

COMMISSION MEETING AGENDA

JUL 17 - 1981

POST  
COMMISSION

July 16, 1981, 10 a.m. to 5 p.m.  
The Bahia Motor Hotel, Del Mar Room  
998 West Mission Bay Drive  
San Diego, California

CALL TO ORDER

ROLL CALL OF COMMISSION MEMBERS

INTRODUCTIONS

- New Commissioner Richard Pacileo, appointed 5-12-81
- POST Advisory Committee Members meeting in joint session with POST Commission.

The first row of audience seating will be reserved for the Advisory Committee. A room has been reserved for a joint luncheon.

A. APPROVAL OF MINUTES

Regular Commission meeting April 16, 1981.

B. CONSENT CALENDAR

1. Receiving Course Certification/Decertification Report

Since the January meeting, there have been 30 new certifications, and 11 decertifications.

In approving the Consent Calendar, your Honorable Commission takes official note of the report.

2. Affirming Policy Statements for Commission Policy Manual

Consistent with Commission instructions, statements of policy at previous Commission meetings are resubmitted for affirmation by the Commission at a subsequent meeting. This agenda item covers policy statements developed at the April 16, 1981, meeting.

The staff report and complete policy statement is shown under Tab B.2. covering:

- a. Amendment of Commission Policy B-4 to increase the dollar value of contracts and interagency agreements delegated to the Executive Director for approval from \$5,000 to \$10,000.
- b. Add new category of Airport Police to the policy statement of category entrants in the Specialized Program.

In approving the Consent Calendar, your Honorable Commission affirms these policies.

## Consent Calendar - cont.

3. Receiving Information on New Entry Into Regular Program

Procedures provide for agencies to enter the Regular Program if certain qualifications are met. The El Camino College Police Department met these requirements and has been accepted.

This item is on the Consent Calendar for information. In approving the Consent Calendar, your Honorable Commission takes note of receiving this information.

4. Receiving Information on New Entries Into Specialized Program

The below agencies meet the requirements to enter the Specialized Program and have been accepted:

- Ontario-Montclair School District Safety Department
- San Luis Obispo County Airport Police
- San Francisco Airport Commission Police

This item is on the Consent Calendar for information. In approving the Consent Calendar, your Honorable Commission takes note of receiving this information.

5. Receiving Report of Contracts Included in F. Y. 1980/81

As an information item and Commission policy, a summary of all contract activity in which POST has been engaged during the past fiscal year is included under the appropriate tab. Those contracts which have been in excess of \$5,000 have been before the Commission earlier for approval. All administrative contracts under \$5,000 are also shown in the report.

In adopting the Consent Calendar, your Honorable Commission acknowledges that the report has been received.

6. Setting Public Hearing For Review of POST Regulations Consistent With Office of Administrative Law Requirements

As required by the State Office of Administrative Law, the POST Regulations were reviewed as to necessity, authority, clarity, consistency, and reference. A public hearing was held by the Advisory Committee and amendments were subsequently approved by the Commission at its April meeting. In the intervening 90 days, no further suggested changes to the Regulations have been made, and the matter may now be scheduled for public hearing.

In approving the Consent Calendar, the proposed amendments as approved by the Commission at the April meeting are set for public hearing at the October 22, 1981, meeting of the Commission.

7. Setting Public Hearing Re. Proposed Regulations - Nondiscrimination in State-Supported Programs and Activities

In accordance with Government Code Section 11138 and pursuant to Commission review at the April Commission meeting, we have submitted the Commission's proposed Regulations relative to the prevention of discrimination in state-supported programs and activities to the Secretary of the Health and Welfare Agency.

The only change to the document since last reviewed by the Commission is proposed Section 1039C relating to the use of alcohol and drugs as a disqualifier. The change is at the request of the Commission.

In approving the Consent Calendar, the Commission accepts the proposed draft and sets the matter for a public hearing at the October 22, 1981, Commission meeting.

8. Receiving POST Computer Update Report

Enclosed is a staff report on the status of the POST Computer and Data Processing Needs. This has been reviewed by the Long-Range Planning Committee and returned on this agenda at the Commission's request for information purposes. As with other items on the Consent Calendar, if the Commission wishes to discuss this item in detail, it may be taken from the Consent Calendar. Otherwise, in approving the Consent Calendar, your Honorable Commission acknowledges receipt of the report.

9. Adopting Resolutions Honoring Advisory Committee Members Robert Coombs, Herbert Ellingwood, and Richard Pacileo

In approving the Consent Calendar, the Commission adopts resolutions recognizing the outstanding service of retiring members of the POST Advisory Committee -- Robert Coombs, Herbert Ellingwood, and Richard Pacileo. Copies of the resolutions are included under Tab B, item 9.

C. FINANCIAL REPORT FOR F. Y. 1980/81

The Financial Report for F. Y. 1980/81 is being prepared and will be distributed at the Commission meeting. A verbal report at the meeting is also planned.

Agenda Items D through G come to your Honorable Commission as part of the Symposium on Professional Issues follow-up activities. As the Commission will recall, the Symposium held last October resulted in a number of issues being identified for further study and possible action. A Professionalization Coordinating Committee consisting of representatives of CPOA, PORAC, and the POST Commission appointed task forces from within law enforcement to study and report on the specific issues. These issues encompassed in Items D through G have been reviewed by staff and the Commission's Long-Range Planning Committee.

D. TASK FORCE on EDUCATION and TRAINING (Pre-Employment Training and Education)

Included in the agenda packet under this tab is the report of the Task Force on Education and Training (Pre-Employment Training and Education). As noted, these recommendations have been reviewed by staff and by the Long-Range Planning Committee of the Commission. The report of the Long-Range Planning Committee can be found under Tab D. It addresses pre-employment training, the relevance and quality of pre-employment education, the relationship of the AA degree program to the Basic Course, screening of pre-service students in basic courses, field training requirements, and other related issues.

Chairman Trives has served as Chairman of the Long-Range Planning Committee and will offer the Committee's recommendations in the form of MOTIONS.

E. TASK FORCE on CONTINUING EDUCATION and TRAINING - Group 2 (Increased Executive Training)

Included in the agenda packet under this tab is the report of the Task Force on Education and Training (Increased Executive Training). As noted, these recommendations have been reviewed by staff and by the Long-Range Planning Committee of the Commission. Recommendations as submitted by the Long-Range Planning Committee can be found under Tab E and include expansion of the management counseling program, mandating the Executive Development Course, expansion of the Executive Seminar Series, and other executive resources.

Chairman Trives will present the Long-Range Planning Committee's recommendations.

F. TASK FORCE on LICENSING/ENHANCED CERTIFICATION

Included in the agenda packet under this tab is the report of the Task Force on Licensing/Enhanced Certification and a copy of the proposed legislation. The report has been reviewed by the Commission's Long-Range Planning Committee which recommends certain modifications in the proposed legislation. The key amendments relate to which peace officers should be included, training and testing requirements, timing, and field training requirements.

Licensing Task Force - cont.

Chairman Trives will present the Long-Range Planning Committee's recommendations.

G. TASK FORCE on NEW ORGANIZATIONAL CONCEPTS

Included in the agenda packet under this tab is the report of the Task Force on New Organizational Concepts. The Task Force's recommendation addresses a reorganization of the system of delivering police services in California. It has been reviewed by the Long-Range Planning Committee.

Chairman Trives will report that the Committee recommends referring the proposal back to the Symposium Coordinating Committee for consideration by local government, professional organizations, the Legislature, and other concerned groups.

The following agenda item, Tab H, covers the report of an additional Symposium Task Force. This report has not been previously studied or reviewed by staff.

(It should be noted that one remaining Task Force, that of Continuing Education and Training, Group 1, is exploring the need for additional training for supervisors and managers, and for educational requirements for promotion to supervisor and manager. They have met several times, and their recommendations are still in the formative stage. It is now anticipated that their recommendations will be ready for submittal to the Commission at the October meeting.)

H. TASK FORCE ON RETENTION STRATEGIES

The Task Force on Retention Strategies has developed a report analyzing attrition rates in California law enforcement agencies along with general causes and remedies. This report and an executive summary is included as an attachment to this agenda item. The study and report has generated four recommendations. The Professionalization Coordinating Committee supports the recommendations and additionally recommends publication and distribution of the report. Recommendations are:

1. That POST assume responsibility for gathering attrition data from local agencies on an ongoing basis for the purpose of monitoring police attrition. This information should be disseminated to all agencies annually.
2. That POST develop a regionalized concept of written testing and physical agility and the development of an eligible list should be explored and implemented. Such lists should be utilized in association with Qualification Appraisal Panels of individual agencies.

## Retention Strategies Task Force - cont.

## Recommendations:

3. That POST establish, as a minimum standard, the requirements and appropriate minimum passing level for reading and writing tests developed by POST.
4. That lateral mobility should not specifically be encouraged or discouraged, but should be open as an option for individual agencies. POST, in connection with its study of attritional data, should analyze lateral mobility through its computerized data bank to determine its implications and impact over the next ten years.

This is brought to your Honorable Commission by way of a progress report. The appropriate action on this report would be to refer it to staff for study and report back at the October meeting. The Commission may also wish to ask the Long-Range Planning Committee to review the report as well.

I. TRAINING NEEDS ASSESSMENT ACTION PLAN

At its April 1981 meeting, the Commission received the completed 1980-81 Training Needs Assessment (TNA) report and approved a plan whereby the implementation of the TNA would be brought back over a period of several meetings in the form of recommendations or progress reports. This agenda item covers the five topics to be reported on at this meeting.

1. Innovative Forms of Training Delivery -- Progress Report

At its April meeting, the Commission authorized staff to begin a study to review this subject in order to make training more accessible, efficient, and effective. By way of a progress report, staff is currently evaluating the use of computer as a training aid. Staff is also about to review the more extensive use of video delivery, self-study guides, and other means of making training available.

Moreover, staff is working on a national symposium on the state of the art on training delivery to be held sometime during the current fiscal year to help identify what is being done nationally.

This is brought to your Honorable Commission by way of a progress report.

2. Simplified POST Reimbursement Procedures - Progress Report

This item has been assigned to staff to conduct a study evaluating simplification alternatives and report to the Commission at a later meeting. Alternative proposals will have to be carefully reviewed

## Reimbursement Procedures - cont.

with state control agencies and with a selected sample of the field. An initial review of the alternatives for simplified reimbursement procedures indicates that there is some feasibility for simplification, but because of legal aspects and the inter-relatedness of reimbursements with the overall training program, care must be taken that all implications are assessed before final proposals are made.

This is brought to your Honorable Commission by way of a progress report.

3. First Aid and CPR Training Requirement

Included among the issues identified for follow-up by POST in the 1980-81 TNA were:

- a. Develop a concise video tape and computer-assisted training and testing program to assist agencies in expeditiously satisfying the refresher training requirements for first aid and cardiopulmonary resuscitation (CPR), and
- b. Coordinate efforts relating to modification of the course content to conform more closely to the tasks actually performed by peace officers and to correct the disparity between the three-year renewal requirement and one-year recertification requirements of the American Red Cross.

The Training Committee of the California Peace Officers' Association indicated an interest in reviewing the First Aid/CPR requirements. Staff will be monitoring and working with them as appropriate. Staff will also monitor and coordinate work being done by others in the multimedia production area and report back to the Commission.

This is brought to your Honorable Commission by way of a progress report.

4. Stress Management Training

During F.Y. 1980-81, several requests for increased stress training for peace officers were received from law enforcement agencies, PORAC and CPOA. In addition, the POST Training Needs Assessment survey listed stress training as a high priority.

To meet this need, POST staff established a Stress Training Consortium composed of CPOA (Psychological Stress Committee) and PORAC representatives. This Committee met in April and June. A course on "training the trainers" of stress management was designed. The development of the curriculum on the subject "Stress Awareness Training for Instructors" is now under review by the Consortium before final certification by presenters is solicited. It is believed that the high

## Stress Management Training - cont.

priority set in the Training Needs Assessment Action Plan will be met with this new certified course.

If the Commission concurs, the appropriate action would be to accept the report under this tab as the final report on the issue.

5. POST Reimbursement of Reserve Officer Training and Availability of Reserve Officer Training

The following issues were identified in the recently completed Training Needs Assessment:

POST should reimburse expenses for reserves to attend mandated reserve training.

Mandated reserve officer courses are generally available except in rural, isolated areas and this poses serious problems for agencies in recruiting reserve officers. POST should develop delivery means such as mediated instruction, correspondence training, traveling instructional teams, etc.

The above issues are complex and not easily resolved. Reimbursement for reserves is not currently permitted by law and to do so would require a change in the language of 13523 PC.

Delivery of reserve training to remote areas of the State also poses a major problem since POST does not currently have the capability of delivering the training through existing resources.

Discussions with department heads in remote areas indicates that the above recommendations were made primarily because of POST's inability to provide convenient Level I training to remote areas of the State. Staff is studying alternative training delivery systems which, if successful, may eliminate the training delivery problem. Development of alternative training delivery systems could reduce the perceived need to reimburse expenses for reserves to attend mandated reserve training.

Staff believes that any decisions on reimbursement of reserves should be delayed until final legislative action is taken on A. B. 2078, and staff has time to fully explore alternative delivery systems.

This item is submitted to your Honorable Commission by way of a status report.



## J. BASIC COURSE EQUIVALENCY PROCESS

As Commissioners are aware, POST has for many years conducted equivalency evaluations and administered equivalency tests to persons who have acquired basic training outside the certified basic academy system. Penal Code Section 13511 was amended in 1980, and new provisions mandate the equivalency process. Those new provisions in the law are operative on July 1, 1981, and require significant changes in POST's equivalency testing process. The major changes required are:

- Allow testing of those individuals who are "under consideration for hire" (currently the Commission's procedures allow for testing only those who are already employed).
- Provide re-testing opportunity for those who fail portions of the test (currently those who fail more than three segments of the test must attend the full certified basic course -- those who fail three or fewer segments may remediate the deficient areas and be deemed to have satisfied the training requirement without further testing).
- Establish a fee to be charged to applicants in order to recover all POST costs (currently no fee is charged).

Other related changes are required in existing Commission Procedures. A staff report under this tab explains significant changes in detail and presents a proposed revision of POST Administrative Manual Procedure D-11.

Commissioners may recall that approximately two years ago Procedures were revised to avoid continued testing of persons who were not yet employed. Commissioners should be aware that a net effect of these changes is that POST, according to our legal adviser, is now engaged again in testing as a part of the peace officer employer's selection process.

Staff is currently revising the equivalency test and reviewing the equivalency screening guidelines with a view toward providing greater defensibility of the test from legal challenge.

If the Commission concurs, the appropriate action would be:

- Approval of staff recommended revisions to PAM Procedure D-11; and direct that these revisions establish immediate interim procedures for equivalency evaluations and testing.
- Set a public hearing for October (as previously approved by the Commission at the January meeting) to allow field input and to confirm the procedural changes.

K. ADVISORY COMMITTEE

Barbara Ayres, Chairperson of the Advisory Committee, will report on the July 15, 1981, meeting of the Advisory Committee and other Advisory Committee business.

L. MEMBER VACANCIES TO THE ADVISORY COMMITTEE

As the Commission is aware, Robert Coombs and Herb Ellingwood have resigned as public members of the Advisory Committee. Chairman Trives is nominating two public members to fill these vacancies:

Ms. Mimi Silbert, Executive Director of the Delancey Street Foundation, a private, non-profit rehabilitation center in San Francisco; she is also a former training consultant for the San Francisco Police Department.

Ms. Alice Lytle, Secretary, State and Consumer Services Agency, and Chairperson of the Governor's Task Force on Civil Rights.

Additionally, the appointment of Sheriff Richard Pacileo to the POST Commission created a vacancy for the California Sheriffs' Association representative on the Advisory Committee. A letter has been received from the Sheriffs' Association nominating Ben Clark, Sheriff of Riverside County, as the replacement.

Resumes of these three nominees have been included under Tab L.

M. LEGISLATIVE REVIEW COMMITTEE

A report on the Committee's recommendations resulting from its July 16, 8 a.m. meeting, will be presented by the Committee Chairman, Robert Edmonds.

N. OLD/NEW BUSINESS

1. Correspondence: White House Response to Chairman Trives' Letter

O. PROPOSED DATES AND LOCATIONS OF FUTURE COMMISSION MEETINGS

October 22-23, 1981, Holiday Inn, Holidome, Sacramento  
 January 21-22, 1982, Kona Kai Club, San Diego  
 April 15-16, 1982, Flamingo Hotel, Santa Rosa  
 July 15-16, 1982, Holiday Inn - Harbor View, San Diego

P. ADJOURNMENT

# Commission on Peace Officer Standards and Training

## MINUTES

April 16, 1981  
Sacramento Inn, Sacramento

The meeting was called to order at 10 a. m. by Chairman Trives. A calling of the roll indicated a quorum was present.

### Commissioners Present:

Nathaniel Trives	- Chairman
Jay Rodriguez	- Vice-Chairman
Robert Edmonds	- Commissioner
Jacob Jackson	- Commissioner
William Kolender	- Commissioner
Joseph Trejo	- Commissioner (arrived 10:30)
Robert Vernon	- Commissioner
Joe Williams	- Commissioner (present 11 until Noon)
Rod Blonien	- Attorney General Representative

### Commissioners Absent:

Al Angele  
John Van de Kamp

### Also Present:

Barbara Ayres, Chairperson, POST Advisory Committee, representing the Women Peace Officers' Association

### Staff present:

Norman Boehm	- Executive Director
Dave Allan	- Chief, Information Services
Ronald Allen	- Chief, Field Services
Don Beauchamp	- Assistant to Executive Director
Pat Cassidy	- Staff Services Analyst
Beverly Clemons	- Associate Management Analyst
John Davidson	- Chief, Administrative Services
Gene De Crona	- Consultant
Glen Fine	- Chief, Training Program Services
Rachel Fuentes	- Secretary
Bradley Koch	- Assistant Director
John Kohls	- Research Specialist
Ted Morton	- Consultant
Jim Phillips	- Administrative Services Officers
Hal Snow	- Consultant
Gerald Townsend	- Assistant Director
George Williams	- Chief, Management Counseling Bureau
Brooks Wilson	- Chief, Special Services

## Staff present - cont.

Nancy Wolff	- Stenographer
Judy Yamamoto	- Secretary
Imogene Kauffman	- Executive Secretary

## Visitors' Roster:

Ed Doonan	- Sacramento County Sheriff's Department
Herb Hoover	- DOJ Training Center
Ron Jackson	- San Francisco Police Department
Richard Lucero	- P.O.R.A.C.
Walter Mendoza	- DOJ
Roger Neuman	- California Chiefs' Assoc., Chief of Police, San Luis Obispo Police Department
Mike O'Kane	- Sacramento Police Department
Phil Pounders	- San Bernardino Sheriff's Department
Otto Saltenberger	- Department of Consumer Affairs
James Shannon	- San Francisco Police Department
Austin Smith	- Golden West College
Bettye O. Williams	- Department of Fair Employment and Housing
Shelby Worley	- Riverside Sheriff's Department

A. APPROVAL OF MINUTES

1. Regular quarterly Commission meeting January 29, 1981

MOTION - Jackson, second - Rodriguez, carried unanimously for approval of the minutes of the January 29, 1981, meeting.

2. Special Commission meeting February 17, 1981

MOTION - Vernon, second - Edmonds, carried unanimously for approval of the minutes of the special meeting February 17, 1981.

B. CONSENT CALENDAR

MOTION - Jackson, second - Edmonds, carried unanimously for approval of the following Consent Calendar items:

1. Receiving Course Certification/Decertification Report

Since the January meeting, there have been 25 new certifications and 5 decertifications. The Report is made Attachment "A" of these minutes.

## Consent Calendar - cont.

2. Affirming Policy Statements for Commission Policy Manual

The following policy statement for Commission Policy Manual was affirmed to cover the competitive award for training contracts:

"Contracts for courses shall be awarded competitively with the training to be presented in the most cost-effective manner possible consistent with quality, cost, and need considerations.

"All requests for Commission approval of contracts for training course presentations must include:

1. Description of the process used to identify the presenter and assessment of interest and capability of other vendors.
2. An analysis of the cost effectiveness of the contract proposal.
3. An assurance that the approach is in harmony with state requirements."

3. Receiving Information on New Entry Into Regular POST Program

- College of the Sequoias Police Department has been accepted into the POST Regular Program consistent with Commission policy.

4. Receiving Information on New Entries Into Specialized Program

- Calaveras County District Attorney's Office, and
- California Department of Health Services, Investigations Branch were accepted into the POST Specialized Program consistent with Commission policy.

5. Financial Report, 3rd Quarter 1980/81

This report included report statements of analyses of the change in the POTF Accumulated Surplus for the 3rd Quarter of F. Y. 1980/81; Revenue; and a statement of Distribution of Reimbursement. These statements are made Attachment "B" of these minutes.

6. Adopting a Resolution Commending General Louis O. Giuffrida, Former Director, CSTI.7. Adopting a Resolution Commending Stan Anderson, Director, Santa Rosa Regional Training Center.

C. CONTRACT APPROVALS1. DOJ/POST Training Contract

MOTION - Jackson, second - Vernon, motion carried (Blonien abstaining) to authorize the Executive Director to prepare and sign a contract with the Department of Justice for services to be provided in an amount not to exceed \$594,072.

2. Executive Development Course Contract

MOTION - Kolender, second - Rodriguez, motion carried (Edmonds and Vernon abstaining) to authorize the Executive Director to prepare and sign a contract for the presentation of five Executive Development Course offerings for an amount not to exceed \$47,350.

3. Management Course Contracts

MOTION - Kolender, second - Jackson, carried unanimously to authorize the Executive Director to prepare and sign individual contracts for the presentation of 21 Management Courses for an amount not to exceed \$182,585, with the following vendors:

CSU, Humboldt	5 presentations	\$ 41,620
CSU, Long Beach	5 presentations	41,105
CSU, Northridge	3 presentations	24,051
CSU, San Jose	3 presentations	27,174
San Diego Regional Training Center	5 presentations	48,635
Approximate cost of all contracts		182,585

4. Interagency Agreement with the State College and University System

MOTION - Vernon, second - Edmonds, carried unanimously to approve the interagency agreement with the California State University System, in an amount not to exceed \$500,000, to provide system analyst, programmer services and data processing services for the Standards and Evaluation Services Bureau. Individual projects will be specifically identified by Memos of Understanding that will be approved by the Department of Finance prior to execution; it being further understood that the POST Budget Committee will review and concur prior to final execution of a MOU.

5. Administration by Cooperative Personnel Services (CPS) of the POST Proficiency Test

MOTION - Blonien, second - Edmonds, carried unanimously to authorize the Executive Director to negotiate and sign a contract with Cooperative Personnel Services of the State Personnel Board in an amount not to exceed \$28,000 for F. Y. 1981/82, for the publishing, administration and scoring of the Proficiency Test.

Commissioner Vernon requested that the Commission be presented with an analysis at the October Commission meeting on test validity and an analysis of test results.

6. Administrative Budget Contracts

MOTION - Edmonds, second - Vernon, carried unanimously to authorize the Executive Director to negotiate and sign contracts for the following services:

- Benetech Inc. \$ 17,000  
to provide computer analysis of an estimated 30,000 CEI's
- State Controller's Office 60,000  
to provide audits of 21 local agencies receiving reimbursements.
- Xerox 6,271  
to provide routine preventive maintenance, parts & labor.
- Dept. of Water Resources 5,500  
Microfilming of reimbursement claims & application for certificates.
- Wang Laboratories, Inc. 5,400  
Routine preventive maintenance for Wang System 30 Word Processing System.

Attorney General Representative Blonien requested that future statements of contract requests when appropriate include the amount requested for such service the previous year.

7. Benetech, Inc. Contract (Completing F. Y. 1980-81)

MOTION - Jackson, second - Blonien, carried unanimously, to authorize the Executive Director to seek amendment to contract #80-456-12 from \$8,000 to \$14,000.

