. or Activity Initials	Program Unit/Activity Description	GF	LF	OF	NL-OF	FF	NL-FF	TOTAL FUNDS	Pos.	FTE	Impact of Reduction on Services and Outcomes	
Dept	Prgm/ Div													
<b>Second 5% increment</b>														
	DPSST	CJ Training	Criminal Justice - Training			612,500				\$ 612,500	3	2.50	Eliminate one Basic Police and one Basic Corrections Local class; effective 7/1/13, eliminate 2.5 Public Safety Training Specialist 1's and reduce training related S&S by \$210,481	
	DPSST	CJ SC	Criminal Justice - Standards & Certification			140,846				\$ 140,846	1	1.00	Effective 7/1/13, eliminate one Admin Spec 1 further increasing the backlog of pending certification records reviews on Oregon public safety officers, delay responses to public records requests and inactivate police maintenance training requirement.	
	DPSST	Admin-BSD	Administration & Support - Business Services			141,786				\$ 141,786	1	1.00	Effective 7/1/13, eliminate one Accounting Technician 2. This position provides cash receipting and data entry for processing accounts payable. Duties will have to be absorbed by remaining employees with existing high workloads	
	DPSST	Admin-HR	Administration & Support - Human Resources			420,887				\$ 420,887	2	2.00	Effective 7/1/13, eliminate the HR Director and the HR Assistant. The loss of these two positions will leave the agency with one HR Analyst 1 position. The savings may be reduced if the agency needs DAS or another agency to provide some HR services.	
	DPSST	Admin-DS	DEBT SERVICE ONLY	1,531,440						\$ 1,531,440			DEBT SERVICE ONLY	
<b>Third 5% increment</b>														
				1,531,440	-	4,140,177	-	-	-	\$ 5,671,617	19	19.00		

Target Difference \$ 5,671,617 -

Limitation	CFA	Other Fund Training	FIPT	Fee Based	Total OF	CFA Expenditures not in ORBITS
010-02 - Standards & Certification	2,477,492				2,477,492	
010-03 Criminal Justice Training	12,986,183				12,986,183	403,375 Package 021/101
010-05 Academy Operations	586,354				586,354	
					-	
<b>010-06 Other Training Programs</b>					-	
OLCC Training	-	159,504			159,504	
Telecommunications	-	473,982			473,982	
ODOT Field Sobriety	-	214,733			214,733	
ODOT Traffic Safety	-	190,424			190,424	
<b>010-06 Total</b>	-	<b>1,038,643</b>	-	-	<b>1,038,643</b>	
					-	
<b>010-00 - CJ Training/Certification</b>	<b>16,050,029</b>	<b>1,038,643</b>	-	-	<b>17,088,672</b>	
<b>020-00 - Fire Training/Certification</b>			<b>4,268,860</b>		<b>4,268,860</b>	
<b>030-00 - Private Security/Investigators</b>				<b>2,154,654</b>	<b>2,154,654</b>	
<b>040-00 - Public Safety Memorial Fund</b>	<b>251,539</b>				<b>251,539</b>	
<b>050-00 - Administration/Facilities Ops</b>	<b>11,299,615</b>				<b>11,299,615</b>	69,519 Package 021/101
<b>Total</b>	<b>\$ 27,601,183</b>	<b>\$ 1,038,643</b>	<b>\$ 4,268,860</b>	<b>\$ 2,154,654</b>	<b>\$ 35,063,340</b>	<b>\$ 472,894</b>

15% Target = \$ 4,140,177

5% increments = \$ 1,380,059

ORBITS 2013-15 CSL (at Gov's Budget): \$ 27,128,289 \$ 1,038,643 \$ 4,268,860 \$ 2,154,654 \$ 34,590,446

Amounts In Excess of CSL: \$ 472,894 \$ - \$ - \$ - \$ 472,894

The ORBITS budgeting system has \$472,894 less than is in the Current Service Level (CSL) budget for DPSST. This is due to the "package on package" issue with the Position Inventory Control System (PICS). The CFA CSL Other Fund limitation of \$27,601,183 is the total other fund value that was considered for the 15% reduction.