## Contracts - cont.

8. POST Automated Information System-Programmer/Analyst, Key Data Operators Contract

MOTION - Kolender, second - Trejo, motion carried (Blonien abstaining) to authorize the Executive Director to amend the existing Department of General Services contract to increase the amount from \$87,800 to \$177,100, an increase of \$89,300; this is to expand the number of key-data operators from three to five; and to extend the contract (including programmer/analyst services) from June 30, 1981, to December 31, 1981.

9. POST Automated Information System - Computer Rental Contract

MOTION - Vernon, second - Kolender, carried unanimously to authorize the Executive Director to negotiate a renewal of the contract with IV/Phase System, Inc., in the amount of \$37,015 for fiscal year 1981-82 to lease the computer equipment currently in use.

It was requested by Commissioner Trejo, and there was Commission consensus, that a complete POST computer activity proposal be referred to the POST Long-Range Planning Committee for review and report of findings to the Commission at the July Commission meeting.

10. PC 832 Study Contract

MOTION - Edmonds, second - Trejo, carried unanimously to authorize the Executive Director to negotiate and sign a contract with Dr. Bruce Olson for an amount not to exceed \$48,900 to conduct a study in compliance with SCR 52, 1980, of the training standard required by P. C. 832 and to recommend a plan of action of more appropriate training.

11. Computer-Based Education Study Contract

Chairman Trives passed the gavel to Vice-Chairman Rodriguez and made the following motion:

MOTION - Trives, second Trejo, motion carried (Ayes: Jackson, Trejo, Vernon, Williams, and Trives; Noes: Blonien, Edmonds, Kolender, and Rodriguez) to authorize the Executive Director to negotiate and sign a contract, not to exceed \$48,348, with Tom Anderson of the Justice Training Institute for the feasibility study of the application of computer-based education for law enforcement.



Contracts - cont.

12. Executive Director Contract Authority

MOTION - Vernon, second - Kolender, carried unanimously that Commission Policy B-4 be amended to increase the dollar value of contracts and interagency agreements delegated to the Executive Director for approval from \$5,000 to \$10,000.

D. POST REGULATIONS REVIEW

MOTION - Edmonds, second - Trejo, carried unanimously to approve the findings for proposed amendments of the POST Regulations and set the matter for public hearing at the October 22, 1981, Commission meeting.

E. PROPOSED REGULATIONS - NONDISCRIMINATION IN STATE SUPPORTED PROGRAMS AND ACTIVITIES

MOTION - Vernon, second - Trejo, carried unanimously to accept the proposed regulations - Nondiscrimination in State-Supported Programs and Activities, to be submitted to the Secretary of the Health and Welfare Agency for review and comment by May 4, 1981. Following any necessary alterations and additional review by the Attorney General, the proposed regulations will again be submitted to the Commission in July for acceptance and setting for public hearing on October 22, 1981. Final Commission action will follow the public hearing.

Commissioner Vernon requested that, if legally acceptable, the following language be inserted in paragraph 1039 a. (following the word obesity) to state, "nor does it mean addiction to drugs or alcohol or any other health impairments from that addiction."

F. ADVISORY COMMITTEE

Barbara Ayres, Chairman of the Advisory Committee and on behalf of the Committee, thanked Beverly Clemons for her excellent staff work and timely distribution of the proposed regulation changes for review by the Advisory Committee, and thanked the Commission for the assignment.

G. LEGISLATIVE REVIEW COMMITTEE

A report on the Committee's recommendations resulting from its April 16, 8 a.m. meeting was presented by the Committee Chairman, Robert Edmonds, and the following action was taken:

S. B. 588: Requires POST to develop procedural guidelines and training relating to cases involving child sexual exploitation or abuse.

MOTION - Kolender, second - Jackson, carried unanimously

that POST remain "neutral" on S. B. 588 because similar courses are already being presented and there is no need for them to be mandated in state law.

A. B. 674: Allows fire department arson investigators to participate in the regular POST program.

MOTION - Jackson, second - Kolender, carried unanimously that POST oppose this bill.

S. B. 751: Allows school district police to participate in the regular POST program.

MOTION - Kolender, second - Rodriguez, carried unanimously that POST oppose this bill.

A. B. 1169: Requires POST to assist the Department of Justice in developing a course and a test in the use of firearms. This course and/or test must be completed before a concealable firearm could be purchased.

MOTION - Jackson, second - Kolender, carried unanimously that POST remain "neutral" on the bill.

A. B. 2078: Allows POST to determine the appropriate training standard for work alone, nondesignated reserve officers.

MOTION - Kolender, second - Vernon, motion carried (Jackson - No) to support the bill if amended to allow the Commission to set the training standard for the nondesignated reserves. If not so amended, "oppose."

Commissioner Jackson requested his statement be recorded for the record: "Dual standards for individuals doing the same work will be very difficult for POST to justify and, personally, a dual standard for like duties is intolerable for me to accept."

#### H. TRAINING NEEDS ASSESSMENT - FINAL REPORT

MOTION - Kolender, second - Vernon, carried unanimously to accept the final report on the Training Needs Assessment and approve its distribution to all law enforcement agencies and course presenters, and approve the suggested action plan for addressing issues raised in the training needs assessment to be reported back to the Commission over the next several meetings.

#### I. QUALITATIVE EVALUATION OF OFFICER SAFETY/FIELD TACTICS COURSE

A final report on the qualitative evaluations of the Officer Safety/Field Tactics Courses was presented. Results of the evaluation revealed the following:

1. No significant differences in course quality were found between tuition and non-tuition presenters. Any differences noted appeared to be a matter of emphasis of a particular topic or methodology.
2. The minimum content specified by POST was well accepted by

## Evaluation - cont.

trainees and presenters.

3. Numerous common denominators of good quality Officer Safety Courses were identified and are reflected in the report's recommendation relating to "POST Guidelines for Officer Safety Courses." It is staff's contention that if those guidelines are followed, the probabilities for consistently better training will increase.

With the Commission's concurrence, staff will pursue the following:

1. Encourage additional course certifications by nontuition-charging institutions with particular attention given to the development of traveling instructional teams working for multiple presenters.
2. Adopt the following "POST Guidelines" for the Certification of Officer Safety/Field Tactics Courses:
  - a. Course content specified by POST is a minimum, and additional topics may be included with prior POST approval. This content will be evaluated periodically to ensure its relevance to police deaths and assaults.
  - b. At least 50% of each course presentation shall consist of student practical application or demonstration.
  - c. Each course must include some student exercises conducted during hours of darkness.
  - d. Presenters must have access to special isolated facilities (e. g., network of roads, abandoned buildings, etc.) for the conduct of some of the student practical exercises.
  - e. Presenters must include special attention to avoidance of:
    - (1) creating undue "paranoia" for officer safety resulting in citizen contacts, and
    - (2) coverage of tactics contrary to most departmental policies.
  - f. Instructors must have a high degree of credibility with in-service officers, which can be derived from experience as a currently practicing peace officer, SWAT assignment, research activities, etc.

MOTION - Vernon, second - Trejo, carried unanimously that the Commission approve the report.

J. SYMPOSIUM ON PROFESSIONAL ISSUES -- FOLLOW-UP

Reports from staff members were presented on behalf of the Professionalization Coordinating Committee on the following four task forces:

1. Task Force on New Organizational Concepts - Phase 1

Consolidation and Regionalization

George Williams reported that the Task Force had reviewed the literature and the personal awareness of its members regarding numerous approaches that have been either proposed or implemented in California or the Nation to provide operational or support services by local law enforcement jurisdictions jointly through consolidation or regionalization. The Task Force observed that this approach does not necessarily guarantee cost savings, but may and frequently does result in greater effectiveness or efficiency.

The Task Force found that a broader concept should be its recommendation. California police service should be consolidated so as to form a system in which the State is divided into geographic areas, each served by a police force all of them by law comprising the statewide system. The fractionalization of law enforcement would be eliminated permitting consistent services and competency throughout the State. It would also provide for standardized procedures and operations.

The Task Force recognizes that the attainment of the police system objective can only be achieved by resolving substantial economic and political problems, and that during the transition the utility of the ultimate objective can be demonstrated by encouraging the regionalization of such operational and support police activities as investigations, records, communications, special enforcement, purchasing, training, personnel selections, etc.

2. Task Force on Continuing Education and Training - #2

Gene De Crona reported that the Task Force recommends the following be considered for adoption as part of the on-going executive level training process:

- Comprehensive Executive Profile Assessment

## Professional Issues - Follow-up

## Task Force on Continuing Education - cont.

- Executive Development Course

Mandatory for all department heads in POST Regular and Specialized Programs. Recommends Commission Regulation amendment to properly mandate and establish specific guidelines. Recommends guidelines similar to those regulating management training.

Current POST certified executive development course in conjunction with an assessment be considered the basic executive requirement.

- Executive Series of Courses

Designed to meet contemporary needs.

- Executive Resource Personnel

Expansion of POST Management Counseling Services.  
Cadre of resource personnel to assist executive.  
Expansion of POST Field Management Training.  
POST list of exemplary projects.

- Reading and Tape Series

Quarterly digest by POST of excellent management articles.  
Availability of video/audio tape series.

The Task Force on Continuing Education for executives endorses the concept of a police college for executive, management and supervisory personnel, and recommends that a committee be formed to specifically address the issue.

### 3. Task Force on Education and Training

Brooks Wilson reported this Task Force recommended retention of the dual-entry pattern of training (train before hire or train after hire) with more formalized and documented screening of pre-service students, and the mandating of field training programs for new and lateral employees prior to field assignments. A recommendation to preclude substituting the AA degree for any part of the Basic Course was recycled for further consideration by the group.

## Professional Issues - Follow-Up

4. Task Force on Licensing/Enhanced Certification

Brooks Wilson reported this Task Force has developed proposed legislation which would upgrade the Basic Certificate to licensing status. Significant features of the proposal are the requirement that applicants for the certificate first pass a subject-matter examination, increased causes for denial or revocation of the certificate, inclusion of most peace officer categories, and making misuse of the certificate a misdemeanor.

MOTION - Kolender, second - Edmonds, carried unanimously that the Commission receive the report of the Professionalization Coordinating Committee; that staff do further analysis of the recommendations; and that the Commission authorize the Long-Range Planning Committee to meet with staff for an in-depth study of the Coordinating Committee recommendations.

K. POLICY FOR NEW CATEGORY - AIRPORT POLICE (Specialized Program)

With the new provisions of Section 830.4(k) of the California Penal Code, city and county airport police districts may employ peace officers. There are approximately six airport districts immediately eligible to participate in the POST Specialized Program. It is anticipated other city and county airports will establish police departments and will apply to enter the Specialized Program.

MOTION - Edmonds, second - Trejo, carried unanimously to include the city and county airport police category to participate in the POST Specialized Program.

L. CORRESPONDENCE

Correspondence from Robert Coombs, one of the public members of the Advisory Committee, requesting his appointment on the Advisory Committee not be renewed when it expires in September, 1981.

M. NOMINATING COMMITTEE REPORT AND ELECTION OF CHAIRMAN AND VICE-CHAIRMAN

William Kolender, Chairman of the Nominating Committee, reported it was the recommendation of the Committee to continue for one more year with the current Chairman, Nathaniel Trives, and Vice-Chairman, Jay Rodriguez.

MOTION - Jackson, second - Trejo, carried unanimously that by acclamation the recommendation of the Nominating Committee be approved.

N. OLD/NEW BUSINESS

None.

O. PROPOSED DATES OF FUTURE COMMISSION MEETINGS

July 16-17, 1981, Bahia Motor Hotel, San Diego  
October 22-23, 1981, Holiday Inn, Holidome, Sacramento  
January 21-22, 1982, Kona Kai Club, San Diego  
April 15-16, 1982, Santa Rosa

P. ADJOURNMENT



Imogene Kauffman  
Executive Secretary

AGENDA ITEM SUMMARY SHEET

Agenda Item Title Course Certification/Decertification Report		Meeting Date April 16-17, 1981
Division Operations	Division Director Approval <i>Bradley W. Koch</i>	Researched By Bradley W. Koch
Executive Director Approval <i>W. G. ...</i>	Date of Approval 26 March 1981	Date of Report March 12, 1981
Purpose: Decision Requested <input type="checkbox"/> Information Only <input checked="" type="checkbox"/> Status Report <input type="checkbox"/> Financial Impact <input type="checkbox"/>		Yes (See Analysis per Details) <input type="checkbox"/> No <input type="checkbox"/>

In the space provided below, briefly describe the ISSUES, BACKGROUND, ANALYSIS and RECOMMENDATIONS. Use separate labeled paragraphs and include page numbers where the expanded information can be located in the report. (e.g., ISSUE Page \_\_\_\_\_).

The following courses have been certified or decertified since the January 29-30, 1981 Commission Meeting:

CERTIFIED

<u>Course Title</u>	<u>Presenter</u>	<u>Course Category</u>	<u>Reimbursement Plan</u>	<u>Fiscal Impact</u>
1. Basic Course	NCCJTES, Sacramento Center	Basic	N/A	\$ -0-
2. Reserve Trng., Level II, Modules A & B	Long Beach Police Academy	Approved	N/A	\$ -0-
3. Firearms Instructor Course	Orange Co. S.O.	Technical	IV	\$ 7,224
4. Adv. Accident Inv., Part II	San Diego P.D.	Technical	IV	\$ 15,480
5. Traffic Accident Investigation	NCCJTES, Los Medanos College	Technical	II	\$ 6,822
6. Hazardous Material Familiarization	NCCJTES, Los Medanos College	Technical	IV	\$ 1,857
7. Street Gangs	NCCJTES, Los Medanos College	Technical	IV	\$ 2,167
8. Homicide Investigation	NCCJTES, Santa Rosa Center	Technical	II	\$ 5,685
9. Techniques of Report Writing	NCCJTES, Los Medanos College	Technical	IV	\$ 3,096

Utilize reverse side if needed



<u>Course Title</u>	<u>Presenter</u>	<u>Course Category</u>	<u>Reimbursement Plan</u>	<u>Fiscal Impact</u>
10. Criminal Investigation	NCCJTES, Sacramento Center	Technical	II	\$ 6,822
11. Motorcycle Training	Glendale Police Dept.	Technical	III	\$ 31,496
12. Civil Disorder Mgmt. Seminar	CSTI	Technical	IV	\$ 6,000
13. Motorcycle Training	San Mateo Police Dept.	Technical	III	\$ 29,004
14. Assertive Supervision	Southwest Reg. Trng. Center	Sup. Sem.	III	\$ 8,014
15. Motorcycle Training	San Diego P.D.	Technical	III	\$ 60,660
16. Reserve Trng., Level II, Module B	West Hills College	Approved	N/A	\$ -0-
17. Driver Trng., In-Service	Ventura Co. Sheriff's Department	Technical	IV	\$ 1,548
18. Ethnic Relations & Gangs	Glendale Comm. Col.	Technical	IV	\$ 992
19. Basic Course (Extended Format)	Sacramento Co. S.O.	Basic	N/A	\$ -0-
20. Int'l. Terrorism Course	CSTI	Technical	IV	\$ -0-
21. Arson Investigation I	CA Dept. of Forestry	Technical	IV	\$ -0-
22. Basic Course	Sacto P.D. LETC	Basic	I	\$ 40,598
23. Arson Investigation IV	CA Dept. of Forestry	Technical	IV	\$ -0-
24. Arson Investigation III	CA Dept. of Forestry	Technical	IV	\$ -0-
25. Reserve Trng., Modules A & B	Rio Hondo College	Approved	N/A	\$ -0-

DECERTIFIED

<u>Course Title</u>	<u>Presenter</u>	<u>Course Category</u>	<u>Reimbursement Plan</u>	<u>Fiscal Impact</u>
1. Instructor Development	FBI, Sacto	Technical	IV	\$ -0-
2. Reserve Trng., Module C	San Joaquin Delta College	Approved	N/A	\$ -0-
3. Reserve Trng., Module C	Los Angeles Co. S. O.	Approved	N/A	\$ -0-
4. Instructor Development	FBI - Los Angeles	Technical	IV	\$ -0-
5. Basic Driver Training	Academy of Defensive Driving	Technical	III	\$ -0-

COMMISSION ON PEACE OFFICER STANDARDS AND TRAINING  
PEACE OFFICER TRAINING FUND

ANALYSIS OF CHANGE IN ACCUMULATED SURPLUS  
FOR THE QUARTER ENDING MARCH 31, 1981

<u>Resource</u>		
Accumulated Reserve: July 1, 1980	\$4,991,738.73	
Less Correction Journal Entry 6-9	<u>5,181.94</u>	
Corrected Accumulated Reserve		\$ 4,986,556.79
Revenue July 1, 1980 through March 31, 1981		11,211,825.59
*Accrued Revenue		<u>1,102,180.32</u>
<b>Total Resources</b>		<b>\$17,300,562.70</b>
 <u>Expenditures</u>		
Administrative Costs		
Cash Disbursed	\$2,173,925.97	
Debts to be Paid	<u>684,178.62</u>	
<b>Total Administrative Costs</b>		<b>\$ 2,858,104.59</b>
Aid to Local Governments		
Training Claims Paid	\$5,061,618.22	
Training Claims to be Paid	2,581,167.19	
Contractual Services Paid	584,968.27	
Contractual Services to be Paid	1,692,148.01	
Letter of Agreement and Room Rentals Paid	<u>37,439.21</u>	
<b>Aid to Local Government</b>		<b>\$ 9,957,340.90</b>
<b>Prior Year Net Expenditures</b>		<b>- 98,986.61</b>
<b>Total Expenditures</b>		<b><u>\$12,716,458.88</u></b>
<b>Subtotal, Accumulated Reserve</b>		<b>\$ 4,584,103.82</b>
<b>Plus Reimbursements</b>		<b><u>91,243.00</u></b>
<b>Accumulated Reserve, March 31, 1981</b>		<b>\$ 4,675,346.82</b>

\*Due to the passage SB 1428, Peace Officer Training Fund Revenue will now be reported one month in arrears.

COMMISSION ON PEACE OFFICER STANDARDS AND TRAINING

PEACE OFFICER TRAINING FUND

STATEMENT OF REVENUE  
1980-81 FISCAL YEAR

MARCH 31, 1981

MONTH	<u>PENALTY ASSESSMENT FUND 903</u>	<u>TRAFFIC</u>	<u>CRIMINAL</u>	<u>SURPLUS INVESTMENT AND OTHER</u>	<u>TOTAL</u>
JULY	\$	\$1,005,966.53	\$ 461,647.01	\$ 8,380.00	\$1,475,993.54
AUGUST		586,493.64	271,555.75	1,908.53	859,957.92
SEPTEMBER		836,256.59	465,416.93		1,301,673.52
OCTOBER		924,249.07	416,441.65	4,309.48	1,345,000.20
NOVEMBER		532,406.55	319,915.16		852,321.71
DECEMBER		1,040,145.22	527,579.26		1,567,724.48
JANUARY		1,324,278.02	619,228.04	391,472.76	2,334,978.82
FEBRUARY		646,641.28	266,718.67	2,163.61	915,523.56
MARCH	<u>1,102,180.32</u>	<u>455,528.70</u>	<u>89,593.14</u>	<u>13,530.00</u>	<u>1,660,832.16</u>
	<u>\$1,102,180.32</u>	<u>\$7,351,965.60</u>	<u>\$3,438,095.61</u>	<u>\$421,764.38</u>	<u>\$12,314,005.91</u>

AGENDA ITEM SUMMARY SHEET

Agenda Item Title <b>Course Certification/Decertification Report</b>		Meeting Date <b>July 16, 1981</b>
Division <b>Training Delivery Services</b>	Division Director Approval <i>B.W. Richardson</i>	Researched By <b>Carla Nasca</b>
Executive Director Approval <i>Norman C. Boehm by 6X</i>	Date of Approval <i>6-25-81</i>	Date of Report <b>June 8, 1981</b>
Purpose: Decision Requested <input type="checkbox"/> Information Only <input checked="" type="checkbox"/> Status Report <input type="checkbox"/> Financial Impact <input type="checkbox"/>		Yes (See Analysis per details) <input type="checkbox"/> No <input type="checkbox"/>

In the space provided below, briefly describe the ISSUES, BACKGROUND, ANALYSIS and RECOMMENDATIONS. Use separate labeled paragraphs and include page numbers where the expanded information can be located in the report. (e.g., ISSUE Page \_\_\_\_\_).

The following courses have been certified or decertified since the April 16-17, 1981 Commission Meeting:

CERTIFIED

<u>Course Title</u>	<u>Presenter</u>	<u>Course Category</u>	<u>Reimbursement Plan</u>	<u>Fiscal Impact</u>
1. Staff Officer Mgmt. Sem.	LAPD	Mgmt. Sem.	IV	\$ 11,250
2. Motor Officer Trng. School	LAPD	Technical	III	\$ 55,000
3. Nuclear Shipment Safeguard Exercise	CSTI	Technical	IV	\$ 15,000
4. Computer Crime Investigation	DOJ-TC	Technical	IV	\$ 15,000
5. Officer Safety & Field Tactics	Alameda Co. SO	Technical	IV	\$ 18,886
6. Crisis Intervention Course	LAPD	Technical	IV	-0-
7. Complaint Dispatcher Course	NCCJTES, Butte Cntr.	Technical	II	\$ 9,096
8. Jail Operations (Basic Course Graduates)	Sacramento Co. SO	Technical	II	\$ 36,385
9. Jail Operations 80 Hours	Cabrillo College	Technical	II	\$ 13,652
10. Police Budgeting	San Diego Reg. Trng. Cntr.	Mgmt. Sem.	III	\$ 10,752

Utilize reverse side if needed

CERTIFIED  
(Page 2)

<u>Course Title</u>	<u>Presenter</u>	<u>Course Category</u>	<u>Reimbursement Plan</u>	<u>Fiscal Impact</u>
11. PR-24 Baton Instructors Course	Baton Instruction Assoc.	Technical	IV	\$ 2,064
12. PCP Abuse Control for Trainers	UCLA	Technical	IV	\$ 30,110
13. Report Writing for Trainers	Central Coast Co. Peace Off. Acad.	Technical	IV	\$ 1,486
14. Driver Training Instructor	NCCJTES, Los Medanos College	Technical	IV	\$ 5,376
15. Heroin Influence	Sierra College	Technical	IV	\$ 2,064
16. Narcotic Enforcement for Peace Officers	Sierra College	Technical	IV	\$ 2,064
17. Heroin Influence	Central Coast Co. Peace Off. Acad.	Technical	IV	\$ 6,192
18. Narcotic Enforcement for Peace Officers	Central Coast Co. Peace Off. Acad.	Technical	IV	\$ 6,192
19. Crime Prevention Officer Trng.	San Bernardino Co. SO	Technical	III	\$ 9,288
20. Field Training Officer	Acad. of Justice, Riverside CC	Technical	II	\$ 10,233
21. Effective Report Writing	El Camino College	Technical	IV	\$ 2,670
22. Chemical Agent Instructor	Central Coast Co. Peace Off. Acad.	Technical	IV	\$ 5,580
23. Adv. Accident Reconstruction	El Camino College	Technical	IV	\$ 2,786
24. Adv. Special Weapons & Tactics	NCCJTES; Butte Center	Technical	IV	\$ 2,348

CERTIFIED  
(Page 3)

<u>Course Title</u>	<u>Presenter</u>	<u>Course Category</u>	<u>Reimbursement Plan</u>	<u>Fiscal Impact</u>
25. Law Enforcement Skills & Knowledge Modular Course	Acad. of Justice, Riverside CC	Technical	IV	\$ 4,830
26. Auto Theft Investigation	CHP	Technical	II	\$ 6,822
27. Special Weapons and Tactics	NCCJTES, Los Medanos College	Technical	IV	\$ 4,953
28. Police Budgeting	Univ. of So. California	Mgmt. Sem.	III	\$ 6,616
29. Reserve, Level II, Course	San Diego Reg. Law Enforcement Trng. Center	Approved	N/A	-0-
30. Reserve, Level III, Course	San Diego Reg. Law Enforcement Trng. Center	Approved	N/A	-0-

DECERTIFIED  
(Page 4)

<u>Course Title</u>	<u>Presenter</u>	<u>Course Category</u>	<u>Reimbursement Plan</u>	<u>Fiscal Impact</u>
1. Reserve Trng., Modules A,B	San Bernardino Co. SO	Approved	N/A	-0-
2. Coroners Course	San Bernardino Co. SO	Technical	IV	-0-
3. Defensive Tactics Refresher	Rio Hondo College	Technical	IV	-0-
4. Traffic Accident Investigation	Rio Hondo College	Technical	II	-0-
5. Modular Trng. for Law En- forcement	Central CA Crmnl. Justice & Delquency Planning District	Technical	IV	-0-
6. Organizational Development	LAPD	Mgmt. Sem.	III	-0-
7. Supplemental Mgmt. Trng.	LAPD	Exec. Dev. Sem.	III	-0-
8. Arrest & Fire- arms (PC 832)	LAPD	Approved	IV	-0-
9. Planning	Golden Gate University	Exec. Sem.	III	-0-
10. Reserve Trng., Module B	San Diego Co. SO	Approved	N/A	-0-
11. Adv. Officer Course	Sacto Law En- forcement Trng. Center	Adv. Officer	II	-0-



AGENDA ITEM SUMMARY SHEET

Agenda Item Title <b>POLICY STATEMENTS FOR COMMISSION POLICY MANUAL</b>		Meeting Date July 16, 1981
Bureau Training Program Services	Reviewed By	Researched By Beverley Clemons <i>Bw.C.</i>
Executive Director Approval <i>Norman C. Becklin</i>	Date of Approval 6-30-81	Date of Report June 29, 1981
Purpose: Decision Requested <input checked="" type="checkbox"/> Information Only <input type="checkbox"/> Status Report <input type="checkbox"/> Financial Impact <input type="checkbox"/> Yes (See Analysis per details) <input type="checkbox"/> No <input type="checkbox"/>		

In the space provided below, briefly describe the ISSUES, BACKGROUND, ANALYSIS and RECOMMENDATIONS. Use separate labeled paragraphs and include page numbers where the expanded information can be located in the report. (e.g., ISSUE Page \_\_\_\_\_).

ISSUE

The Commission has directed that staff shall submit policy matters for affirmation by the Commission prior to inclusion in the Commission Policy Manual.

BACKGROUND

At the April 16, 1981 meeting, Commission action was taken to increase the dollar value of contracts and interagency agreements delegated to the Executive Director for approval from \$5,000 to \$10,000.

Also at the April meeting, Commission action was taken to include city and county airport police as a new category to participate in the POST Specialized Program.

ANALYSIS

The policy statements being submitted for affirmation is appropriate for inclusion in the Commission Policy Manual.

RECOMMENDATION

Affirm the policy statements shown below which were adopted at the April 16, 1981 Commission Meeting.

B4. Contracts

All contracts or interagency agreements in excess of \$10,000 shall be approved by the Commission.

Contracts or interagency agreements of \$10,000 or less may be entered into upon the authority of the Executive Director without approval of the Commission.

Commission Meeting 4/16/81

G3. Specialized Program Eligibility

(add) City and County Airport police.

Commission Meeting 4/16/81

AGENDA ITEM SUMMARY SHEET

Agenda Item Title <b>El Camino College Police Department</b>		Meeting Date <b>July 16-17, 1981</b>
Division <b>Operations</b>	Division Director Approval <i>Bradley W. Lech</i> <b>BD</b>	Researched By <b>George Fox</b> <i>GF</i>
Executive Director Approval <i>Norman C. Becken</i>	Date of Approval <b>4/28/81</b>	Date of Report <b>April 14, 1981</b>
Purpose: Decision Requested <input type="checkbox"/> Information Only <input checked="" type="checkbox"/> Status Report <input type="checkbox"/> Financial Impact <input checked="" type="checkbox"/> (See Analysis per details) <input type="checkbox"/> Yes <input type="checkbox"/> No		

In the space provided below, briefly describe the ISSUES, BACKGROUND, ANALYSIS and RECOMMENDATIONS. Use separate labeled paragraphs and include page numbers where the expanded information can be located in the report. (e. g., ISSUE Page \_\_\_\_\_).

ISSUE

The El Camino College Police Department has requested entry into the POST Regular Program.

BACKGROUND

The College Department has participated in the POST Specialized Program since 1971. The provisions of Section 830.31(c) Penal Code, permits a community college to create a police department. Section 13507(e) Penal Code places such a department into the Regular POST Reimbursable Program. The college has submitted the necessary Letter of Intent supporting POST objectives and regulations.

ANALYSIS

The department presently employs ten sworn members. All officers possess a Basic Certificate and adequate selection standards have been employed. The projected financial impact should be less than \$1,500 annually.

RECOMMENDATION

The Commission be advised that the El Camino College Police Department has been admitted into the Regular POST Program consistent with Commission policy.

AGENDA ITEM SUMMARY SHEET

Agenda Item Title <b>Ontario-Montclair School District Safety Department</b>		Meeting Date <b>July 16-17, 1981</b>
Division <b>Operations</b>	Division Director Approval <i>Franklin W. Loch</i> <i>FD</i>	Researched By <b>George Fox</b> <i>J</i>
Executive Director Approval <i>Norman C. Boehm</i>	Date of Approval <b>11 - May 1981</b>	Date of Report <b>April 15, 1981</b>
Purpose: Decision Requested <input type="checkbox"/> Information Only <input checked="" type="checkbox"/> Status Report <input type="checkbox"/> Financial Impact <input type="checkbox"/> Yes (See Analysis per details) <input type="checkbox"/> No <input checked="" type="checkbox"/>		

In the space provided below, briefly describe the ISSUES, BACKGROUND, ANALYSIS and RECOMMENDATIONS. Use separate labeled paragraphs and include page numbers where the expanded information can be located in the report. (e. g., ISSUE Page \_\_\_\_\_).

ISSUE

The Ontario-Montclair School District has requested that their Safety Department be included in the POST Specialized Program.

BACKGROUND

The provisions of Section 830.4(g) Penal Code permits the school district to employ sworn peace officers. The district's Governing Board, on January 8, 1981, passed a proper resolution supporting POST objectives and regulations.

ANALYSIS

The district presently employs three sworn officers who possess POST Basic or higher certificates. An on-site visit reveals that adequate background investigations and other POST selection standards are used.

RECOMMENDATION

The Commission be advised that the Ontario-Montclair School District Safety Department has been admitted into the POST Specialized Program consistent with Commission policy.

AGENDA ITEM SUMMARY SHEET

Agenda Item Title <b>San Luis Obispo County Airport Police</b>		Meeting Date <b>July 15-16, 1981</b>
Division <b>Operations</b>	Division Director Approval <i>Bradley W. Koch</i> <b>BO</b>	Researched By <b>George Fox</b> <b>F</b>
Executive Director Approval <i>Maurice Belmont</i>	Date of Approval <b>4-30-81</b>	Date of Report <b>April 20, 1981</b>
Purpose: Decision Requested <input type="checkbox"/> Information Only <input checked="" type="checkbox"/> Status Report <input type="checkbox"/> Financial Impact <input type="checkbox"/> Yes (See Analysis per details) <input type="checkbox"/> No <input checked="" type="checkbox"/>		

In the space provided below, briefly describe the ISSUES, BACKGROUND, ANALYSIS and RECOMMENDATIONS. Use separate labeled paragraphs and include page numbers where the expanded information can be located in the report. (e. g., ISSUE Page \_\_\_\_\_).

ISSUE

The San Luis Obispo County Airport Police Department has requested entry into the POST Specialized Program.

BACKGROUND

The provisions of Section 830.4(k) Penal Code permits the establishment of a police department by a city or county. The county's Director of General Services and Airport Manager have submitted a Letter of Intent to subscribe to POST standards and training requirements.

ANALYSIS

The agency presently employs four sworn personnel who have completed a POST Basic Course and possess or are eligible to possess a Basic Certificate or higher. An on-site visit reflects the department's ability to conform to POST selection standards.

RECOMMENDATION

The Commission be advised that the San Luis Obispo County Airport Police has been admitted into the POST Specialized Program consistent to Commission policy.

AGENDA ITEM SUMMARY SHEET

Agenda Item Title San Francisco Airport Commission Police		Meeting Date July 16-17, 1981
Division Operations	Division Director Approval <i>Bud Lopez, Loch</i>	Researched By George Fox <i>J</i>
Executive Director Approval <i>William C. Boehm</i>	Date of Approval <i>18 May 1981</i>	Date of Report May 2, 1981
Purpose: Decision Requested <input type="checkbox"/> Information Only <input checked="" type="checkbox"/> Status Report <input type="checkbox"/> Financial Impact <input type="checkbox"/> Yes (See Analysis per details) <input type="checkbox"/> No <input checked="" type="checkbox"/>		

In the space provided below, briefly describe the ISSUES, BACKGROUND, ANALYSIS and RECOMMENDATIONS. Use separate labeled paragraphs and include page numbers where the expanded information can be located in the report. (e. g., ISSUE Page \_\_\_\_\_).

ISSUE

The San Francisco Airport Commission has requested entry of their police department into the POST Specialized Program.

BACKGROUND

The provisions of Section 830.4(k) Penal Code, permit the Airport Commission to employ sworn peace officers. The Airport Commission has passed a proper resolution supporting POST objectives and regulations.

ANALYSIS

The department presently employs 181 sworn personnel. An inspection of the agency records reflect all sworn officers have received adequate basic training. Advanced Officer and management training deficiencies have been discussed and a schedule of training developed to assure compliance with POST standards.

RECOMMENDATION

The Commission be advised that the San Francisco Airport Commission Police has been admitted into the POST Specialized Program consistent to Commission policy.

AGENDA ITEM SUMMARY SHEET

Agenda Item Title 1980/81 Fiscal Year Contracts - Support and Local Assistance		Meeting Date July 16, 1981
Bureau Administrative Services	Reviewed By <i>[Signature]</i>	Researched By Diane Stucki
Executive Director Approval <i>Norman C. Bachman</i>	Date of Approval 7-1-81	Date of Report July 2, 1981
Purpose: Decision Requested <input type="checkbox"/> Information Only <input type="checkbox"/> Status Report <input type="checkbox"/>		Financial Impact <input type="checkbox"/> Yes (See Analysis per details) <input type="checkbox"/> No <input type="checkbox"/>

In the space provided below, briefly describe the ISSUES, BACKGROUND, ANALYSIS and RECOMMENDATIONS. Use separate labeled paragraphs and include page numbers where the expanded information can be located in the report. (e.g., ISSUE Page \_\_\_\_\_).

Issue

Commission policy requires that, at the end of each fiscal year, a summary of all contracts executed by POST during the year be submitted for review. A complete listing of those contracts is attached. Those contracts which exceed \$5,000 have been previously reviewed by the Commission.

Staff is, of course, available to answer any questions that Commissioners may have about individual contracts.

Utilize reverse side if needed

Commission on Peace Officer Standards and Training  
 1980/1981 Contract Report  
 June 30, 1981

<u>Contract Number</u>	<u>Name of Contractor and Services Provided</u>	<u>Amount of Contract</u>
80-455-1	<u>Allen's Press Clipping Bureau</u> Provide clippings of newspaper articles on law enforcement from daily and weekly newspapers relating to personnel training, employee relations internal problems, new programs and major policy changes.	\$ 760.00
80-455-2	<u>San Sierra Business Systems, Inc.</u> Provide maintenance service on the State equipment.	990.00
80-455-3	<u>Monroe Calculator Company</u> Service on Monroe equipment.	655.00
80-455-4	<u>Wang Laboratories, Inc.</u>  Provide maintenance service on equipment located in Word Processing	4,217.00
80-455-5	<u>Lockheed Missiles &amp; Space Co., Inc.</u>  Provide Dialog Information Retrieval Service.	1,200.00
80-455-6	<u>Norman Stamper</u>  Make a survey of the POST organizational structure.	4,074.00
80-455-7	<u>Research Consulting Services, Inc.</u>  Continuation of contract 79-405-11, Amendment 1 J. Kohls	14,720.00
80-455-8	<u>Xerox Corporation - 4000</u>  Maintenance	1,692.00
80-455-9	<u>Xerox Corporation - 7000</u>  Maintenance	3,336.00

<u>Contract Number</u>	<u>Name of Contractor and Services Provided</u>	<u>Amount of Contract</u>
80-455-10	<u>Human Stress Analysis, Inc.</u> Assist POST in development of job analysis data collection instruments. G. Williams	\$ 21,622.50
80-455-11	<u>Norman H. Stamper</u> Conduct a three day team building workshop. Executive	3,178.00
80-455-12	<u>Teleray, Division of Research, Inc.</u> Furnish maintenance services for terminals and associated equipment. G. Williams	200.00
80-455-13	<u>Pitney Bowes</u> Maintenance on postage meter	330.72
80-455-14	<u>Pitney Bowes</u> United Parcel meter	330.72
80-455-15	<u>D &amp; K Business Machines</u> Maintenance on Olivetti 1600 Copies	337.50
80-455-16	<u>Davis Medical Group</u> Conduct Basic Physical Examinations	1,200.00
80-455-17	<u>State Personnel Board</u> Cooperative Personnel Services Agrees to Administer the Reading and Writing Test Program J. Berner	-0-
80-455-18	<u>Dr. Robert Superko</u> Conduct Basic Physical Examinations of 9 Officers J. Berner	540.00
80-455-19	<u>Arcus Inc.</u> Provide transportation, storage and security service for the State, of State's computer Disc packs, word processing diskettes and micro film. P. Cassidy	500.00



<u>Contract Number</u>	<u>Name of Contractor and Services Provided</u>	<u>Amount of Contract</u>
80-455-20	<u>Norman H. Stamper</u> Conduct a one-day follow-up meeting related to a three-day TBW conducted Sept. 4-6, 1980                      Beauchamp	\$ 500.00

GRAND TOTAL

\$ 60,383.44

C - Contract Complete

Commission on Peace Officer Standards and Training  
1980/1981 Contract Report  
June 30, 1981

<u>Contract Number</u>	<u>Name of Contractor and Services Provided</u>	<u>Amount of Contract</u>
80-456-1	<u>CSU, Long Beach, Foundation</u> Conduct five Management Course presentations for the State. DiMiceli	\$30,710.00
80-456-2 Amendment No. I	<u>State Personnel Board</u> Scoring basic course test answer sheets on a scanning device. Pinola	2,125.00
80-456-3	<u>Humboldt State University</u> Conduct five course presentations. DiMiceli	41,372.40
80-456-4	<u>California Peace Officers' Educational Research and Training Corporation</u> Publish the manual entitled "1981 Legal Update". Beauchamp	3,774.00
80-456-5	<u>California Peace Officers' Educational Research and Training Corporation</u> Conduct eighteen presentations of the POST approved six (6) hour seminar entitled "Legal Update: New Laws and Court Decisions Affecting Law Enforcement". Beauchamp	19,080.00
80-456-6	<u>California State University Foundation, Northridge</u> Conduct three management Course presentation. DiMiceli	23,946.00
80-456-7	<u>San Jose State University Foundation</u> Conduct three management course presentation. DiMiceli	25,512.00
80-456-8	<u>San Diego Regional Training Center</u> Conduct five management course presentation. DiMiceli	44,235.00
80-456-9	<u>Department of Water Resources</u> Provide microfilming services. Wilson	4,704.04
80-456-10	<u>Cal-Poly Kellogg Foundation</u> Conduct five executive development course presentations. DiMiceli	44,780.00

<u>Contract Number</u>	<u>Name of Contractor and Services Provided</u>	<u>Amount of Contract</u>
80-456-11	<u>Department of Justice, Training Center</u> Make training presentations through its Patrol Institute and Investigation Institute. Stewart	571,000.00
80-456-12 Amendment No. I	<u>BENETECH, Inc.</u> Contractor agrees to process approximately 15,385 CEI's and provide printouts. Clemons	17,000.00
80-456-13	<u>Military Department (CSTI)</u> Make POST-certified training presentations primarily to California law enforcement personnel whose agencies are in the POST reimbursement program. Brown	343,842.00
80-456-14	<u>J. Rousseau Martin</u> 40 hours of instructions on training techniques to the PR 24 Baton for police trainers. Brown	765.00
80-456-15	<u>Drake A. Robles</u> 40 hours of instructions on training techniques to the PR 24 Baton for police trainers. Brown	765.00
80-456-16	<u>Four-Phase Systems, Inc.</u> Rental of Printer and Two Workstations. Cassidy	1,545.48
80-456-17	<u>Department of General Services</u> Services of one Programmer Analyst and three key data operators to work on implementation of POST Automated Information System. Adm.	87,800.00
80-456-18	<u>Four Phase System, Inc.</u> Rental of Disc Drive, Printer, two workstations, Memory Units, Processor, Processing Unit, and Decimal Instruction Set. Cassidy	\$ 21,276.00
80-456-19	<u>Four Phase System, Inc.</u> Rental of three workstations. Cassidy	1,182.96
80-456-20	<u>State Controller</u> Provide necessary office and field auditing services. Davidson	50,000.00
80-456-21	<u>Four Phase System, Inc.</u> Rental of Disc Drive and Memory Unit. Cassidy	7,822.80
80-456-22	<u>Research Consulting Services, Inc.</u> Provide key data entry and data processing services that will assist the State in analyzing the State's Management Course presentations. Morton	500.00

<u>Contract Number</u>	<u>Name of Contractor and Services Provided</u>	<u>Amount of Contract</u>
80-456-23	<u>Jan Deveny</u> Speak at Symposium on Professional Issues being held October 1 - 3, 1980. Snow	416.00
80-456-24	<u>Mark Shields</u> Speak at Symposium on Professional Issues being held October 1 - 3, 1980. Snow	676.50
80-456-25	<u>John Gist</u> Make a management survey of the City of Folsom. Davidson	4,998.00
80-456-26	<u>Research Consulting Service</u> Provide key data entry services and make a statistical analysis of State's Ten Plan survey questionnaire. Beck	500.00
80-456-27	<u>Four-Phase Systems, Inc.</u> Delete, retain, and add the following from contract No. 80-456-16. Cassidy	9,808.00
80-456-28	<u>Military Department</u> Make POST-certified training presentations primarily to California law enforcement personnel whose agencies are in the POST reimbursement program. Stewart	148,400.00
80-456-29	<u>State Personnel Board</u> Cooperative Services Provide Proctors For Administering The POST Basic Course Proficiency Examina- tion Rolls G. Pinola	11,500.00
80-456-30	<u>Military Department</u> Make POST-certified training presentations primarily to California law enforcement personnel whose agencies are in the POST reimbursement program. D. Stewart	148,000.00
80-456-31	<u>University of California at Los Angeles</u> 80/81 Present four offerings of a three-day PCP train- ing course designed to train "trainers" in the subject G. Fine.	9,710.00
80-456-32	<u>Dr. Robert Superko</u> Conduct Basic Physical examinations of 20 officers of the Napa Sheriff's Department J. Kohls	1,282.00
80-456-33	<u>Don A. Faussett</u> Agrees to lecture at the state's special seminar for law enforcement executives in San Diego G. De Crona	855.00

<u>Contract Number</u>	<u>Name of Contractor and Services Provided</u>	<u>Amount of Contract</u>
80-456-34	<u>Tom Rusk, M.D.</u> Agrees to Lecture at the state's special seminar for law enforcement executives in San Diego. G. DeCrona	\$ 500.00
80-456-35	<u>Neil Bodine</u> Agrees to lecture at the state's special seminar for law enforcement executives in San Diego. G. De Crona	840.00
80-456-36	<u>Peter Greg (Dr.)</u> Agrees to Lecture at the state's special seminar for law enforcement executives in San Diego. G. De Crona	1,257.00
80-456-37	<u>Four-Phase Systems Inc.</u> Upgrade on contract 80-456-27 P. Cassidy	111.60
80-456-38	<u>Bruce Olsen, Ph.D.</u> Serve as facilitator and resource person in the planning and conducting of a three-day report writing seminar. Hal Snow	1,000.00
80-456-39	<u>California Association of Police Training Officers</u> To provide training managers' guide. R. Allen	2,523.50
80-456-40	<u>California State University and Colleges, Sacramento</u> To provide educational, consulting and/or research services to agency in response to written requests for such service. J. Kohls	500,000.00
80-456-41	<u>John Rousseau Martin</u> Provide 40 hours of instruction on training techniques applicable to the PR 24 Baton for Police Trainers in Shasta and Siskiyou Counties. G. Niesl	1,735.00
80-456-42	<u>Elliot E. Alhadeff</u> Present four one-day (8 hour) Training Seminars on legal update G. Rhodes	3,580.00
80-456-43	<u>Justice Training Institute</u> Make a Feasibility Study to determine the applicability of computer-based education. B. Wilson	48,348.00

GRAND TOTAL

\$ 2,239,778.20

Commission on Peace Officer Standards and Training

AGENDA ITEM SUMMARY SHEET

Agenda Item Title <b>PUBLIC HEARING - POST REGULATIONS</b>		Meeting Date July 16, 1981
Bureau Training Program Services	Reviewed By	Researched By Beverley Clemons <i>BWC</i>
Executive Director Approval <i>Norman C. Boehm</i> <i>b-2</i>	Date of Approval 6-30-81	Date of Report June 29, 1981
Purpose: Decision Requested <input checked="" type="checkbox"/> Information Only <input type="checkbox"/> Status Report <input type="checkbox"/> Financial Impact <input type="checkbox"/> Yes (See Analysis per details) <input type="checkbox"/> No <input type="checkbox"/>		

In the space provided below, briefly describe the ISSUES, BACKGROUND, ANALYSIS and RECOMMENDATIONS. Use separate labeled paragraphs and include page numbers where the expanded information can be located in the report. (e.g., ISSUE Page \_\_\_\_\_).

ISSUE

A public hearing is required in order to adopt the proposed amendments to the Regulations which were approved by the Commission at the April 16, 1981 meeting.

BACKGROUND

AB 1111, effective July 1, 1980, and Executive Order B72-80 signed by the Governor on October 9, 1980, requires state regulatory agencies to conduct a comprehensive review of all existing regulations. The review process required that all regulations adopted prior to July 1, 1980 shall be analyzed and assessed against the five (5) specific criteria of necessity, authority, clarity, consistency, and reference.

The review of the Regulations has been completed and the Office of Administrative Law has approved of the recommended changes.

ANALYSIS

The proposed amendments to the Commission's Regulations are the results of the recently completed review process as required by the Administrative Procedures Act, amended July 1, 1980.

RECOMMENDATION

Affirmation by the Commission for a Public Hearing at the October 16, 1981 meeting for the purpose of adopting the Commission Regulations as amended.

AGENDA ITEM SUMMARY SHEET		
Agenda Item Title PROPOSED REGULATIONS-NON DISCRIMINATION IN STATE SUPPORTED PROGRAMS AND ACTIVITIES		Meeting Date
Bureau Information Services	Reviewed By Bradley W. Koch	Researched By Staff
Executive Director Approval <i>Norman C. Belton</i>	Date of Approval <i>6/8</i>	Date of Report
Purpose: Decision Requested <input checked="" type="checkbox"/> Information Only <input type="checkbox"/> Status Report <input type="checkbox"/> Financial Impact <input type="checkbox"/> Yes (See Analysis per details) <input type="checkbox"/> No <input type="checkbox"/>		

In the space provided below, briefly describe the ISSUES, BACKGROUND, ANALYSIS and RECOMMENDATIONS. Use separate labeled paragraphs and include page numbers where the expanded information can be located in the report. (e.g., ISSUE Page \_\_\_\_\_).

BACKGROUND

At the April 1981 Commission Meeting, Commissioners were thoroughly briefed on the draft of the proposed regulations regarding non-discrimination in state supported programs and activities. These regulations are required by Sections 11135 and 11138 of the Government Code in order to insure that no person is unlawfully denied the benefits of or unlawfully subjected to discrimination under any program or activity that is funded directly by POST or that receive any financial assistance from POST. As the Commission will recall the alternative to adopting POST's own regulations would be the requirement to adopt the regulations developed by the Secretary of Health and Welfare which are extremely lengthy and in some cases not specifically applicable to POST. The proposed Regulations closely follow the Attorney General's format with the amendments appropriate to the Commission.

ANALYSIS

At the last Commission meeting a recommendation was made to add a section on alcohol and drug abuse. That section was added as proposed Regulation 1039C as follows: "The term 'Physical or Mental disability' does not include the condition of any ultimate beneficiary who is an alcoholic or drug abuser whose current use of alcohol or drugs prevents such person from performing the duties of the job in question or whose employment by reason of such current alcohol or drug abuse would constitute a direct threat to the property or safety of others."

The proposed Regulations with the above addition were submitted to the Secretary of Health and Welfare for review on May 1, 1981, as required. A copy of the cover letter and the proposed Regulations as submitted are attached for your review.

This issue is before the Commission for action requiring that the proposed draft be the subject of a public hearing at the October 22 Commission meeting.

RECOMMENDATION

Approve public hearing in this matter for October 22, 1981.

DEPARTMENT OF JUSTICE

GEORGE DEUKMEJIAN, Attorney General

**COMMISSION ON PEACE OFFICER STANDARDS AND TRAINING**7100 BOWLING DRIVE, SUITE 250  
SACRAMENTO 95823EXECUTIVE OFFICE  
General Administration  
(916) 445-4515OPERATIONS DIVISION  
Standards and Training  
Management Counseling  
(916) 445-0345ADMINISTRATION DIVISION  
Administration  
(916) 322-2235  
Center for Police Management  
(916) 445-4515  
Certified Course Records  
(916) 322-2180  
Professional Certificates  
(916) 322-2237  
Reimbursements  
(916) 322-2238  
Resource Library  
(916) 445-4515  
Standards Validation Unit  
(916) 322-3472

May 1, 1981

Hon. Mario Obledo  
Secretary  
Health and Welfare Agency  
State of California  
915 Capitol Mall, Room 200  
Sacramento, California 95814Attention: Mr. John Martinez, Legal Counsel

Dear Mr. Obledo:

In accordance with Government Code Section 11138, we are pleased to enclose the Commission's proposed Regulations relative to the prevention of discrimination in state supported programs and activities. The Regulations would add Article 3 to Chapter 2 of Title 11 of the California Administrative Code.

Where appropriate, we have attempted to follow the Secretary's Standards and Guidelines which were adopted as Regulations in July 1980 (Title 22, Division 8, Chapters 1-5, Sections 93000 et seq.). However, because of the unique posture of the Commission in developing and implementing programs to increase the effectiveness of law enforcement and raising the level of competence of law enforcement officers in California through the establishment of minimum standards for the selection and training of such officers, many of our proposed Regulations have required special treatment and differ somewhat from those of the Secretary.

Generally speaking, some of the Secretary's suggested procedures will be handled administratively without the necessity of adopting formal Regulation by the Commission. Some of the other recommendations of the Secretary are simply inappropriate to the Commission's functions at this time.

Section 1030 of the proposed Regulations merely rephrases the statutory language of Government Code Sections 11135 and 11138 and, in abbreviated form, set forth the purpose of the Article.

Section 1031 provides that administrative rights and remedies be exhausted prior to bringing any action for judicial review or other enforcement action against the Commission under the





Hon. Mario Obledo

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Article. This may be contrasted with the Secretary's Regulations, which under certain circumstances, would seemingly permit independent legal relief against the Commission prior to the exhaustion of the administrative remedies (see Sections 98001, 98002, 98003).

The Commission does not deem it wise to exempt parties from exhausting their administrative remedies. Generally, if an administrative remedy is inadequate, judicial relief will lie without a specific regulation to that effect. Section 1031 would therefore require the exercise and exhaustion of the remedies provided for under the proposed Article as a condition to judicial review or other relief against the Commission.

Section 1032 contains the general rules of construction applicable to the proposed Regulations including definitive rules with respect to retroactivity and severability.

Section 1033 sets forth the definitions applicable to the various Regulations contained in the Article. Many of the Secretary's definitions contained in Section 98010 have been deleted as unnecessary or irrelevant to the Commission's functions at this time. If they later become relevant, they may be added as necessary.

Section 1034 contains the general prohibition against discrimination in accordance with Government Code Section 11135. The succeeding sections in the Article specify in greater detail the types of prohibited discrimination and exceptions thereto.

In each instance, we have attempted to provide a general definition which would prohibit the specific form of discrimination together with an exception. Each exception to discrimination has incorporated the general language of "bona fide occupational qualification" ("BFOQ") or "reasonable accommodation" which is contained in the Federal Civil Rights Act (42 U.S.C., Section 2000e et seq.), the Fair Employment Practices Act (Government Code Section 12900 et seq.), the State Civil Service Act (Government Code Section 18500 et seq.), and appropriate federal statutes.

You may also wish to note that Section 1039(b) requires, as an exception to discrimination against the disabled, that the disqualifying disability be job related and accommodation would result in an unreasonable or undue hardship upon the recipient.

Due to the unique nature of the duties of peace officers, who are the ultimate beneficiaries of our state supported programs and activities and at the specific direction of the Commission, we have included Section 1039(c) providing an exception relating to the current use of alcohol or drugs. The subsection essentially contains

Hon. Mario Obledo  
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the language found in the Secretary's Section 98250(d)(1) and the definition contained in the U.S. Department of Justice Rules and Regulations (Section 42.540(k)) pursuant to the implementation of Section 504 of the Rehabilitation Act of 1973 and Executive Order 11914. We feel it extremely critical that we disallow the allegation of discrimination by a peace officer, when his duties include the utilization of firearms and high speed vehicles, if he or she is a current alcohol or drug abuser.

Section 1040 assures access of the Commission to recipient records and Section 1041 requires recipients to distribute to the ultimate beneficiaries a copy of the proposed Article and any other materials the Commission deems necessary to administer and enforce state supported programs in a nondiscriminatory manner. By Section 1042, an assurance of nondiscrimination is required to be included as a clause in each contract, grant, loan, guarantee, or other such document under which a recipient receives state funds from the Commission.

Section 1043 requires a written complaint of discrimination to be subscribed under oath and filed with the Commission within one year after the alleged discriminatory conduct occurred. An accusation may be filed under Section 1044, while at the same time permitting informal resolution or conciliation of a complaint of discrimination. Sanctions may be imposed under Section 1045.

X  
Section 1046 requires the Commission to forward to the Department of Fair Employment and Housing any complaint alleging employment discrimination by a recipient. An adjudication and decision of that complaint by the Fair Employment and Housing Commission will be binding on the Commission on Peace Officer Standards and Training.

We anticipate you will find our proposed Regulations are in full conformity with our legislative mandate contained in Government Code Section 11138. They also fairly take into account the statutory requirements of the Commission.

We would be pleased to discuss with you, or your staff, the proposed Regulations in greater detail prior to the time that they are noticed for public hearing. In the event you wish further information or discussion, please contact Dave Allan, Chief of our Information Services Bureau (445-4515) or Paul Dobson, Deputy Attorney General (445-1580).

For your information, we will present the proposed Regulations to the Commission for approval at its regular meeting on July 16, 1981 with the recommendation to calendar the Regulations for public hearing on October 22, 1981.

Hon. Mario Obledo

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We would be pleased to entertain your comments, if any, prior to our submission of the proposed Regulations to the Commission.

Sincerely,

NORMAN C. BOEHM  
Executive Director

Enclosure

ARTICLE 3. COMMISSION ON PEACE OFFICER STANDARDS AND TRAINING  
NONDISCRIMINATION IN STATE SUPPORTED PROGRAMS AND ACTIVITIES (NEW)

§1030. Purpose of this Article

Section 11135 of the Government Code provides that no person in the State of California shall, on the basis of ethnic group identification, religion, age, sex, color, or physical or mental disability, be unlawfully denied the benefits of, or be unlawfully subjected to discrimination under, any program or activity that is funded directly by the state or receives any financial assistance from the state.

Section 11138 of the Government Code in turn provides that each state agency that administers such direct state funding or financial assistance shall adopt rules or regulations necessary to carry out the provisions of Government Code section 11135 and following (art 9.5, ch. 1, part 1, div. 3, of tit. 2). This article contains such regulations.

§1031. Exclusive Remedy; Availability of Other Relief

No action in law or equity shall be brought against the Commission to enforce the provisions of Government Code section 11137 or this Article unless the remedies and procedures provided herein have been exhausted.

§1032. General Rules of Construction; Prospective Effect; Severability

(a) The provisions of this article shall control in the construction, administration, or enforcement thereof by the Commission or by any other person.

(b) The provisions of this article are applicable as of the effective date of this article, and shall not be interpreted to be retroactive.

(c) If any provision of this article or the application thereof to any person or circumstances is found invalid, such invalidity shall not affect other provisions or applications of this article which can be given effect without the invalid provision or application, and to this end the provisions of this article are severable.

§1033. Definitions

"Benefit" means anything contributing to an improvement in condition, including, but not limited to, aid or services provided to others by a recipient.

"Commission" means the Commission on Peace Officer Standards and Training including its staff employees.

"Financial assistance" means any grant, loan, guarantee, or other entitlement by which the Commission provides monetary aid to a recipient.

"Funded directly by the state" means any direct payment, transfer, or allocation of state funds to any recipient by the Commission.

"Local agency" means a public district, public corporation, authority, agency, board, city, commission, county, city and county, school district, or other public entity.

"Person" means an individual, proprietorship, firm, partnership, joint venture, syndicate, corporation, association, committee, legal representative, or any other organization or group of persons acting in concert.

"State-supported program or activity" means any project, action or procedure undertaken by a recipient, directly or indirectly, with state funds or financial assistance provided to the recipient by the Commission.

"Recipient" or "recipient of state support" means any contractor, local agency, or person who regularly employs five or more persons and who receives financial assistance in an amount which in the aggregate exceeds \$10,000 per state fiscal year, or in an amount which exceeds \$1,000 per transaction, by grant, loan, guarantee, or other entitlement, directly or indirectly, including any successor, assignee, or transferee of a recipient. "Recipient" or "recipient of state support" does not include another state agency, nor does it include the ultimate beneficiary of the state support.

"State agency" means the Commission.

"Ultimate beneficiary" means a person identified in Government Code section 11135 who receives, applies for, or is unlawfully deterred from receiving or applying for, the benefits of, or employment under a state supported program or activity.

#### §1034. General Prohibition Against Discrimination

No recipient through any state-supported program or activity shall deny to any ultimate beneficiary the privileges or benefits of such state-funded program or activity on the basis of ethnic group identification, religion, age, sex, color, or physical or mental disability, as defined in this Article.

#### §1035. "Color or Ethnic Group Identification" Defined; Exception

(a) The term "Color or ethnic group identification" as used in section 1034 means the possession of the racial, cultural, or linguistic characteristics common to a racial, cultural, or ethnic group.

(b) The benefits of any state-supported program or activity shall not be denied on the basis of an ultimate beneficiary's color or ethnic group identification unless the recipient of state support makes a satisfactory showing that all or substantially all persons of that color or ethnicity would be unable to perform safely and efficiently the duties of the job involved.

#### §1036. "Religion" Defined; Exception

(a) The term "religion" as used in section 1034 includes all aspects of religious observance, practice, and belief.

(b) The benefits of any state-supported program or activity shall not be denied on the basis of an ultimate beneficiary's religion or religious beliefs unless the recipient of state support makes a satisfactory showing that no reasonable accommodation of such religion or religious beliefs can be made without undue hardship upon the program or activity of recipient of the state support.

§1037. "Age" Defined; Exception

(a) The term "age" as used in section 1034 means the number of elapsed years from the date of a person's birth.

(b) The benefits of any state-supported program or activity shall not be denied on the basis of an ultimate beneficiary's age unless the recipient of state support makes a satisfactory showing that (1) the age limitation is authorized by federal, state, or local law, or (2) a person's age is a factor reasonably necessary to the normal operation of a state-supported program, or the achievement of a statutory objective related thereto.

§1038. "Sex" Defined; Exception

(a) The term "sex" as used in section 1034 means:

(1) A person's sex, male or female; or

(2) A person's parental, family, or marital status; or

(3) A person's disability due to pregnancy, childbirth, or recovery therefrom; or

(4) A person's encouraged or coerced participation in sexual activity with a recipient as a condition to the receipt of state-supported benefits.

(b) The benefits of any state-supported program or activity shall not be denied on the basis of an ultimate beneficiary's sex unless the recipient of state support makes a satisfactory showing that all or substantially all persons of that sex would be unable to perform safely and efficiently the duties of the job involved.

§1039. "Physical or Mental Disability" Defined; Exception

(a) The term "physical or mental disability" as used in section 1034 means any person who has a physical or mental impairment which substantially limits one or more major life activities (such as walking, seeing, or hearing), has a record of such an impairment, or is regarded as having such an impairment.

(b) The benefits of any state supported program or activity shall not be denied on the basis of an ultimate beneficiary's physical or mental disability unless the recipient of state support makes a satisfactory showing that the particular disability is job related and that no reasonable accommodation of the particular disability can be made without undue hardship upon the program or activity of the recipient of state support.

(c) The term "physical or mental disability" does not include the condition of any ultimate beneficiary who is an alcoholic or drug abuser whose current use of alcohol or drugs prevents such person from performing the duties of the job in question or whose employment, by reason of such current alcohol or drug abuse, would constitute a direct threat to property or the safety of others.

§1040. Compliance Review; Access to Records; Sanctions

During normal business hours, a recipient of state support shall make available to the Commission, or an authorized representative, such information as is deemed necessary by the Commission to determine whether the recipient has complied with this article. The requested information may include books, records, or accounts in the possession of either the recipient of state support or third persons or agencies. Failure to provide access to such data, after a reasonable request by the Commission, shall constitute grounds for sanctions by the Commission under this article.

§1041. Distribution of Regulations and Forms

Recipients of state support shall make available to the ultimate beneficiaries of the program or activity of the recipient, a copy of this article and any other materials deemed necessary by the Commission to administer and enforce the provisions of this article.

§1042. Required Nondiscrimination Clause

The Commission shall include in each contract, grant, loan, guarantee, or other such document under which state funds are provided to a recipient, a clause assuring nondiscrimination in the manner set forth as "Exhibit A" in this article.

§1043. Complaint of Discrimination; Time for Filing

A written complaint may be filed by any ultimate beneficiary alleging discrimination under this article. Such complaint, to be valid, must be subscribed under oath and filed with the Commission within one year after the act or omission occurred upon which the complaint is based.

§1044. Accusation; Informal Resolution Permitted

If after investigation of a complaint the Commission has concluded that there is reasonable cause to believe that this article has been violated, the Commission shall institute appropriate proceedings for sanctions against a recipient of state support by filing and serving an accusation against such recipient pursuant to section 11503 of the Government Code. Nothing in this section shall prohibit an informal resolution or conciliation of the complaint of discrimination by the Commission prior to the filing of said accusation.

§1045. Hearing and Decision; Sanctions

Upon a determination by the Commission that a direct recipient of state support has violated this article, the Commission may take appropriate steps or actions to ensure compliance, which may include (but is not limited to) any one or more of the following:

(a) Termination or suspension of all or part of the recipient's state support;

(b) The imposition of probationary eligibility for present or future state support, conditioned upon compliance with specified conditions;

(c) A public reprimand;

(d) Other relief which the Commission deems appropriate to effectuate and enforce this article.

§1046. Complaints Alleging Employment Discrimination

A copy of any complaint alleging that a recipient of state support has engaged in employment discrimination against an ultimate beneficiary will be referred to the Department of Fair Employment and Housing for its investigation pursuant to section 12960 of the Government Code. Any subsequent adjudication and decision of said complaint by the Commission on Fair Employment and Housing shall be binding upon the Commission in any resolution of said complaint under this article.



[EXHIBIT A]

ASSURANCE OF NONDISCRIMINATION IN STATE-SUPPORTED PROGRAMS AND ACTIVITIES

(Name of Recipient) (herein after called the "Recipient") agrees that it will comply with Article 9.5 (commencing with Section 11135) of Chapter I, Part I, Division 3, Title 2, of the Government Code and the regulations adopted or actions taken by the Commission on Peace Officer Standards and Training to implement such Article to the end that no ultimate beneficiary in the State of California shall, on the basis of ethnic group identification, religion, age, sex, color, or physical or mental disability, be unlawfully denied the benefits of, or be unlawfully subjected to discrimination under, any program or activity that is funded directly by the state or receiving any financial assistance from the state.

Each recipient shall ensure that each of its employees are aware of the rights of ultimate beneficiaries and the responsibilities of recipients under Article 9.5, and make available to ultimate beneficiaries information regarding the provisions of Article 9.5 and its applicability to the program or activity for which the Recipient receives state support.

Each Recipient shall permit access by representatives of the Commission at any time during normal business hours to such of its books, records, accounts, other sources of information, and its facilities as may be pertinent to ascertain compliance with Article 9.5.

The Recipient recognizes and agrees that state support will be extended in reliance upon the representations and agreements made in this assurance, and that the State of California shall have the right to seek administrative and judicial enforcement of this assurance. This assurance is binding on the Recipient, its successors, transferees, and assignees, and the person or persons whose signatures appear below are authorized to sign this assurance on behalf of the Recipient.

\_\_\_\_\_  
(Date)

\_\_\_\_\_  
(Name of Recipient)

\_\_\_\_\_  
(President, Chairperson of Board or  
Comparable Authorized Official)

\_\_\_\_\_  
(Address)

AGENDA ITEM SUMMARY SHEET

Agenda Item Title REVIEW OF POST COMPUTER SYSTEM		Meeting Date 7-16-81
Bureau Information Services	Reviewed By <i>Brk</i> Bradley W. Koch	Researched By Bradley W. Koch
Executive Director Approval <i>Norman C. Breckin</i>	Date of Approval <i>6/23</i>	Date of Report 6-23-81
Purpose: Decision Requested <input type="checkbox"/> Information Only <input checked="" type="checkbox"/> Status Report <input type="checkbox"/> Financial Impact <input type="checkbox"/> Yes (See Analysis per details) <input type="checkbox"/> No <input type="checkbox"/>		

In the space provided below, briefly describe the ISSUES, BACKGROUND, ANALYSIS and RECOMMENDATIONS. Use separate labeled paragraphs and include page numbers where the expanded information can be located in the report. (e. g., ISSUE Page \_\_\_\_\_).

BACKGROUND

At its last meeting the Commission requested staff to review the POST computer system activities and to prepare a report to be submitted to the Long-Range Planning Committee prior to the next Commission meeting.

ANALYSIS

The staff report was prepared and presented to the Long-Range Planning Committee on June 19, 1981. As discussed with the committee, a computer system is the key to the success of the POST resource management system. Virtually every bureau has the need of systematized information to support management decision making and provide day to day operational data. The computer will assist in meeting these needs.

The attached report provides the Commission with a history of our quest for data processing, financial information relative to authorized Commission funding and contract expense, present state of the art at POST, present direction in enhancing the POST computer system and a look at the future of data processing needs.

The Long-Range Planning Committee has indicated that this report meets the Commission's need for a review of the computer system. Appropriate action would, therefore, appear to be acceptance of this report.

COMMISSION ON PEACE OFFICER STANDARDS AND TRAINING  
LONG RANGE PLANNING COMMITTEE MEETING  
June 19, 1981

POST COMPUTER UPDATE REPORT

In July 1977, the Commission authorized staff to work with the Department of Justice to conduct a study of POST electronic data processing needs. That study was completed and presented to the Commission at their October 1978 meeting. The study provided various alternatives for establishing a data processing system for POST. Action taken by the Commission at that meeting authorized staff to pursue all the alternatives available and authorized the Executive Director to select the most appropriate system for the needs of POST that was cost-effective.

At the October 1979 meeting, the Commission adopted the staff recommendation for implementing the POST Automated Information System (PAIS) on an equipment lease basis. This alternative was selected because:

1. It would cost less to lease based on the life expectancy of three years for the equipment.
2. The Lease Alternative provided the quickest system start-up time to respond to POST's immediate needs.
3. The Lease Alternative was more adaptable for accommodating POST's future data processing needs, which were not then clearly defined.
4. Computer technology changes rapidly. The lease alternative allowed easier upgrading to more advanced equipment as it was developed. During the three-year period of initial computer needs analysis and computer processing development, staff would be studying future data processing needs as it relates to an expanded research capability.

The Commission has authorized a total of \$334,315 to be used for the POST automated Information system project. This amount authorizes the payment of equipment leasing through June 30, 1982 and the payment of contractual services for a programmer and three key data operators through December 31, 1981.

Commission authorization was as follows:

<u>Date</u>	<u>Purpose</u>	<u>Amount</u>
07/79	To contract for Analyst services for developing an IFB and services for file conversion	\$ 60,000
08/79	To contract for equipment leasing and necessary services and materials	48,000
07/80	To continue implementation project from 8/1/80 to 6/30/81	100,000
04/81	To continue staffing needs through 12/31/81	89,300
	To continue contractual equipment lease through 6/30/82	37,015
TOTAL AUTHORIZED TO DATE:		<u>\$334,315</u>

Of the amount authorized by the Commission a total of \$46,510 will have been expended since the project began in December 1979 to June 30, 1981 for equipment rental.

System implementation and records conversion personnel contracts will have cost \$189,225 as of June 30, 1981.

TOTAL EXPENDED TO DATE	\$235,735
COMMISSION AUTHORIZED FUNDS AVAILABLE	<u>\$ 98,580</u>

A PAIS Implementation Schedule was developed. The program was to be developed in two phases:

1. Manual records conversion and basic system development.
2. Expansion of system to meet future needs.

#### PHASE I IMPLEMENTATION

First phase scheduling began on September 1, 1979, with preliminary system design, and has been essentially implemented, and should terminate on schedule in August, 1981, with the POST implementation review as planned.

The first phase program was the development of data processing capability to principally handle the conversion of POST's manual peace officer record file and to implement an automated course certification process which would provide more precise information as to the allocated cost of projected courses and budgetary costs and to provide the foundation for the POST Management Information System.

To date, approximately 96% of the peace officer records are entered into the system, and factual financial data from previously offered courses have provided staff with a fiscal impact reporting system which, in 1981/82, should provide POST with a more appropriate means of determining allocated costs for the course delivery program and for maintaining budget control of course presentations.

## PHASE II IMPLEMENTATION

Toward the implementation of Phase Two, this report is offered as an analysis of POST's present capabilities and a determination of future needs as it relates to data processing and research technical capabilities.

As staff works to implement the present computer system, POST is obviously outgrowing the present system. POST's needs and priorities are growing, changing, and becoming more sophisticated with the development of a management information system.

Because of expanded research data processing needs, current and ongoing course evaluation instrument programs and the Legislatively mandated requirement to implement a Basic Course Equivalency Examination process on July 1, POST continues to expand contracts for computer-related services that conceivably could be accomplished in-house, perhaps at a reduced cost, with an expanded in-house data communications system.

## PRESENT RESOURCES

The Commission is presently utilizing three data processing systems:

### Four-Phase Systems Inc., 490 Mini-Computer

This program is designed to contain and provide access to appointment, training, certificate, and reimbursement records of law enforcement officers throughout the State as well as financial data required for accurate planning and forecasting of training costs for determining the condition of the budget portion allocated to reimbursement for cities and counties. The system provides a tool for forecasting training needs, monitoring budgets, providing expenditure reports, and assisting in determining compliance of agencies with POST standards.

It is an operator centered disc resident data base system for on-line storage and retrieval. It has the capability for handling both alpha and numeric data with a 384 K memory capacity.

Access to the system for entering and retrieving data is by seven key-boards and two printers located in several locations in the POST facility. Programming and initial data entry is being accomplished through contractual agreement with the Department of General Services. This contract provides for a Staff Programmer Analyst and three Key Data Operators.

Capitol Computing Corp. Service

The Research and Evaluation Services Bureau has contracted for the services of a private computer service for information required in their project development. The data base includes empirically developed and validated job-related employee selection standards which assist law enforcement agencies in meeting EEO and Affirmative Action requirements. A terminal, purchased through a Federally funded research grant, is located in the Bureau and storage and retrieval information is provided through an acoustical coupler via telephone to the private vendor. A printer has also been purchased in order to provide hard copy material.

Wang System 30 Word Processing System

This word processing system consists of one central processing unit, five workstations, and two printers. It is staffed by one Senior Word Processing Technician and three Word Processing Technicians.

The function of the Word Processing Unit is to provide rapid typing of repetitive reports and revision of instructional materials and manuals where the data storage need exists. It is a disc resident data base system for on-line storage and retrieval which is operator centered and has the capability for alpha and numeric data.

CONTRACTS SUPPORTING PRESENT RESOURCES

While it is difficult to isolate total computer related equipment and services contract costs on a fiscal year basis due to multiple year relationships, a synopsis of existing contracts follow. Such existing contracts, including portions of larger contracts which relate to computer services, are listed. Contracts supporting present computer resources total \$144,598. Contracts executed to support additional requirements represent a current cost of \$61,268. Total current contract (1980/81 costs) are \$205,866.

CONTRACTS SUPPORTING PRESENT COMPUTER RESOURCES

Name of Contractor and Services Provided

	<u>Current Contracts</u>		<u>Future Year Contracts</u>	
	<u>Number</u>	<u>Amount</u>	<u>Costs</u>	<u>F.Y.</u>
<u>Four-Phase Systems, Inc.</u>				
Lease of computer equipment used in implementation of POST automated Information System	Various	\$32,866	\$37,015 37,015 27,096	81/82 82/83 83/84
<u>Department of General Services</u>				
Services of one Programmer Analyst and three key data operators to work on implementation of POST Automated Information System.	80-456-17 In process	87,800 19,515	69,785	81/82

<u>Name of Contractor and Services Provided</u>	<u>Current Contracts</u>		<u>Future Year Contracts</u>	
	<u>Number</u>	<u>Amount</u>	<u>Costs</u>	<u>F.Y.</u>
<u>Telray, Division of Research, Inc.</u> Maintenance services for terminal, printer and associated equipment owned by POST.	80-455-12	\$ 200		
<u>Wang Laboratories, Inc.</u> Maintenance service for Word Processing equipment	80-455-4	\$4,217	\$5,400	81/82

CONTRACTS REPRESENTING ADDITIONAL NEEDS

<u>Benetech, Inc.</u> Processing Course Evaluation Instruments	80-456-12	\$17,000	\$17,000	81/82
<u>Lockheed Missiles and Space Company, Inc.</u> Dialog Information Retrieval Service	80-455-5	\$1,200		
<u>State Personnel Board</u> Basic Course Proficiency Test - Scan, score, item analysis, and tape	80-456-2	\$2,125	\$28,000	81/82
<u>Research Consulting Services, Inc.</u> Scoring and Analysis of Reading Tests	80-455-7	\$14,720		
Management Course Study - Key Data Entry and Data Processing Services	80-456-22	\$ 500		
Four-Ten Plan Survey - Key Data Entry and Statistical Analysis	80-456-26	\$ 500		
<u>California State University and Colleges</u> Computer Services and Associated Programming and Analysis	80-456-40	\$25,223	\$158,078 \$ 46,644	81/82 82/83

ANALYSIS OF FUTURE MANAGEMENT INFORMATION SYSTEM NEEDS

POST Automated Information System

The currently utilized system, when totally implemented, will represent the first step in the development of a Management Information System which will adequately meet POST's needs in the future. It is, however, only an automated records system and leaves much to be desired in terms of POST's total management information requirements.

### Random Accessibility and Retrieval Flexibility

Greater flexibility in identifying and retrieving stored data is required. The current system requires extensive programming to develop reports. Such reports are designed to meet many needs which are recurrent and periodic. Unique information needs identified on a day to day basis are now met through time consuming manual analysis.

Random access retrieval of variables is an absolute requirement in the work of many of the Bureaus, specifically Standards and Evaluation Services, Administrative Services, and Training Program Services. Examples include the requirements contained in the \$500,000 Research Projects contracts with the California State University and Colleges, revenue and expenditures by course categories, and evaluation of courses through uses of variable data.

### Optical Scanning Capability

Much of the research that is accomplished at POST involves survey instruments which are either analyzed manually by Staff or optically scanned by computer through outside contracts. These survey instruments include recent efforts in the Training Needs Assessment, Crime Prevention Survey, Four-Ten Plan Study, Curriculum Analysis, Officer Survival Course Study, Management Course Study, and Course Evaluation Instruments

Testing instruments including the Basic Course Equivalency Examination and the Basic Course Examination, are being scanned by outside contractors at a substantial cost to POST in comparison to developing our own optical scanning capability.

The use of an optical scanner, in association with a computer, can result in scanning of testing devices as well as survey instruments and course evaluation instruments together with an analysis of variables of all items in the instruments. Such an automated scanning system is needed and would be cost effective.

### Test Development Through Data Storage

The Basic Course Equivalency Examination, the Basic Course Test Pool, and the Basic Course Performance Objectives, together with history files, should be stored in an automated system. Storage of data should include raw score tabulation and complete item analysis information together with historical information on any alterations.

### Course Evaluation Instrument Summaries

The Course Evaluation Instrument Summaries, including student demographic data with variable analysis capability, should be stored in the data bank with programmed random access. Sophisticated instruments enabling POST to identify student population biodata, cost effectiveness (if possible), and course ratings should be scanned, stored, and accessed through variables within the system.



### Financial Information Compatible With State Resources

The specific methodology and format requirements of the California Fiscal Information System, a computerized system of reported fund condition and budget expenditures, must be met by POST.

Currently, through informal arrangements with monthly billings by the Department of Justice, data are being compiled and reported. This system must be an integral part of our future in-house data requirements. We anticipate an interagency agreement to accomplish this requirement. Cost for the system has yet to be determined.

### Data Relating to Local Agencies

The Management Counseling and Special Services Bureaus require extensive data relating to local law enforcement agencies. These data include attrition rates by departments and statewide; total peace officers by category; biodata on employees, size, ranks, and titles in each department; and tenure in rank and functions with correlations to size of departments and population served. Software must also be produced to accommodate workload data for personnel allocation studies.

### Preemployment Training

There is also a need to determine and retain data on the extent to which preemployment Basic Course students are being trained and employed.

### CONCLUSION

As Phase One of the POST data processing system needs draws to a conclusion, it is obvious that much remains to be done to expand POST's in-house data processing communications system to meet present and future needs. There is obviously a need to consolidate some or all of the outside contracts which POST is presently using to supplement its own resources on a disjunctive basis, thereby accelerating costs. There is also a need to study the interface capabilities of the POST Word Processing System with the proposed Data Processing System.

As originally planned, POST is now ready to move into an integrated computer based management information system, which should include the capability of optical scanning, computerized random accessibility and retrieval flexibility, virtual memory capacity, high speed line printing, and is sufficient for complex statistical analysis of large data sets.

It may be possible, by enhancing the present leased system, to provide some of this capability. But, in the long range program concept originally anticipated and approved by the Commission, there will still be a need for planning for a totally integrated management information system. This study plan will require extensive reporting to and review by state control agencies in accordance with the electronic data processing procedures contained in

the State Administrative Manual. A feasibility study report must be approved by the Department of Finance prior to the implementation of any EDP project.

Other provisions of the State Administrative Manual allow exemptions from feasibility study reports if certain information is submitted in an information systems plan no later than August 31 of each year and updated not later than March 1 of each succeeding year. Preliminary work on such a plan has been initiated.

It is anticipated that the implementation of an adequate management information system, as described, can become operational in the future at a total cost which is less than the expenditures presently allocated to current resources and contractual arrangements.

Staff is currently working on two elements of future computer needs at POST.

First, Staff is preparing a study as to the cost-effectiveness of upgrading our present system to accommodate the needs of the POST research program to determine if improved capability can be acquired within the existing resources presently allocated by the Commission. If the conclusions are positive, staff will bring this issue before the Commission at its October meeting.

Second, We have commenced with Phase II of POST's long range computer needs information system plan with a view towards procurement of hardware and software to support a management information system meeting the total requirements as outlined in the above conclusions. It is anticipated that this study will be completed and presented at the July 1982 Commission meeting for consideration.

State of California

## Commission on Peace Officer Standards and Training

# Resolution

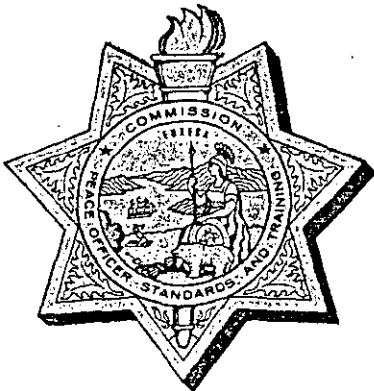
WHEREAS, Dr. Robert H. Coombs has served as a member of the Advisory Committee of the Commission on Peace Officer Standards and Training since 1979, and

WHEREAS, He has effectively represented the California public, and

WHEREAS, He has demonstrated leadership and diligence in his service as a member of the Advisory Committee; and

WHEREAS, California law enforcement has benefited greatly from his advice and counsel; Now, therefore, be it

RESOLVED, That the members of the Commission on Peace Officer Standards and Training do hereby commend Dr. Robert H. Coombs for his outstanding service and dedication to California law enforcement.



July 16, 1981

Date

Chairman

Executive Director

State of California

## Commission on Peace Officer Standards and Training

### Resolution

WHEREAS, Herbert E. Ellingwood has served as a member of the Advisory Committee of the Commission on Peace Officer Standards and Training since 1979; and

WHEREAS, Herbert E. Ellingwood has effectively represented the California public; and

WHEREAS, He as demonstrated leadership and diligence in his service as a member of the Advisory Committee; and

WHEREAS, California law enforcement has benefited greatly from his advice and counsel, and

WHEREAS, He has been recognized for his leadership in the California public service to the extent that he has been appointed to serve as Deputy Counsel to the President of the United States; Now, therefore, be it

RESOLVED, That the members of the Commission on Peace Officer Standards and Training do hereby commend Herbert E. Ellingwood for his outstanding service and dedication to California law enforcement; and, be it

FURTHER RESOLVED, That the Commission wishes Herbert E. Ellingwood every success in his new position.



July 16, 1981

Date

Chairman

Executive Director

State of California

## Commission on Peace Officer Standards and Training

### Resolution

WHEREAS, Sheriff Richard F. Pacileo has served as a member of the Advisory Committee of the Commission on Peace Officer Standards and Training since 1979, and

WHEREAS, He has effectively represented the California State Sheriffs' Association, and

WHEREAS, He has demonstrated leadership and diligence in his service as a member of the Advisory Committee, and

WHEREAS, California law enforcement has benefited greatly from his advice and counsel, and

WHEREAS, He has been recognized for his excellence as a sheriff and as a member of the Advisory Committee to the extent that he has been appointed by the Governor of California as a member of the Commission on Peace Officer Standards and Training; Now, therefore, be it

RESOLVED, That the members of the Commission on Peace Officer Standards and Training do hereby commend Sheriff Richard F. Pacileo for his outstanding service and dedication to California law enforcement.



July 16, 1981

Date

Chairman

Executive Director

**Memorandum**

: Commission

Date : July 2, 1981

*Nat Trives*

Long Range Planning Committee, Nat Trives, Chairman

From : **Commission on Peace Officer Standards and Training**Subject: **TASK FORCE ON EDUCATION AND TRAINING (PRE-EMPLOYMENT TRAINING AND CAREER PATHS)**

The stated purpose of this task force is "To develop suggested Regulations change or other strategy to increase pre-employment training in conjunction with improving the relevance and quality of such training, and to standardize career entry paths."

The Professionalization Coordinating Committee has submitted recommendations from this and other Symposium follow-up task forces for review by POST, CPOA and PORAC. The Commission has asked the Long Range Planning Committee to review them and to recommend Commission action.

The Long Range Planning Committee met on June 19th for that purpose and with the assistance of the staff review is recommending the following action on the recommendations of the Task Force on Continuing Education and Training.

Recommendation #1

The current dual entry pattern for entry into law enforcement should be continued (hire - then train, or hire those already trained).

Pre-employment training should be encouraged but pre-employment students should be screened to minimize the possibility of undesirable or obviously unqualified students attending basic courses.

Staff Analysis: This is the pattern that now exists. The extent of pre-employment training is not known but enrollment by non-affiliated students has increased during the past several years. Most are being hired.

Motion: To approve the recommendation as submitted.

## Recommendation #2

Basic academy screening should consist of reading/writing tests, physical agility examination to determine the student's ability to participate in physical training activities, fingerprint check to determine felony conviction, counseling about standards and working conditions, and formalized documentation of this screening to minimize redundancy with agency screening. Legislation required to facilitate this process should be supported by POST, CPOA, and PORAC.

Staff Analysis: Modification in wording is recommended to avoid the appearance of de-emphasizing the necessity for employing agencies to conduct a thorough background investigation. In addition, academies only need information on felony convictions.

Motion: To approve with two modifications:

- a. Academies should be authorized only information about felony conviction from local law enforcement agencies.
- b. Delete the following phrase from the recommendation: "To minimize redundancy with agency screening."

Related Motion: To authorize staff to encourage and support required legislation.

## Recommendation #3

The same standards of quality and content control should be applied to extended format presentations that are applied to intensive format presentations.

Staff Analysis: This is already being done.

Motion: To approve the recommendation as submitted.

## Recommendation #4

Prior to 1987, an AA degree curriculum should be restructured to totally include or integrate the POST-approved Basic Course with the objective that the requirements of an AA degree, or its equivalent, be met upon graduation from the basic academy and prior to employment as a peace officer.

Staff Analysis: Could resolve the issue of relevance of the AA Degree, pre-employment training, and increased educational standards.

Motion: To authorize staff to work with representatives of preservice programs, agency and college-based academies, user agencies, and the chancellor's office to develop an AA Degree program which integrates the basic course and the degree.

Recommendation #5

A limit of three years should be established within which a preservice student must be employed. After that, the equivalence testing process must be invoked.

Staff Analysis: This is consistent with current administrative policy.

Motion: To approve the recommendation as submitted.

Recommendation #6

POST should modify its records system to measure current and future levels of pre-employment training and retention.

Staff Analysis: It is currently impossible to retrieve pre-employment figures from our files. This is a desirable capability.

Motion: To approve the recommendation as submitted.

Recommendation #7

Communicate to the community colleges with AJ degree programs about the concern for lack of relevance in the community college AJ program and recommend that they adhere to the core curriculum developed through the Chancellor's Office, California Community Colleges.

Staff Analysis: This process is already occurring and should be addressed constantly regardless of any other elements of the task force recommendation.

Motion: To approve the recommendation as submitted.



### Recommendation #8

That POST's regulations be amended to require an Associate degree or 60 semester units (with 40 units in general education) for the intermediate certificate and Baccalaureate degree for the advanced certificate along with experiential requisites.

Staff Analysis: This requirements would direct the educational experience toward a goal and would tend to improve communication and interpersonal skills.

Motion: To approve the recommendation in concept and authorize staff to review the certificate requirements matter for public hearing.

### Recommendation #9

An active advisory committee be utilized for all AJ degree programs.

Staff Analysis: Current position of POST but needs emphasis from time to time.

Motion: To approve the recommendation as submitted.

### Recommendation #10

POST should mandate a field training program with the following characteristics:

- a. The FT program should be required for all newly employed officers and lateral transfers as part of the agency certification requirements.
- b. The requirement should be "prior to field assignment," rather than "immediately following basic."
- c. The program should be closely related or integrated into the Basic Course, should be performance objective-orientated rather than time related, and that POST should update, distribute, and maintain a field training guide for that purpose.

Staff Analysis: This is a desirable requirement but POST should be able to provide special consideration for small agencies.

Motion: To develop for public hearing within 18 months. Include provisions for resolving small agency implementation and compliance standards issue.

Recommendation #11

POST should eliminate the six-unit requirement (POST Regulation 1004(b)) as a condition of employment.

Staff Analysis: This requirement has become redundant. All basic courses now award at least six units.

Motion: To approve the recommendation as submitted and schedule for public hearing.

**Memorandum**

: Commission

Date : July 2, 1981

*Nat Trives*

Long Range Planning Committee, Nat Trives, Chairman

From : **Commission on Peace Officer Standards and Training**Subject: **TASK FORCE ON CONTINUING EDUCATION AND TRAINING, GROUP II -  
INCREASED EXECUTIVE TRAINING**

The stated purpose of this task force is to develop suggested increased executive training.

The Professionalization Coordinating Committee has submitted recommendations from this and other Symposium follow-up task forces for review by POST, CPOA and PORAC. The Commission has asked the Long Range Planning Committee to review them and to recommend Commission action.

The Long Range Planning Committee met on June 19th for that purpose and with the assistance of the staff review is recommending the following action on the recommendations of the Task Force on Continuing Education and Training, Group II:

Recommendation #1

POST should provide a comprehensive Executive Profile Assessment - a comprehensive assessment of the chief executive's strengths, weaknesses, management styles, and aptitude by a variety of examinations and analysis by experts.

Staff Analysis: Could be very costly and would be an unprecedented use of POTF.

Motion: Reject the recommendation but act as clearing house for commercial sources.

Recommendation #2

Mandate the Executive Development course for all chiefs and sheriffs appointed after the effective date to an agency in the Regular or Specialized Program.

Modify the course to include an assessment center and increase instructional allowances to attract the most qualified instructors.

Staff Analysis: POST guidelines provide for instructional fees beyond the normal when necessary to obtain exceptionally qualified instructors. With regard to mandating the course, consideration must be given to grandfathering clause and to equivalency evaluation. Also, the legal issue of requiring training of elected officials (sheriffs) needs to be researched.

Motion: To initiate the public hearing process to mandate the course effective January 1, 1983, with consideration being given to the addition of an assessment center and appropriate equivalency and grandfathering process.

### Recommendation #3

Expand the executive series of courses. Direct content to contemporary needs, continuing executive careers, and various agency sizes. Courses should be affiliated with a college or university for credits. The course should be organized to minimize travel. POST should provide a certificate upon completion of the series which include:

- a. basic core
- b. contemporary issues
- c. electives

Staff Analysis: Is consistent with current research and projects in Program Development Bureau.

Motion: To approve the concept and direct staff to expand and improve the current program and to develop a comprehensive plan for the executive seminar series.

### Recommendation #4

Provide a program of Executive Resources which includes:

- a. Expansion of POST management counseling services to include a cadre of resource personnel to assist executives on-site with specific or general needs.
- b. Expansion of the Field Management Training to provide more than five days per training session.
- c. Maintenance by POST of a list of exemplary projects to include:
  1. organizational design
  2. facilities
  3. data processing
  4. communications systems
  5. vehicle fleet maintenance procedures
  6. technology transfers

Staff Analysis: PAM currently permits Field Management Training in excess of five days on an exceptional basis. It would not be advisable to remove the routine five-day limit. POST is expanding its counseling services with an additional consultant. Outside one-on-one on-site counseling could be cost-prohibitive. Our library currently maintains an exemplary project list but could be expanded to include all recommended areas.

Motion: To approve the concept, except do not fund on-site counseling by outside experts.

#### Recommendation #5

POST should provide and maintain a quarterly digest of excellent management articles, and a video/audio tape management series.

#### Staff Analysis

This is a desirable objective but library does not have adequate staff time. It would require additional employees. The idea is worth consideration.

Motion: To approve the concept and explore costs and capability.

#### Recommendation #6

Explore the feasibility of establishing a "police college" for supervision, management, and executive education and training.

Staff Analysis: This recommendation was made by the Coordinating Committee based on comments in the task force report. Staff agrees with the need and feels that a police college could accommodate all of the recommendations made by this task force as well as some of those made by other task forces.

Motion: To authorize staff to prepare a developmental study designed to explore the feasibility of establishing a "police college" for supervisory, management, and executive education and training.

Staff Analysis: POST guidelines provide for instructional fees beyond the normal when necessary to obtain exceptionally qualified instructors. With regard to mandating the course, consideration must be given to grandfathering clause and to equivalency evaluation. Also, the legal issue of requiring training of elected officials (sheriffs) needs to be researched.

Motion: To initiate the public hearing process to mandate the course effective January 1, 1983, with consideration being given to the addition of an assessment center and appropriate equivalency and grandfathering process.

### Recommendation #3

Expand the executive series of courses. Direct content to contemporary needs, continuing executive careers, and various agency sizes. Courses should be affiliated with a college or university for credits. The course should be organized to minimize travel. POST should provide a certificate upon completion of the series which include:

- a. basic core
- b. contemporary issues
- c. electives

Staff Analysis: Is consistent with current research and projects in Program Development Bureau.

Motion: To approve the concept and direct staff to expand and improve the current program and to develop a comprehensive plan for the executive seminar series.

### Recommendation #4

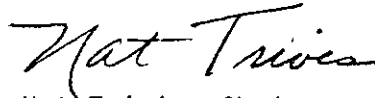
Provide a program of Executive Resources which includes:

- a. Expansion of POST management counseling services to include a cadre of resource personnel to assist executives on-site with specific or general needs.
- b. Expansion of the Field Management Training to provide more than five days per training session.
- c. Maintenance by POST of a list of exemplary projects to include:
  1. organizational design
  2. facilities
  3. data processing
  4. communications systems
  5. vehicle fleet maintenance procedures
  6. technology transfers

**Memorandum**

Commission

Date : June 30, 1981



From : Long Range Planning Committee, Nat Trivis, Chairman  
**Commission on Peace Officer Standards and Training**

Subject: TASK FORCE ON LICENSING/ENHANCED CERTIFICATION

The stated purpose of this task force is to develop for Commission consideration, legislation or PAM change directed to the licensing of police officers, or PAM change which would upgrade the Basic Certificate to license status. Increased training and minimum selection standards to be considered as part of the legislation or regulations change.

The Professionalization Coordinating Committee has submitted recommendations from several of the Symposium follow-up task forces for review by POST, CPOA, and PORAC. The Commission has directed the Long Range Planning Committee to review them and to recommend Commission action.

The Long Range Planning Committee met on June 19 for that purpose and with the assistance of the staff review is recommending the following action on the Task Force recommendations:

#### Recommendation

Support legislation which would upgrade the Basic Certificate to license status and would expand the requirements and condition for revocation. (Complete text of proposed legislation is included as Appendix A. Revised version is Appendix B.)

Staff has recommended the following modifications to the proposed legislation.

1. Section 13526(d): defines "peace officer" for purposes of the legislation. It would extend the certification to all categories of peace officer listed in P.C. 830.

Staff Analysis: This broad application would be too costly and could impose training requirements not related to the job of all the diverse classes.

Motion: To reword the definition to include only those peace officer categories currently in the regular program.

2. Section 13527: Paragraph 3 (c) under certification. The legislation implies but does not specifically require completion of the basic course.

Motion: To reword the paragraph to require completion of the basic course and passing a subject matter examination.

3. Section 13527: Paragraph H under certification. The legislation would require the same examination for purposes of equivalency evaluation and for academy graduates.

Staff Analysis: This requirement would be costly, cumbersome and unnecessary.

Motion: To reword the legislation to distinguish between subject matter examinations which would be administered to academy graduates, and equivalency examinations which would be administered as part of the equivalent training evaluation process. This would require a modification of the proposed definitions of subject matter examination and the addition of a definition of equivalency examination.

4. Effective date of December 31, 1981.

Staff Analysis: This date does not allow sufficient time for legislative process and implementation.

Motion: To move the effective date back to January 1, 1984 to provide time to make necessary preparations.

#### Motions For Additional Provisions

Motion: To add requirement for a POST-approved field training program.

Motion: To specifically spell out in the legislation that a certificate does not immunize the holder from justified dismissal or local discipline.



## Article. Legislative Findings and Definitions

13525. The Legislature finds and declares:

- (a) That the occupation of peace officer is a profession requiring adherence to high standards of selection, education, special training, and ethical conduct.
- (b) That the technical competence of persons practicing this profession is a matter of the highest significance to the health, welfare, and safety of the citizens of this state.
- (c) That the establishment and maintenance of high professional and technical standards is best accomplished by the certification of persons who are, or seek to become, peace officers.
- (d) That the recognition of peace officers as professionals having both status and obligations beyond the temporary conditions of employment will further enhance observance of professional standards.

13526. As used in this chapter:

- (a) "Commission" means the Commission on Peace Officer Standards and Training.

- (b) "Subject matter examination" means an objective examination approved by the commission to be used as an instrument to verify possession of minimum knowledge and skills by the Commission as outlined in its basic course, the successful completion of which shall be mandatory for any applicant for a certificate.
- (c) "Certificate" means the basic certificate issued by the commission to a peace officer who has met all the requirements set forth in this chapter and by the commission.
- (d) "Peace Officer" means all peace officers in Chapter 4.5 (commencing with Section 830) of Title 3 of Part 2 of the Penal Code; however, nothing in this chapter shall be applied to any peace officer who is elected to his/her position, members of the California national Guard as defined in Section 830.2 (c) of the Penal Code, and Reserve Auxiliary or other peace officers as defined in Section 830.6 of the Penal Code.

Article 2. Commission on Peace Officer Standards  
and Training

13527. The commission, consistent with the terms and provisions of this chapter, shall have the following powers and duties:

- (a) To establish and amend standards and procedures for the certification of peace officer personnel.
- (b) To adopt and amend appropriate rules and regulations to carry out the provisions of this chapter.

- (c) To develop or supervise the development of, and to administer, objective examinations to measure subject matter knowledge and equivalent training of applicants for a peace officer certificate.
- (d) To prevent unqualified persons from becoming certificated peace officers.

#### Certification

1. The Commission may issue certificates to all peace officers as defined in this chapter first employed prior to January 1, 1982, who meet the requirements established by the commission.
2. The commission shall grant certificates to all peace officers as defined in this chapter, first employed after December 31, 1981, who meet the requirements established by this chapter and the commission.
3. After December 31, 1981, the commission shall grant a certificate to any applicant whose employing agency certifies that:
  - (a) The applicant has passed a thorough background investigation conducted in accord with the regulations of the commission.
  - (b) The applicant has been examined by a licensed physician and has been determined to meet the requirements of the commission.
  - (c) The applicant has been fingerprinted and a search has been conducted of local, state, and national fingerprint files to disclose any criminal record.

- (d) The applicant shall be employed by a police or sheriff's department or department authorized by law.
  - (e) The applicant has passed a subject matter examination prepared by, or under the direction of, the commission.
  - (f) The applicant has met all other requirements of the employing agency.
  - (g) The applicant has been endorsed by the employing agency.
4. Any person who has acquired equivalent training may take the subject matter examination required by this chapter. The commission may charge fees to defray the administrative costs of processing the examination for these persons, provided the fees do not exceed the cost of preparing and administering the test.
5. The commission shall deny a certificate to any applicant who:
- (a) Lacks the qualifications which are prescribed by law, or as prescribed by the regulations adopted by the commission.
  - (b) If physically or mentally so disabled as to be rendered unfit to perform the duties authorized by the certificate for which such person applies.
  - (c) Is dependent upon the use of controlled substances as defined in Division 10 (commencing with Section 11000) of the Health and Safety Code.

- (d) Has intentionally practiced or attempted to practice any material deception or fraud in such person's application for a certificate.
- (e) Fails or refuses to furnish a completed background investigation questionnaire.
- (f) Has entered a plea of guilty or nolo contendere to, or been found guilty of, or been convicted of, a crime classified by statute as a felony at the time the commission considers the application, or if a crime committed in another state which if committed in this state could be classified as a felony, or a crime involving moral turpitude arising out of, or in connection with, or related to the activities of such person in such a manner as to demonstrate unfitness to acquire or hold a peace officer certificate, and the time for appeal has elapsed or the judgment of conviction has been affirmed on appeal, irrespective of an order granting probation following such conviction, suspending the imposition of sentence, or of a subsequent order under the provision of Section 1203.4 allowing such person to withdraw his plea of guilty and to enter a plea of not guilty, or setting aside the plea or verdict of guilty, or dismissing the accusation or information.

- 6. Any peace officer re-employed after a break in service of more than three years must requalify by taking the subject matter examination and any indicated remedial training, regardless of whether or not such peace officer possesses a certificate.

13542. The commission shall deny a certificate to any applicant who comes within any of the following classes:

- (a) Has been determined to be a mentally disordered sexual offender under the provisions of Article 1 (commencing with Section 6300) of Chapter 2 of Part 2 of Division 6 of the Welfare and Institutions Code or under similar provisions of law of any other state.
  - (b) Has been convicted of any sex offense as defined in Section 44010 or 87011 of the Education Code.
  - (c) Who is not employed as a peace officer at the time the certificate is considered.
7. The commission is authorized to secure information, records, reports, and other data relative to the identification or fitness of any applicant for a certificate from any local agency or agency or department of the state and for such purpose, any provision of law to the contrary notwithstanding:
- (a) The Department of Justice shall furnish, upon application of the commission, all information pertaining to any applicant of whom there is a record in its office.
  - (b) The Department of Health shall furnish, upon application of the commission and with the consent of the certificate holder or applicant, all information and records pertaining to that person of whom there is a record in its office.

The commission, upon written request of any agency employing peace officers, shall release to that agency information and other data relative to the identification or fitness of any applicant for a peace officer position in the requesting agency, so long as such release by the commission is not prohibited by any other provision of law.

8. Whenever satisfactory proof is presented to the commission by any person to whom the commission has granted a certificate, that the certificate issued has been lost, stolen, or destroyed, the commission shall issue a duplicate of the certificate lost, stolen, or destroyed.
9. The commission, upon request, may make such inquiries as may be necessary and may examine the files and records of any agency employing peace officers described in this chapter.
10. The commission may revoke the certificate of any peace officer described in this chapter whom the Attorney General determines:
  - (a) Has committed any act which, if committed by an applicant, would be grounds for refusal to grant a certificate.
  - (b) Has aided or abetted any person in the violation of any provision of this chapter.
  - (c) Has violated any provision of this chapter.

#### Misdemeanor and Penalties

1. Any person who knowingly commits any of the following is guilty of a misdemeanor, and for each offense is punishable by a fine of not more than one thousand dollars (\$1,000) or imprisonment in the county jail not to exceed one year, or by both fine and imprisonment:
  - (a) Who practices or offers to practice as a peace officer in this state without being certificated as required by this chapter.

- (b) Who presents or attempts to present as the person's own the certificate of another.
- (c) Who permits another to use his or her certificate.
- (d) Who knowingly gives false evidence of any material kind to the commission, or to any member thereof, including the staff, in obtaining a certificate.
- (e) Who impersonates a certificated peace officer.
- (f) Who uses, or attempts to use, a revoked certificate.
- (g) Who uses the title of "certificated peace officer" without being certificated as required by this chapter.
- (h) Who knowingly employs or causes to be employed, as a peace officer subject to the provisions of this chapter, a person who is not a certificated peace officer.
- (i) Who refuses, or fails, to return a certificate suspended or revoked under the provisions of this chapter.
- (j) Who violates any of the provisions of this chapter.



Article 5. Report of Employments and Terminations

2. Any department or agency employing peace officers required to be certificated under this chapter, shall report to the commission within 30 days of such employment the name of any certificated officer who is newly employed by that agency, or whose employment terminates, after the effective date of this chapter, upon a form provided by the commission.
3. Nothing in this chapter shall be construed to prevent the establishment by local agencies of personnel standards higher than those established under this chapter.

If any provision of this act or the application thereof to any person or circumstances is held invalid, such invalidity shall not affect other provisions or applications of the act which can be given effect without the invalid provision or application, and to this end the provisions of this act are severable.

8981A/29

## Article. Legislative Findings and Definitions

13525. The Legislature finds and declares:

- (a) That the occupation of peace officer is a profession requiring adherence to high standards of selection, education, special training, and ethical conduct.
- (b) That the technical competence of persons practicing this profession is a matter of the highest significance to the health, welfare, and safety of the citizens of this state.
- (c) That the establishment and maintenance of high professional and technical standards is best accomplished by the certification of persons who are, or seek to become, peace officers.
- (d) That the recognition of peace officers as professionals having both status and obligations beyond the temporary conditions of employment will further enhance observance of professional standards.

13526. As used in this chapter:

- (a) "Commission" means the Commission on Peace Officer Standards and Training.

- (b) "Subject matter examination" means an objective examination approved by the commission to be used as an instrument to verify possession of a sampling of the knowledge and skills as outlined by the commission in its basic course, the successful completion of which shall be mandatory for any applicant for a certificate who has completed a basic course.
- (c) "Basic Course Equivalency Evaluation means an objective examination approved by the commission to be used as an instrument to verify possession of the minimum knowledge and skills as outlined by the commission in its basic course, the successful completion of which shall be mandatory for any applicant for a certificate who has not attended a POST basic course.
- (d) "Certificate" means the basic certificate issued by the commission to a peace officer who has met all the requirements set forth in this chapter and by the commission.
- (e) "Peace Officer" means a peace officer member of a city police department, a county sheriff's department, a regional park district, a district authorized by statute to maintain a police department, the California Highway Patrol, the University of California Police, the California State University and Colleges Police, and a community college police department.

Article 2. Commission on Peace Officer Standards  
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- (a) To establish and amend standards and procedures for the certification of peace officer personnel.
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- (c) To develop or supervise the development of, and to administer, objective examinations to measure subject matter knowledge and equivalent training of applicants for a peace officer certificate.
- (d) To prevent unqualified persons from becoming certificated peace officers.

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3. After December 31, 1983, the commission shall grant a certificate to any applicant whose employing agency certifies that:
- (a) The applicant has passed a thorough background investigation conducted in accord with the regulations of the commission.
  - (b) The applicant has been examined by a licensed physician and has been determined to meet the requirements of the commission.
  - (c) The applicant has been fingerprinted and a search has been conducted of local, state, and national fingerprint files to disclose any criminal record.
  - (d) The applicant shall be employed by a police or sheriff's department or department authorized by law.
  - (e) The applicant has completed a POST basic course and passed a subject matter examination prepared by, or under the direction of, the commission.
  - (f) The applicant has successfully completed a POST-approved field training program.
  - (g) The applicant has met all other requirements of the employing agency.
  - (h) The applicant has been endorsed by the employing agency.

4. Any person who has acquired equivalent training may take the basic course equivalency examination required by this chapter. The commission may charge fees to defray the administrative costs of processing the examination for these persons, provided the fees do not exceed the cost of preparing and administering the test.
  
5. The commission shall deny a certificate to any applicant who:
  - (a) Lacks the qualifications which are prescribed by law, or as prescribed by the regulations adopted by the commission.
  
  - (b) If physically or mentally so disabled as to be rendered unfit to perform the duties authorized by the certificate for which such person applies.
  
  - (c) Is dependent upon the use of controlled substances as defined in Division 10 (commencing with Section 11000) of the Health and Safety Code.
  
  - (d) Has intentionally practiced or attempted to practice any material deception or fraud in such person's application for a certificate.
  
  - (e) Fails or refuses to furnish a completed background investigation questionnaire.

(f) Has entered a plea of guilty or nolo contendere to, or been found guilty of, or been convicted of, a crime classified by statute as a felony at the time the commission considers the application, or if a crime committed in another state which if committed in this state could be classified as a felony, or a crime involving moral turpitude arising out of, or in connection with, or related to the activities of such person in such a manner as to demonstrate unfitness to acquire or hold a peace officer certificate, and the time for appeal has elapsed or the judgment of conviction has been affirmed on appeal, irrespective of an order granting probation following such conviction, suspending the imposition of sentence, or of a subsequent order under the provision of Section 1203.4 allowing such person to withdraw his plea of guilty and to enter a plea of not guilty, or setting aside the plea or verdict of guilty, or dismissing the accusation or information.

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(b) The Department of Health shall furnish, upon application of the commission and with the consent of the certificate holder or applicant, all information and records pertaining to that person of whom there is a record in its office.

The commission, upon written request of any agency employing peace officers, shall release to that agency information and other data relative to the identification or fitness of any applicant for a peace officer position in the requesting agency, so long as such release by the commission is not prohibited by any other provision of law.



8. Whenever satisfactory proof is presented to the commission by any person to whom the commission has granted a certificate, that the certificate issued has been lost, stolen, or destroyed, the commission shall issue a duplicate of the certificate lost, stolen, or destroyed.
9. The commission, upon request, may make such inquiries as may be necessary and may examine the files and records of any agency employing peace officers described in this chapter.
10. The commission may revoke the certificate of any peace officer described in this chapter whom the Attorney General determines:
  - (a) Has committed any act which, if committed by an applicant, would be grounds for refusal to grant a certificate.
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- (b) Who presents or attempts to present as the person's own the certificate of another.
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- (d) Who knowingly gives false evidence of any material kind to the commission, or to any member thereof, including the staff, in obtaining a certificate.
- (e) Who impersonates a certificated peace officer.
- (f) Who uses, or attempts to use, a revoked certificate.
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## Article 5. Report of Employments and Terminations

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3. Nothing in this chapter shall be construed to prevent the establishment by local agencies of personnel standards higher than those established under this chapter nor to prevent the local administering of disciplinary action, including dismissal.

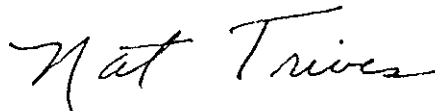
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8981A/29

**Memorandum**

POST COMMISSION

Date : July 2, 1981



Long-Range Planning Committee, Nat Trives, Chairman

From : **Commission on Peace Officer Standards and Training**

Subject: Task Force on New Organizational Concepts

The stated purpose of this Task Force is to develop position papers and strategies for implementing consolidation, regionalization, more efficient use of nonsworn personnel, regional selection procedures, and new career ladders. Recommendations are directed to Phase I - New Organizational Concepts. The Task Force has submitted only one recommendation which is described fully in the attached staff report.

The Professionalization Coordinating Committee has submitted recommendations from this and other Symposium follow-up task forces for review by POST, CPOA, and PORAC. The Commission has asked the Long-Range Planning Committee to review them and to recommend Commission action.

The Long-Range Planning Committee met on June 19th for that purpose and with the assistance of the staff review is recommending the following action on the recommendations of the Task Force on New Organizational Concepts:

Recommendation

As a long-range goal, consolidate police services in California so as to form a system in which the State is divided into geographic areas, each served by a locally managed police force; all of the forces by law comprising the statewide system.

Staff Analysis: The concept has merit but implementation is beyond the Commission's authority. (Refer to the attached Agenda Item Summary Sheet for further analysis.)

MOTION: To refer the report back to the Coordinating Committee to assess whether police professional associations, the Legislature, local government, and other appropriate groups should be asked to review the feasibility and acceptance of this concept.

AGENDA ITEM SUMMARY SHEET

Agenda Item Title Task Force on New Organizational Concepts - Recommendations		Meeting Date July 16/17, 1981
Division Management Counseling	Division Director Approval <i>[Signature]</i>	Researched By George W. Williams <i>[Signature]</i>
Executive Director Approval	Date of Approval	Date of Report May 29, 1981
Purpose: Decision Requested <input checked="" type="checkbox"/> Information Only <input type="checkbox"/> Status Report <input type="checkbox"/>		Financial Impact Yes (See Analysis per details) <input type="checkbox"/> No <input checked="" type="checkbox"/>

In the space provided below, briefly describe the ISSUES, BACKGROUND, ANALYSIS and RECOMMENDATIONS. Use separate labeled paragraphs and include page numbers where the expanded information can be located in the report. (e.g., ISSUE Page \_\_\_\_\_).

ISSUE

The Task Force proposes that as a long range goal, local police services in California should be organized into a number of police forces, each of which being responsible for a major geographic or metropolitan area; all of which forces to comprise a statewide policing system.

BACKGROUND

As a result of the Symposium on Professional Issues in Law Enforcement, held in Sacramento on October 1-3, 1980, the Task Force on New Organizational Concepts was formed. The Chairman of this group is John M. Dineen, Chief of Police, Millbrae, the other members of the Task Force are David H. Swim, President, Stockton Police Officers Association, Bob Foster, President, Oakland Police Officers Association, C. M. (Mike) Schliskey, Westminster Police Officers Association, Alan L. Wallis, Deputy Chief City of Simi Valley Police Department, Eugene B. Hansen, Commander, Santa Ana Police Department, Arch Scheffel, Chief of Operations, San Joaquin Sheriff Department, O.R. (Ray) Shipley, Chief of Police, Eureka Police Department, Lou Reiter, Deputy Chief, Los Angeles Police Department.

The Task Force met on three occasions (2-18-81, 3-10-81, 4-2-81) regarding this issue.

The first phase of the Task Force's assignments was: Consolidation and Regionalization. The findings and recommendations of the Task Force are expressed in this report.

ANALYSIS

The Task Force reviewed the literature and personal awareneses regarding numerous consolidation or regionalization approaches, that have been either proposed or implemented in California or the Nation. Particular attention was given to approaches for providing operational or support services for local law enforcement jurisdictions jointly. The Task Force observed that these approaches do not necessarily guarantee cost savings but may and frequently do result in greater effectiveness or efficiency. Because it did not want to merely reiterate what has often previously been recommended by others the Task Force decided upon a broader concept as its recommendation: police services in California should be consolidated so as to form a system in which the state is divided into geographic areas, each served by a locally managed police force. All of the forces, would by law, comprise the statewide system.

Utilize reverse side if needed

In the system approach the fractionalization of law enforcement would be eliminated, permitting coordinated and consistent services and professional competency throughout the state. For example the system would provide consistent financing, organizing, and staffing. It would also provide for statewide inspections to insure standardized operations and procedures i.e., for selection of personnel, training/education, compensation, benefits, equipment, supplies, uniforms, terminology, and career development and opportunities.

The people throughout the state of California the Task Force believes could be provided a greater assurance of equal protection - at least on the basis of the provision of uniformly managed and operated police services.

The Task Force recognized that the attainment of the police system-objective can only be achieved by resolving substantial economic and political problems; and that during the transition, the utility of the ultimate objective can be demonstrated by encouraging the regionalization of police operational and support activities such as investigations, records, communications, special enforcement, purchasing, training, personal selection, etc.

POST staff has considered the recommendation of the Task Force and also share the concerns expressed regarding the resolution of the anticipatedly substantial economic and political problems that could arise. Staff is in agreement also that greater support and encouragement should be given to the initiation of the regionalization of police operational and support activities as recommended by the Task Force. Staff believes that in some settings, consolidation of police jurisdictions could also be encouraged. Regionalization and consolidation efforts would hopefully more effectively serve the public. If this, in fact, is the result, these efforts would also serve to demonstrate the probability of the effectiveness of the police system approach.

Staff is aware of a number of democratic countries throughout the world that have operated highly respected police services on the systems basis. It is unknown as to whether the receptivity of the concept by the public and police, or the social, economic and political conditions are conducive to the success of the concept here.

Thus, open active discussion may be appropriate for the purpose of assessment of feasibility and to explore and define the scope, organizational design, funding, local and state legislative requisites, geographic and population considerations, staffing and facilities, timing and transition plans, as well as for engaging in appropriate local political and educational activities.

#### RECOMMENDATION

Refer the Task Force recommendation to the Symposium Coordinating Committee, to determine if there is a desire that the police system concept be carefully examined by police professional associations, the Legislature, local government, and other appropriate groups and bodies, to determine the feasibility and acceptance of the concept.

AGENDA ITEM SUMMARY SHEET

Agenda Item Title <b>TASK FORCE ON RETENTION STRATEGIES</b>		Meeting Date July 16, 1981
Division Special Projects	Division Director Approval	Researched By <i>BW</i> Brooks W. Wilson
Executive Director Approval <i>Norman C. Beehm</i>	Date of Approval <i>7-1-81</i>	Date of Report June 26, 1981
Purpose: Decision Requested <input checked="" type="checkbox"/> Information Only <input type="checkbox"/> Status Report <input type="checkbox"/> Financial Impact Yes (See Analysis per details) <input type="checkbox"/> No <input type="checkbox"/>		

In the space provided below, briefly describe the ISSUES, BACKGROUND, ANALYSIS and RECOMMENDATIONS. Use separate labeled paragraphs and include page numbers where the expanded information can be located in the report. (e.g., ISSUE Page \_\_\_\_\_).

ISSUE

Approval of the recommendations of the Task Force on Retention Strategies.

BACKGROUND

This Task Force was appointed as a result of the October, 1980, Symposium on Professional Issues in Law Enforcement to address the issue of retention of qualified personnel.

ANALYSIS

The Task Force has developed a report analyzing attrition rates in California law enforcement agencies along with general causes and remedies. This report and an executive summary is included as an attachment to this agenda item. The study and report has generated four recommendations. The Professionalization Coordinating Committee supports the recommendations and additionally recommends publication and distribution of the report. The Task Force recommendations are:

1. It is recommended that POST assume responsibility for gathering attrition data from local agencies on an ongoing basis for the purpose of monitoring police attrition. This information should be disseminated to all agencies annually.
2. It is recommended that POST develop a regionalized concept of written testing and physical agility and the development of an eligible list should be explored and implemented. Such lists should be utilized in association with Qualification Appraisal Panels of individual agencies.
3. It was strongly recommended that POST establish, as a minimum standard, the requirements and appropriate minimum passing level for reading and writing tests developed by POST.
4. It is recommended that Lateral Mobility should not specifically be encouraged or discouraged, but should be open as an option for individual agencies. POST, in connection with its study of attritional data, should analyze lateral mobility through its computerized data bank to determine its implications and impact over the next ten years.

Utilize reverse side if needed

(OVER)

The report and the above Task Force recommendations have not been reviewed by staff.

RECOMMENDATION

It is recommended that the Commission refer this report to staff for study and evaluation. The Commission may wish to also refer the report to the Long Range Planning Committee.



## TASK FORCE ON RETENTION STRATEGIES

### The Retention of Qualified Personnel

#### EXECUTIVE SUMMARY

Although there has been an increase in activity in the process of recruiting and selecting personnel for careers in law enforcement, surprisingly little attention has been given to the retention of qualified people. Obviously, there is a need for managers to be concerned about personnel attrition because each individual who separates from the police service creates a vacancy which must be filled.

While zero attrition is unhealthy and stagnating, it is clear that a high attrition rate has an equally, if not greater, negative impact. Agencies with unacceptably high attrition rates are apt to find their management is handicapped and their effectiveness reduced by a lack of personnel to deploy and a lack of mobility of personnel within the organization. The community at large suffers due to the loss of experienced personnel, both by those leaving the agency and those having to be assigned to the hiring process and thus not then available for law enforcement activities, and by the general inexperience of newly hired personnel within the community. A community can find it extremely frustrating to constantly re-educate members of the policing agency on their needs.

The employees remaining with the agency suffer due to increased work loads, unavailability of time off and the inability to move from one job assignment to another, all of which affect morale.

Perhaps the most important effect of a high attrition rate is the increased expenses incurred by the employer in the processes of recruiting, testing, conducting background investigations, hiring, and training the new employees. Even if this increase in spending does not actually increase the agency's budget, monies are spent in this area which could otherwise be used more effectively elsewhere including application to employee compensation packages or application in diversified enforcement techniques. It is a much cheaper proposition to retain qualified personnel than to pour thousands of dollars into a recruitment, selection, and training program. It is just plainly more cost effective.

Attrition rates for sworn officers range all the way from 2% to 45% with cities and counties well dispersed between these extremes.

To put these percentages in perspective, a high rate can mean a 100% turnover in personnel every five to six years or less. Recognizing that some amount of attrition is not detrimental and, in fact, is desirable, each agency should review its attrition rate to determine acceptability.

The International Association of Chiefs of Police suggests that a seven to ten percent attrition rate is not unreasonable and may actually provide a certain sense of vitality to an organization that helps prevent stagnation. Whether a seven to ten percent attrition experience is acceptable

to an individual agency can only be determined by each individual agency, but attrition does cost money and one must assess whether the benefits of a mild attrition experience outweigh that perceived benefit.

Each department must review its own causes of attrition to determine if the causes are (1) desirable, and (2) if not, may they be impacted so as to reduce them. Some balance of acceptable attrition must be found. It provides the greatest opportunity for organizational health, while providing for community stability and continuity. Generally speaking, if an agency is experiencing any attrition which is not desired, then the agency has a problem to some degree and it would seem beneficial to reduce that portion of the agency's turnover.

In discussing possible remedies for an unacceptable attrition rate, it is important to bear in mind that each individual agency and the employees in that agency may be affected by considerations which are not universal. By their very nature, some topics discussed in this report may be inapplicable to one agency or another or to one employee or another. In light of this individuality, it is important that we utilize a generalistic approach and note that the topics considered should not be construed to be impositions of any procedure or practice not otherwise acceptable to both the employer and employees in a given jurisdiction. Rather, these topics should be suggestive of areas to explore, if applicable, in order to reduce attrition. An agency may adopt one or more of the general concepts expressed and then modify or form specifics in order to reach a desired end result.

In attempting to identify the reasons for the attrition, it was also discovered that these varied from agency to agency, thus making it very difficult to develop a set of retention strategies that would have universal application.

The Task Force has attempted to synthesize and identify those areas that appear to be the most frequently occurring problems contributing to attrition and develop general approaches that may be considered by individual agencies in response to individual needs.

Although each singular cause for separation may have a correlative cause and the chain of causes which ultimately prompts an employee to leave may never be properly and separately identified, there appears to be three general areas or categories within which these causes lie. These categories are (1) environmental considerations, (2) economic considerations, and (3) general job satisfaction.

The Task Force has identified the problem which is the failure in some agencies to retain qualified personnel. The desired solution, of course, is to slow attrition to an acceptable rate and retain individuals who are qualified to remain in the police service.

This paper suggests alternatives and options which may be utilized in reaching the desired solutions.

## ENVIRONMENTAL CONSIDERATIONS

Environmental aspects of a job are probably most difficult to deal with. For obvious reasons, items such as congestion and smog seem to be intractable for the most part. Indeed, in large metropolitan areas, for example, there may be little that can be done to reduce the effect, but in most instances it may be possible to reduce these extrinsic factors as to their effect upon the individual employees.

Agencies can re-evaluate residency requirements, provide housing availability counseling, and improve the structural environment which includes vehicle comfort and maintenance, department facilities, and communications systems.

## ECONOMIC CONSIDERATIONS

As to the factors which might motivate an employee to leave the job, general economics must certainly be rated high. In some situations, the economic pressures affecting an employee may be such that an employer can do nothing to remedy the situation; however, it would seem that in the greater number of instances, the employer could affirmatively address an employee's economic problem in some fashion or another.

Salary and fringe benefits together with enhanced spendability of salaries were considered with maximum tax avoidance or tax deferred benefit to the employee. It appears that the future will involve the concept of total compensation with the selection of cafeteria style benefits. Associated with such benefits are general leave time, sick leave buy back, sabbatical/educational leave, subsidized housing, creative financing, furnished vehicle and fuel, vehicle purchase and lease back, commute stipend, financial counseling, and disability retirement.

## JOB SATISFACTION

Related to this concept of expectations and job satisfaction is a wide body of information on morale and organizational theory.

It is the responsibility of police administrators and supervisors to create and maintain an environment that provides for maximum employee motivation, effectiveness, and job satisfaction.

Considered under this category are the areas of the paramilitary style of management, employee performance, communication channels, resolution of conflict, pre-employment counseling, career development, discipline, management considerations, political environment, support, public image of police, scheduling, equipment, and training and development.

## LATERAL MOBILITY

The effect of lateral mobility on attrition is discussed at length. Such mobility, most frequently experienced at the top and bottom of the rank structure, is tending to move toward the middle ranks. Barriers to lateral mobility should be eliminated whenever possible.

## SELECTION PROCESS

The selection process has been described as much too long and cumbersome. There has been much concern for duplication of efforts by many agencies. Another criticism of the current selection processes is that there are too many regulations and restrictions forced on the recruitment and promotional systems. The interference into local hiring practices by both state and federal authorities has lasting effects on the ultimately selected and retained personnel.

Serious consideration should be given to regional application and testing pools to establish active lists that employers could draw from quickly. This concept might both reduce the time necessary to process prospective employees and develop more universally accepted requirements.

Open academy enrollment should be encouraged to develop a greater pool of available candidates for employment. The concept which was originally resisted, is now becoming a reasonable solution to attracting qualified personnel at a reduced cost to the agency.

## CONCLUSION

This paper is not intended to be an exhaustive, thoroughly researched treatise on the subject of employee attrition. The purpose and intent is to increase the awareness of the attrition problem in the police service and provide a description of some strategies which might be considered in an effort to reduce unacceptable attrition rates.

While various areas or municipalities in the state experience different rates of attrition, there is a need for those responsible for public safety to be aware of the problem in the hope that it may be better controlled. Some municipalities report attrition rates well above the I.A.C.P. recommended ten percent level which may indicate a serious retention problem.

The key to employee retention appears to involve both economic and non-economic issues. While a number of excuses can be raised in this post Proposition 13 era with regard to salary and fringe benefits, there exists a responsibility to provide a fair and competitive package for employees so that they will not be attracted to other job markets.

With regard to salary and fringe benefit items, there are a number of innovative measures discussed to improve the employees overall compensation position. Some of those measures are also favorable to the local municipality. Specifically, items which enhance employee spendability while reducing cash outlays by government. Both the agency and the municipality benefit from such plans.

Another major area of discussion focused on employee satisfaction. Survey information collected by the Task Force supported the theory that many employees leave because they are dissatisfied. Those leaving are not necessarily the least desirable employees. A majority of those leaving are entering the private sector. While this increase in attrition for

reasons of dissatisfaction has been occurring, there has been an increase in recruitment and selection activity. Yet surprisingly little effort has been made to retain qualified people by reducing their dissatisfaction and increasing their satisfaction. Such an effort can be accomplished by reducing those factors which increase employee anxiety and frustration. The idealistic expectations of those entering the service must be brought closer to reality.

In this connection, it is the responsibility of police administrators and employee organizations to create and maintain a climate which provides for maximum employee motivation, effectiveness, and satisfaction. This may well mean a modification or departure from past notions of the paramilitary nature of the police organization model. Employee morale must be enhanced in order to improve satisfaction. Much of today's employee dissatisfaction stems from inaccurate expectations of the job or the individual's future with the organization. Motivation can be restored through a variety of methods including career development, discipline, and greater communication throughout the organization. Some other areas discussed in this paper dealt with the public image of the police service, the political environment, and adequate equipment.

An increasing concern for personal safety on the part of the public has enabled political leaders and administrators to focus on law enforcement needs. One basic need of any agency is for qualified personnel to carry out the purpose of the organization. For that reason alone, if for no other, it is imperative that some serious attention be given to the retention of qualified personnel. It not only makes good economic sense, it makes good management sense.

#### MAJOR RECOMMENDATIONS FOR POST

1. It is recommended that POST assume responsibility for gathering attrition data from local agencies on an ongoing basis for the purpose of monitoring police attrition. This information should be disseminated to all agencies annually.
2. It is recommended that POST develop a regionalized concept of written testing and physical agility and the development of an eligible list should be explored and implemented. Such lists should be utilized in association with Qualification Appraisal Panels of individual agencies.
3. It was strongly recommended that POST establish, as a minimum standard, the requirements and appropriate minimum passing level for reading and writing tests developed by POST.
4. It is recommended that Lateral Mobility should not specifically be encouraged or discouraged, but should be open as an option for individual agencies. POST, in connection with its study of attritional data, should analyze lateral mobility through its computerized data bank to determine its implications and impact over the next ten years.

## TASK FORCE ON RETENTION STRATEGIES

### The Retention of Qualified Personnel

There was a time not so long ago when the labor market for police applicants was viewed as one of plenty. Most agencies could pick and choose their future employees without much concern about locating qualified individuals. But in the late seventies things began to change. Police work lost its attractiveness and glamour to many in the labor market and they went off to seek employment elsewhere. The reasons for this change can only be speculated by recruitment specialists, but they may include the following:

- o A decline in applicants with a public service orientation. The era of "me-ism" had developed people who wanted only to take care of their own self-interests.
- o Changes were perceived in the police role. The police had monitored civil rights protestors in the sixties, saved cities in urban riots, and battled war protestors in the late sixties and early seventies. The police became the focus of attention with questions on the use of force by officers.
- o A decline occurred in the post-war "baby boom", prompting a decline in the population entering the job market.
- o A decreasing number of young men entered the military service.
- o While the day-to-day role of policing had not lost its excitement,

cynicism had grown within the profession because of unfavorable court decisions and media portrayals of the police as cold and inhuman.

- o The growing problem of crime and violence in America, especially in large urban areas, also contributed to a declining interest.

While all these adverse elements were at play in the world, a greater emphasis on job standards, job relevancy, and validated testing in the selection process was being demanded by federal and state regulatory agencies. Many traditional job standards were changed and personnel tests were modified. Some police agencies were required by court ordered consent decree to hire specific percentages of people based upon ethnic or gender classification. Height standards, intelligence testing, medical standards, and age limitations were all the subject of review. Yet, during all this change, the objective of police selection remained the same---to select individuals who could satisfactorily perform the duties of a police officer and protect and serve the residents of the local community.

Although there has been an increase in activity in the process of recruiting and selecting personnel for careers in law enforcement, surprisingly little attention has been given to the retention of qualified people. Obviously, there is a need for managers to be concerned about personnel attrition because each individual who separates from the police service creates a vacancy which must be filled.

While zero attrition is unhealthy and stagnating, it is clear that a high attrition rate has an equally, if not greater, negative impact. Agencies with unacceptably high attrition rates are apt to find their management is handicapped and their effectiveness reduced by a lack of personnel to deploy

and a lack of mobility of personnel within the organization. The community at large suffers due to the loss of experienced personnel, both by those leaving the agency and those having to be assigned to the hiring process and thus not available for routine law enforcement activities, and by the general inexperience of newly hired personnel within the community. A community can find it extremely frustrating to constantly re-educate members of the policing agency on their needs.

The employees remaining with the agency suffer due to increased work loads, unavailability of time off and the inability to move from one job assignment to another, all of which affect morale.

Perhaps the most important effect of a high attrition rate is the increased expenses incurred by the employer in the processes of recruiting, testing, conducting background investigations, hiring, and training the new employees. Even if this increase in spending does not actually increase the agency's budget, monies are spent in this area which could otherwise be used more effectively elsewhere including employee compensation packages or in diversified enforcement techniques. It is a much cheaper proposition to retain qualified personnel than to pour thousands of dollars into a recruitment, selection, and training program. It is just plainly more cost effective.

The Task Force on Retention Strategies conducted surveys of over 125 agencies within the state in an attempt to ascertain the actual experience in the area of Police attrition and retention difficulties. The results of these surveys disclosed a wide diversity of experiences within agencies from throughout the state over the past three years. Attrition rates for sworn officers range all the way from 2% to 45% with cities and counties well dispersed between these extremes.



To put these percentages in perspective, a high rate can mean a 100% turnover in personnel every five to six years or less. Recognizing that some amount of attrition is not detrimental and, in fact, is desirable, each agency should review its attrition rate to determine acceptability.

The International Association of Chiefs of Police suggests that a seven to ten percent attrition rate is not unreasonable and may actually provide a certain sense of vitality to an organization that helps prevent stagnation. Whether a seven to ten percent attrition experience is acceptable to an individual agency can only be determined by each individual agency, but attrition does cost money and one must assess whether the benefits of a mild attrition experience outweigh that perceived benefit.

An individual agency's percentage must be analyzed. Specifically, two separate categories of attrition should be considered: first, attrition which is a result of desirable causes or non-preventable causes such as regular retirements and second, attrition which is a result of non-desirable causes or causes which might be affirmatively dealt with, such as medical retirements, job dissatisfaction and economic considerations. Each department must review its own causes of attrition to determine if the causes are (1) desirable, and (2) if not, may they be impacted so as to reduce them. Some balance of acceptable attrition must be found. It provides the greatest opportunity for organizational health, while providing for community stability and continuity. Generally speaking, if an agency is experiencing any attrition which is not desired, then the agency has a problem to some degree and it would seem beneficial to reduce that portion of the agency's turnover.

It should be pointed out that those leaving the law enforcement profession are not, necessarily, the least desirable employees. Nor are all of those leaving one policing agency, just relocating to another agency. The data from several local agencies indicate that approximately 40% of those separating from one agency seek employment with another department. That means that a majority of those officers leaving the police service before retirement are going to private employment, some into private security. The reasons for the attrition need to be examined.

In discussing possible remedies for an unacceptable attrition rate, it is important to bear in mind that each individual agency and the employees in that agency may be affected by considerations which are not universal. By their very nature, some topics discussed in this report may be inapplicable to one agency or another or to one employee or another. In light of this individuality, it is important that we utilize a generalistic approach and note that the topics considered should not be construed to be impositions of any procedure or practice not otherwise acceptable to both the employer and employees in a given jurisdiction. Rather, these topics should be suggestive of areas to explore, if applicable, in order to reduce attrition. An agency may adopt one or more of the general concepts expressed and then modify or form specifics in order to reach a desired end result.

In attempting to identify the reasons for the attrition, it was also discovered that these varied from agency to agency, thus making it very difficult to develop a set of retention strategies that would have universal application.

The Task Force has attempted to synthesize and identify those areas that appear to be the most frequently occurring problems contributing to attrition

and develop general approaches that may be considered by individual agencies in response to individual needs.

Although each singular cause for separation may have a correlative cause and the chain of causes which ultimately prompts an employee to leave may never be properly and separately identified, there appears to be three general areas or categories within which these causes lie. These categories are (1) environmental considerations, (2) economic considerations, and (3) general job satisfaction.

#### ENVIRONMENTAL

Environmental aspects of a job are probably most difficult to deal with. For obvious reasons, items such as congestion and smog seem to be incorrectable for the most part. Indeed, in large metropolitan areas, for example, there may be little that can be done to reduce the effect, but in most instances it may be possible to reduce these extrinsic factors as to their effect upon the individual employees.

Recognizing the fact that employees leaving an agency may often cite congestion, smog, or general living conditions as a cause for their separation, it seems unlikely that we are going to eliminate smog or congestion. We may be able to separate the employee, at least in the employee's off-duty time, from the smog or congestion. If an agency has the unfortunate reality of experiencing this problem, it may wish to explore ways in which to make it easier for employees to reside outside the burdensome area. Certainly, a "residency requirement" may be inappropriate if it mandates that an employee must continually be within such an environment. Reducing the time that an employee is subjected to the physical and mental

stresses found within such an environment may help to reduce attrition caused by this factor.

Allowing an employee to reside some distance from the job site may have an economically adverse affect as a result of money and time spent in commuting, however.

Upon initial hiring, one method which may alleviate some of the problems is to provide some type of housing counseling to new employees. This might include such things as identifying the more desirable locations in which to live. Subsequent to employment, some economic consideration might be given to a commuting employee.

A second area of contention with many officers is structural environment. This includes such areas a vehicle comfort and maintenance, department facilities, and communications systems. Since most officers spend a majority of their time working from their patrol vehicles, it may be highly beneficial to improve their physical comfort. This may include improved seating structure and durability, leg room, interior lighting, and placement of needed equipment. Because of the emergency nature of vehicle use, patrol vehicles tend to face greater degrees of mechanical abuse. Insuring that vehicles are properly maintained appears to communicate to the officer a sense of "caring". Department facilities not only provide a functional aspect, but may work to bring about a certain amount of pride in the organization. Specific areas of concern may revolve around adequate locker room/shower facilities, briefing room, coffee shop, exercise room, and report writing area, all of which may add to officer comfort. Since radio communications is viewed by most as the officer's "lifeline", steps need to be taken to insure responsiveness to operational needs. Suggestions may include portable radios

to improve the officers safety, added frequencies to lessen radio traffic per channel, or an improved method of radio use.

While environmental aspects can never be totally eradicated, anything that can be done to depreciate the adverse effects of the job may add to the employee's productivity and efficiency.

### ECONOMIC

As to the factors which might motivate an employee to leave the job, general economics must certainly be rated high. On some occasions, the economic pressures affecting an employee may be such that an employer can do nothing to remedy the situation, however, it would seem that in the greater number of instances, the employer could affirmatively address an employee's economic problem in some fashion or another.

Many arguments may be made on each side of the economic issue and, depending upon the politics of the day, some issues seem to appear more often than others. Everyone is concerned about the post Proposition 13 and general tax-reduction-era effects upon local budgets. The general public feeling that public employees are over-compensated is another factor as well as the concept that no matter to what extent the economic compensation may be elevated, the employee will always continue to desire more.

The other side of the coin, of course, is that the nonavailability of funding as a result of Propostion 13 and other tax-reduction measures is to some extent illusory. Increasing employee benefits which in turn offset the cost of attrition and inservice factors such as the high usage of sick time or injured-on-duty expense may ultimately save the jurisdiction money. It seems

safe to conclude that an employee who is in an adverse economic situation would be more likely to be dissatisfied with the job and/or overworked either by overtime spent at the job or secondary employment. This dissatisfaction and/or excessive work schedule has an adverse effect on the employee's health (physical and mental) which in turn may be causative, at least in part, for an increased usage of sick leave or injured-on-duty time off, decreased productivity, and lowered morale. Having employees unable to work as a result of being out on paid sick leave or injured-on-duty accounts for a large expenditure annually.

The concepts of an employee continuing to desire more compensation regardless of any level attained, although a fact which probably cannot be disputed, should be qualified. There is no reason why, in this era of increasing demand upon the employees and increasing inflation, that the employees compensation should not increase accordingly. Furthermore, there is absolutely nothing wrong with any person, including public employees, from attempting to increase their competitive financial position in order to attain or to meet the requirements of their desired lifestyle.

Considering economic issues, an argument can be made that agencies should be competitive with other jurisdictions within the job market. In comparing police services to private industry, we have great difficulty in recognizing any other employment classification which is as diversified and specialized as the police officer function. We have a tendency, therefore, to compete with other police agencies. While we operate in the current arena of contract negotiations, comparisons will always be drawn among the various jurisdictions.

Certainly, employees within one jurisdiction, wherein the compensation is noticeably lower than surrounding agencies, will be subjected to a negative

pressure adversely affecting morale and this adversity will negatively impact retention. It is interesting to note, however, that in the attrition rate survey for the County of Santa Clara, the agency with the highest attrition rate happens to be one of the highest paying agencies in the entire San Francisco Bay Area.

If an agency is going to compete with other jurisdictions, it would seem best to compete based upon a total compensation figure rather than a salary figure. The diversity in application of total compensation skews the comparison which is sometimes done strictly based on salary.

Another consideration in this regard is the fact that eventually, if all agencies are competing based upon total compensation comparison there may be a final equaling effect.

#### Salary and Fringe Benefits

Without a doubt, much of the attrition experience is attributed to a perception of low salaries or less than competitive fringe benefit packages. A large percentage of the officers leaving a particular agency surveyed, were simply transferring to another law enforcement agency where they improve their earning power and enhance their benefit package. In those areas where this is identified as a problem, the Task Force would encourage agencies to consider the following:

- o Structuring the salary and benefit components to allow for the maximum tax avoidance or tax deferring benefit for the employee. The employer paying medical insurance premiums for the entire family as well as the entire contribution to the retirement system, are simple examples of applying this

concept. This can be done so that it does not cost the jurisdiction any more money but is actually an advantage to the employee from a tax standpoint.

- o Adequate uniform allowance, mileage reimbursements, home loan financing, and general financial management are examples of other areas that may be considered and explored further.

### Enhanced Spendability

In a time plagued with spiraling inflation and continuously increasing interest rates, enhanced spendability of the actual compensation provided to an employee is of great concern. It appears that employees may be moving in a direction wherein more concern is given to the number of dollars received as opposed to a benefit package. This is certainly understandable when we have employees who are making house payments that equal or exceed \$900 a month due to a high cost of living.

Agencies should definitely explore methods of enhancing spendability, some of which may not dramatically increase the total compensation packages of the employees. Examples may include conversion of compensation to tax deferred and/or tax exempt benefits. This would in turn maximize the amount of after tax dollars received by the employee. Intertwined with salary considerations, and as a portion of total compensation, fringe benefit packages must be addressed. While balancing an agency's economic constraints with the needed compensation increases of the employees will be no easy task, agencies and employees' organizations must look to exotic or unusual methods of compensation which will maximize potential benefits for both parties.



An example of one method is in the area of Social Security. Because of the increases in Social Security, officers who are forced to belong to this system lose take-home pay on the average of \$121 per month. Additionally, most officers will never receive the appropriate type of benefits from Social Security. During recent years, officers have had as a priority, in times of negotiations, dropping out of Social Security or having local government pick up a percentage of the cost; thus, returning more take-home pay to the officer at no additional increase pay.

#### Cafeteria Style Benefits

Recognizing that each employee has individual concerns, cafeteria style benefit selection is also a topic worthy of great consideration. Although this might be difficult to initially develop accounting procedures within the agency, it seems that it would substantially assist each individual employee, especially those with certain individual considerations which they need to address.

A cafeteria style benefit package is the most equitable to all employees (single, married, and married with children) in terms of providing the same total compensation to all deserving employees; allowing employees to select a specific benefit package that fits their particular needs with the balance to be received as salary. It can be done in such a way that it enhances the overall situation on the part of the individual employee without costing the city any more in the process.

Traditionally, labor relations has evolved around the fact that government directed what form of benefits its employees would receive. In recent years, police associations and some local governments have come to realize that a "cafeteria style" means of bargaining may be more satisfactory to the employee. During this same time, it was determined that many officers are more concerned with other benefits: that is, other than salary, that affect their income. The following are examples of ways to increase other benefits, without an increase in salary, that directly help the financial position of the officer:

- o Better insurance coverage so that the officer spends less on medical, dental, and psychological services and charges.
- o Uniform allowances that cover the actual costs of uniforms and cleaning.
- o Choice of means by which overtime is paid, that is, by cash or time off.
- o Long-term disability plan for off-duty injuries.
- o Increase in POST certificate/incentive pay.

#### General Leave Time

An exciting topic is the concept of general leave time. It makes little difference whether an employee is taking a day off as sick leave, CTO, or vacation.

An employee should be allotted general time off which is comprised of the total number of cumulative days theoretically available as paid leave.

The employee then has the discretion to use that time as he desires. We may find that this dramatically reduces sick leave in favor of an increase of vacation time. The benefit to the agency here is that vacation time is normally scheduled, whereby overtime to "cover" for an employee who calls in sick can be reduced.

Fresno County has an "Annual Leave Plan" which combines vacation, sick leave and several holidays into one pool of days that can be taken by employees.

#### Sick Leave Buy Back

With respect to sick leave specifically, one general feeling among employees is that the sick leave is a negotiated "benefit" of their contract which should not be left unused. An agency might reduce its sick leave if it provided for a substantial sick leave buy back program or other time off award mechanism when an employee does not use a substantial amount of sick leave.

#### Sabbatical Educational Leave

Many officers leave police work because they need a break from the job. Because there is no method, at this time, to give them a break, the officer must resign. If officers were allowed to take a leave of absence that would allow them to go to school, perform some other types of work, or gain another type of experience it may benefit the individual and the department. At the end of this leave, the officer returning to work may be found to be happier and more productive. This item can be viewed in the context of a paid leave and a nonpaid leave.

### Subsidized Housing, Creative Financing, Finance Home Purchase

With respect to this economic area and specifically addressing the housing problem, employers and employee groups should seriously consider creative financing of homes, subsidized housing, and employer home financing. This may be done hand-in-hand with an employer's housing availability counseling as previously discussed and, if necessary, a commute stipend might be appropriate in some cases.

### Furnished Vehicle & Gas

Items for consideration in this regard may be such things as furnishing the employee with an agency-owned vehicle with associated fuel and maintenance. The benefit to the employee is obvious and might also benefit in the economic consideration of commuting, but the initial expense to the employer and continued expense in maintenance and fuel would cause most employers to be reluctant. In response to this, the employer must consider that the general life of the city vehicle would be extended greatly; maintenance cost would be reduced substantially; and an often overlooked point might be a substantial reduction in accidents thereby reducing liability potential and monies paid in vehicle insurance and liability damage awards.

### Officer Purchase Vehicle & Lease Back

A correlative topic for consideration would be the vehicle purchase/lease back plan whereby an employee purchases a vehicle and then leases it to the jurisdiction while retaining title and tax advantage.

The idea of vehicle purchase/lease arrangements has been explored in different agencies throughout the state where the officer buys the patrol unit and the jurisdiction then leases it back from him. This concept, if structured properly, offers advantages not only to the employee but to the employer as well.

#### Commute Stipend

A commuter stipend is particularly attractive to the employee as a benefit that is not only a tax exemption item, but in the metropolitan areas, an opportunity to ride large municipal transit systems free of charge or at reduced rates.

Several of the more progressive agencies have encouraged employees to leave their vehicles at home and ride transit systems to work at no cost to the employee. The additional savings of not operating a motor vehicle to commute to work are also substantial.

In the rural or more suburban areas where younger employees still cannot afford to purchase property for their families, a paid mileage rate to them for commuting expenses spent on their travel would be an excellent benefit which would have considerable tax advantages.

#### Financial Counseling

Agencies should explore providing confidential personal financial counseling via a nonagency entity. This personalized financial counseling could range throughout the entire spectrum including family budget assistance, drawing of a will, and investment counseling.

## Disability Retirement

Of considerable concern to employers is the loss of personnel through disability, sickness, and other injury. A matrix of the potential causes for such loss of time might lead on to conclude that the matter can be substantially impacted by increasing job satisfaction generally. There is no question that the disability retirements have taken an economic toll upon governmental entities in the recent past; however, we must be careful not to overreact and we must bear in mind that the majority of disability retirements probably are applied for in good faith and with just cause. If an agency was to provide a paid, long-term disability plan for its employees, this might have a reducing effect upon disability retirements. A frequently discussed topic in the police field is "job stress" and it is generally accepted that job stress significantly impacts disability retirements, sick leave usage, and generally injured-on-duty claims to some degree. Unfortunately, little corrective measures are taken in this regard.

The impact of a very liberal worker's compensation system is contributing to the attrition experience by making it very easy and attractive for an officer to obtain a medical retirement if things don't go to his liking and he simply wants to get out of law enforcement. The assumption is that many officers currently receiving medical retirement benefits would probably be willing to apply themselves more diligently to continuing their career in law enforcement if it were not so easy and financially rewarding to bail out.

## JOB SATISFACTION

Related to this concept of expectations and job satisfaction is a whole body of information on morale and organizational theory.

Perhaps no recent research has had such an impact in the field of human relations as Frederick Herzberg. His view, which is well known, is essentially that job satisfaction and dissatisfaction are not just two events on the same continuum but are related to different aspects of the total job situation. The intrinsic factors such as achievement, recognition, the work itself, responsibility, and growth form the strongest bond to job satisfaction. Extrinsic factors, such as company policy, working conditions, salary, status, and security, which are termed hygiene factors, will only alleviate dissatisfaction when operating at an optimum level. Herzberg's theory is not, however, without its critics. Research has now focused on individual motivations related to satisfaction, more commonly called morale.

It is the responsibility of police administrators and supervisors to create and maintain an environment that provides for maximum employee motivation, effectiveness, and job satisfaction. There is ample evidence that the paramilitary style of management found in most police departments is not a proper model for the motivation of personnel. While the military model strengthens command in the military, it has the opposite affect in police departments. Because police administrators and supervisors do not direct the activities of officers in an important sense, they are perceived as mere disciplinarians. Contrary to the military officer who may lead his men into battle, the ranking police official can do a great deal to his subordinates, but he can do very little for them.

There are things that the effective administrator can do to enhance employee morale and improve performance. He can begin by setting performance goals that take the requirements of the organization, as well as society, into account.

The officers have a right to know what management expects. Standards relating to employee performance should be widely known. Officers will apply greater effort to goal attainment if they know they will be equitably rewarded for good performance. The ability to perform well can be further enhanced by providing opportunities for officers to perform activities they are interested in performing. Some guidelines in developing effective motivation include:

- o Face conflicts honestly and openly. There is a constant flow of conflicts and problems in a police department.
- o Open channels of communication and involve subordinates in the decision-making. This can help to resolve conflicts in a manner that satisfies everyone.
- o Use the resolution of conflicts as a basis for the establishment of goal and performance standards.
- o Reduce obstacles to effective performance by improving individual ability and opening opportunity.
- o Establish methods to measure performance and make them known so that the expectations are not a secret.
- o Develop a reward system. Be consistent in rewarding good performance. Be free with praise because it is in constant supply.



The success of monitoring the satisfaction of the organization can be seen in performance achievement, sick time use, discipline problems, accidents, and turnover. As long as the police manager makes an effort to make his command a fair and harmonious place to work, the benefits will accrue. This does not mean that problems will not arise. They will. But that is the challenge and opportunity for good management.

While much of what may be used to improve employee satisfaction may be defined as intrinsic in nature, there are other factors which are worthy of recognition. It has been said by some that the changes taking place in the work environment might be easily explained away by the new breed of worker. It has been said that the new worker is a product of affluence and that as a result the old Protestant ethic is crumbling. As Peter Drucker has so aptly observed, Western sociologists have apparently failed to note that the Protestant ethic has survived the longest in such notorious non-Calvinists as the Japanese and Chinese. It has been the rise in expectations rather than affluence that is central to our phenomenon. This means that it is more important than ever to provide both social and psychological satisfactions.

A high percentage of officers leaving the police agencies are completely leaving the industry and entering the private sector. While some of this was generated due to their ability to enhance their earning power, other reasons cited are general burn-out, lack of promotional opportunities, lack of jobsatisfaction, and other personal reasons. The Committee believes that agencies should consider the following alternatives:

## Pre-employment Counseling

When employees are being recruited, and prior to their official hiring, they should be given a very honest appraisal of the job specifics including the negative aspects as well as the positive. The advancement opportunities should be defined as accurately as possible as well as special assignment opportunities, etc. It was felt that many young officers are lured into agencies with a false expectation of being able to move up in the organization very quickly or to receive special assignments and to enjoy a very exciting and varied career in law enforcement. When this fails to occur in a timely fashion, employees begin to become cynical and feel as though they are not being given adequate opportunity to demonstrate their full capabilities. This results in disharmony, low morale, and ultimately attrition.

## Career Development Opportunities

Career development seems to be dependant on, in and of itself, job satisfaction. This is because one must be happy with the system in order to desire any meaningful development within it. Some employees are desirous of career development while others are not. One mistake which is often made is the assumption that all employees would like to expand their areas of development so that they can ascend the career ladder. Another tendency is to exploit qualified personnel via the illusion of career development which, in some cases, results in "burn out". This is not to say that "burn out" will not occur if an employee stagnates, because it often will, but is to say that career development should be particularly individualized.

A problem for management in this regard is the concern of line personnel of the "fair haired boys" allegation and the associated co-worker rivalry which often results in a certain level of job satisfaction or dissatisfaction for both the person participating in the career development and the person who is left out. Recognizing that it is nearly impossible to generate written guidelines in this area, primarily due to the need for flexibility and the individual characteristic aspects of career development, it is important to give the perception of equal opportunity. One of the most damaging factors to this desired perception is continuous changes in promotional testing or assignment standards. An aspiring employee who does not meet the recognized standard, but never-the-less attempts to attain that standard, will be extremely demoralized if the standard is raised so as to exclude him when the next availability arises.

A number of recent studies have found an inverse correlation between officer educational attainment and the likelihood of remaining in the police service. That means the higher an officer's educational level, the greater the likelihood of separation. The studies suggest that educational standards may have been stressed too greatly as an individual attribute which implies "success". The greater emphasis on education has, in some cases, heightened promotional expectations which has caused increased frustration with regard to career goals. A majority of the personnel within an agency will remain at the officer level while only a small percentage of personnel will assume supervisory or managerial responsibilities. There is a need, therefore, to realistically assess the education needs and requirements of a police officer. Greater emphasis on individual attributes such as basic physical and intellect levels, demonstrated practical experience, integrity, and moral attitudes as the predominant characteristics should be made. The relating importance of educational attainment should become a sub role of the overall individual.

## Discipline

The biggest problem with regard to discipline is the correlative perception it often brings of not supporting the line personnel. This is usually not the case, but one over zealous manager can completely destroy employee relations in this regard. The perception of equal treatment among employees is important. Managers, line supervisors, and line personnel should be thoroughly familiar with disciplinary procedures and associated statutory and case law. This would substantially reduce the hostility felt by both sides which is often caused by inexperience with the discipline process or ignorance of the statutory requirements.

Since discipline can be a prime focus and cause morale deterioration, individually and collectively, it should be scrutinized closely. A primary example of procedures which may involve discipline for an inevitable event is in the area of accidents. It must be determined whether any disciplinary action be taken for accidents which are within the scope of reasonably inevitable occurrence. Staff might do well to develop statistics which could be used in the composition of some sort of sliding scale to illustrate what is an average accident rate and what is not. Other factors which would need to be taken into consideration in this regard would be length of employment and assignment. In some assignments, accident rates will necessarily be higher than in others. It might also be profitable with respect to morale to develop some type of reward system for employees who are substantially under the average accident rate.

Often administrators employ disciplinary measures and arbitrary policies that adversely affect self respect and in some cases, the dignity of individual

officers. In this regard, agencies are encouraged to be as constructive as possible in developing their officers and gaining compliance with established standards and at the same time, be sensitive to the individual dignity of the officers and perhaps reassess whether the disciplinary posture is gaining the desired result in terms of positive behavior modification. It is sometimes better to simply terminate an officer rather than to employ demotions, suspensions, and other negative sanctions that often alienates the officer and creates disharmony within the entire organization.

### Management Considerations

Management style and general communication are so interrelated that they should be discussed together. Many police officers who have entered the service in the recent past, and certainly most of those who are entering at this time, have had no military experience. Yet, we continue to refer to the police service as "paramilitary". It may be a disservice to continue paramilitary thinking. It seems to negatively affect the organization in two ways. It may cause an autocratic philosophy by supervisors and generally tends to be resented by line personnel.

The enactment of the Milias-Myers-Brown Act well over a decade ago still seems to be a bone of contention in some law enforcement circles. The impression of the "MMB" system by the governing entity and by the local administration is that it hampers and restricts their management ability terribly. The employees' impression of MMB is that it is woefully inadequate. Much of the problem with MMB is that it dramatically changed the respective responsibilities of the employee and management, but it did not address any specific avenue within which to reach agreement or resolve dispute. Indeed, immediately following the enactment, a prominent law review expressed concern in this regard and

indicated that the Act would be, by necessity, amended so as to provide the appropriate avenues for agreement and resolution of disputes in the near future. Unfortunately, more than a decade later, there have been no significant amendments. Nevertheless, case decisions with respect to the Act continually affect its application. The trend is obviously to allow the employee more participation and voice in management and the components of management, including the governing entity. Management would probably do well to accept this reality. Such acceptance would certainly have a positive effect on employee relations and general morale.

Participatory management should not be as threatening as the term implies. The common concern of management in this regard seems to be that the allowance of participatory management extends significantly the time involved in the decision making process. In contradiction, management might remember what the time involvement is extended measurably when an employee group takes a unilateral management action to task.

It is important for both sides to note that participatory management does not mean participatory decision making. Management certainly retains the right of final decision, but it seems realistic to allow the employees to participate in the processes leading up to that decision. This participation will increase the employees' understanding even when the employees may not agree with the outcome. The general communication and respect for each other's positions is the primary concern.

In some organizations there are definite dichotomies between the administration and the employees' collective bargaining unit. This can also result in a great deal of disharmony, frustration, and dissatisfaction which also leads to attrition. Police administrators and association leaders should

begin to realize that their major goals ought to be very similar, if not identical, and there should be a much more coordinated effort on the part of these two major entities to enhance the overall police profession and make the entire experience of being a police officer not only more productive and effective for the community, but rewarding and self-fulfilling to the individual officers.

There are many things that can be done in this regard to help strengthen the overall movement of improving our entire lot but it cannot be done in an adversary environment where there are power struggles and political maneuvering to try and out do or control the opponent.

In recruitment of personnel, no one is emotionally and physically ground down and burned out when selected. Yet police officers do get physically and emotionally worn out. The reasons for it are many. Young people enter law enforcement highly idealistic with great expectations regarding the nature of the work about making the world a better place in which to live. Those ideals and expectations are soon tempered with the harsh realities of the world. The realization of the difference between ideals and reality can create psychological and emotional problems among officers which can affect job satisfaction and productivity. The innovative capacity of the administrator has become of paramount importance. Concepts once thought to be radical must be sought after, closely examined, and adapted to a changing repertoire of managerial techniques. This kind of adaptation includes a comprehensive training program designed to provide subordinate and manager alike with a more accurate perception of the police role and those factors, both inside and outside the organization, which may lead to emotional instability and/or psychological problems. Such a program has been developed by some agencies. It is commonly referred to as stress management training.

The training program must include command level personnel, supervisors, and the patrol officer. It can also include the recruit in his early training and some courses for the spouses and fiancées of officers. This can assist everyone in better understanding, the reality of the job and the stresses officers will be facing.

### Political Environment

It is inevitable for management to become involved in the political environment and often the political body has absolutely no expertise or concept as to the efficient operation of the police department. The question which seems to result from the unavoidable political aspects of our job seems to be to what extent should the majority of departmental employees be insulated. It is not realistic to attempt to entirely block the effect of the political environment on line personnel as ultimately management's political relationship will conclude by impacting the line employees. Another consideration has been the thought of blocking communications between the political body and the employee group.

It would seem that a profitable approach to the problem would be to first develop, as best as possible, a working relationship between management and the employee group. The law enforcement community would be much more effective in the political arena if management and labor could unite on those issues which would benefit both.



### Lack of Support

Officers frequently cited lack of support from the community from the courts, and at times from their own administration, as other factors contributing to their decision to leave an agency. There appears to be a movement afoot within the judicial system to improve their overall performance and become more responsible in the meting out of justice which should begin to improve the officers' perception in the area.

### Public Image of Police

An interesting question with respect to public image is what effect we are having by "humanizing" the police officer. There has been a concentrated effort in recent years to convince the general public that police officers are "just like the guy next door" and that we really should not be given any special or different standing within the community. Contemporaneously, we seem to be experiencing a decline in the general public image of our personnel. This is especially evident in situations of confrontation or pressure on the street.

Our continued efforts to humanize our personnel may be a part of this phenomenon. Although general social considerations ~~must~~ play a substantial part in our public image, the factors above are worthy of consideration.

### Scheduling

Specifically, this is in regard to the topic of the "4-10 Plan". As a general rule, employees favor the scheduling of four ten-hour days as opposed to five eight-hours days while management and departmental staff disfavor such

scheduling. In a recent survey done by the Gilroy Police Department in which a selected group of California law enforcement agencies were contacted (both management and labor separately), it was interesting to note that responses from each side differed very little. Overall, both agreed that the "4-10 Plan" was, for the most part, beneficial. The primary concern expressed by management was that the scheduling of a 4-10 Plan was an extreme headache, but that barring the scheduling problems, which could be overcome, the program worked well. Most agencies surveyed indicated a reduction in sick leave usage and associated time off with a dramatic increase in morale.

If the incorporation of a 4-10 Plan is financially or procedurally detrimental, then it should be approached with extreme caution. On the other hand, if it is simply inconvenient, but will affirmatively affect retention, scheduling of such a plan should be encouraged.

One caveat in this regard, however, is that generally more personnel must be committed to the patrol function, as opposed to investigative or administrative functions, and this in turn decreases the availability for individuals to specialize.

#### Inadequate Equipment

Poor equipment and inadequate facilities were cited as a causative factor by some leaving police service and agencies are encouraged to try and provide the best possible grade of equipment along with a responsible maintenance program as well as a pleasant and efficient working environment. In spite of the fact that our financial resources are becoming more restrictive, we really cannot afford the ultimate price of providing inadequate or unsatisfactory resources to our officers and expect them to exhibit the high level of pride and

professionalism in their performance that we and the citizens expect and demand.

### Training & Development

The lack of new and challenging assignments within an organization was cited as another factor leading to diminished job satisfaction and ultimately attrition. While the ability to favorably respond to this phenomenon varies with the size of the agency, its individual complexity, the constraints imposed by existing labor contracts, and the strengths and weaknesses of individual officers, it may well have application to differing degrees in most agencies. Special assignments such as detective, traffic officer, crime prevention, public relations, research & development, personnel, training, etc., can often be more desirable than actual promotion to sergeant or other supervisory positions. They can also provide a very important and timely diversion from the repetition and stagnation that comes from serving in any one position for extended periods of time.

The controversy that surrounds the issue of permanent assignment vs. term assignment will probably never be resolved, but term assignments should always be preserved as an option to be employed if the need for agency revitalization becomes necessary or the general lack of upward mobility becomes a factor contributing to attrition. There are examples of effective rotational assignment programs throughout the state that can serve as models and/or examples of how the concept can be employed.

Another approach to be considered is one similar to the "shared executive" concept, whereby two or more agencies may consider rotating different members from agency to agency for specified periods of time in order to provide new

exposures and perceptions on behalf of the individuals as well as the organizations. This concept may also have application between the private and the public sector for those positions or assignments that do not require "peace officer" status (i.e., R & D, records management, administration, etc.). With a little imagination, most departments can develop a variety of options to challenge the individual capabilities of its members without eroding the stability necessary to maintain efficiency and effectiveness.

#### The Lateral Mobility Effect on Attrition

Recognizing that lateral mobility impacts attrition rates of individual agencies (re: employees leaving one employer to take a position with another), it is important to consider whether or not this action is desirable. It appears that the primary movement in this regard is within the extreme upper and lower ends of the rank spectrum. The position of chief has been mobile for many years and increasingly, the patrol officer position is becoming fluid between agencies.

There seems to be no identifiable detriment to such lateral mobility, with the possible exception of the current employing agency not being honest with the prospective employee. Too frequently an agency may find it easy to get rid of a problem employee by "selling" him to another employer. This type of practice ultimately jeopardizes the law enforcement community as a whole and makes lateral mobility, which in and of itself may not be undesirable, a suspect procedure.

There is no doubt that some monies can be saved by the prospective employer in utilizing the lateral mobility process. Such things as written exam administration and initial basic training may be eliminated via lateral employment. However, it must be recognized that the current employing entity is losing a person for each agency that is gaining one. This causes the past employer to incur additional expense in its own hiring process. In order that each agency benefits equally from the lateral mobility process, all should be employing the concept. At the same time, in risk of being contradictory, this procedure is one which must be locally controlled so as to suit the needs and considerations of each agency.

The Task Force notes with great interest that the lateral mobility is moving further toward center all the time. In addition to the movement at the upper and lower levels of the structure, movement is also being seen more frequently in the mid-rank regions. Upper middle management vacancies (i.e., deputy chiefs, commanders, captains, lieutenants, etc.) are becoming frequent areas for the utilization of open examination and selection. Although line supervisors (i.e., sergeants) are normally hired from within, the trend seems to be approaching.

Extreme morale and motivation problems may be encountered when such positions of promotional potential are opened to "outsiders", but from time to time, either due to or lack of experience of the current employees or a desire for new input, it may be desirable to do so. Open communication between the appointing authority and the potential candidates is an important necessity in the consideration of such a move.

Individual agencies must look within their own structure and determine if there are sufficiently qualified persons available for promotional opportunities. If there are, lateral mobility via open promotional examinations should be critically considered. Negative impacts to morale would probably occur when the examination is opened up when there is no apparent need to do so. Conversely, internal prospective candidates must recognize that if qualified persons from within are somewhat limited, the expansion of the selection base should improve the overall complexion of the agency in the long term.

Self analysis by individual employers must include a realistic examination of the stability of its philosophy. An agency may be in a position to desire the maintenance of current style and techniques. On the other hand, an influx of "new blood" with diversified backgrounds and experiences may be a very positive factor in the overall makeup of the organization.

Without additional data and extensive study in this area, the Task Force on Retention Strategies is not inclined to make any recommendation at this time.

It is our opinion that the Commission on POST should begin to analyze the following points with regard to lateral mobility attrition:

- o Quantify the movement within the state and contrast this with the general attrition percentage.
  
- o Qualify this study with the number of those persons involved who are moving on a horizontal level (i.e., patrolman to patrolman or chief to chief) compared to those persons involved who are moving on a vertical level (i.e., from lieutenant to captain or chief, etc.).

We generally feel, however, that barriers to general lateral mobility should be eliminated whenever possible.

### SELECTION PROCESS

The selection process has been described as much too long and cumbersome. There has been much concern for duplication of efforts by many agencies. Another criticism of the current selection processes is that there are too many regulations and restrictions forced on the recruitment and promotional systems. The interference into local hiring practices by both state and federal authorities has lasting effects on the ultimately selected and retained personnel.

Serious consideration should be given to regional application and testing pools to establish active lists that employers could draw from quickly. This concept might both reduce the time necessary to process prospective employees and develop more universally accepted requirements.

Open academy enrollment should be encouraged to develop a greater pool of available candidates for employment. The concept which was originally resisted, is now becoming a reasonable solution to attracting qualified personnel at a reduced cost to the agency.

Another area of investigation in which efforts should be made is the development of a positive image for law enforcement. This action must be taken to develop an image of attractiveness. In-service personnel should be encouraged to assist in the image building. Today, often overlooked is the

influence of the individual in each agency that may have a direct impact on potential employees. A concerted effort to involve the employee associations in building approaches to attract personnel that rank and file officers and agency managers would both be receptive to hire, should be undertaken.

#### CONCLUSION

This paper is not intended to be an exhaustive, thoroughly researched treatise on the subject of employee attrition. The purpose and intent is to increase the awareness of the attrition problem in the police service and provide a description of some strategies which might be considered in an effort to reduce unacceptable attrition rates.

While various areas or municipalities in the state experience different rates of attrition, there is a need for those responsible for public safety to be aware of the problem in the hope that it may be better controlled. Some municipalities report attrition rates well above the I.A.C.P. recommended ten percent level which may indicate a serious retention problem.

The key to employee retention appears to involve both economic and noneconomic issues. While a number of excuses can be raised in this post Proposition 13 era with regard to salary and fringe benefits, there exists a responsibility to provide a fair and competitive package for employees so that they will not be attracted to other job markets. Employees who are compensated at a much lower rate than others in the same market area will react to such adversity. One impact of their reaction will be higher rates of attrition.



With regard to salary and fringe benefit items, there are a number of innovative measures discussed to improve the employees overall compensation position. Some of those measures are also favorable to the local municipality. Specifically, items which enhance employee spendability while reducing cash outlays by government. Both the agency and the municipality benefit from such plans.

Another major area of discussion focused on employee satisfaction. Survey information collected by the Task Force supported the theory that many employees leave because they are dissatisfied. Those leaving are not necessarily the least desirable employees. A majority of those leaving are entering the private sector. While this increase in attrition for reasons of dissatisfaction has been occurring, there has been an increase in recruitment and selection activity. Yet surprisingly little effort has been made to retain qualified people by reducing their dissatisfaction and increasing their satisfaction. Such an effort can be accomplished by reducing those factors which increase employee anxiety and frustration. The idealistic expectations of those entering the service must be brought closer to reality.

In this connection, it is the responsibility of police administrators and employee organizations to create and maintain a climate which provides for maximum employee motivation, effectiveness, and satisfaction. This may well mean a modification or departure from past notions of the paramilitary nature of the police organization model. Employee morale must be enhanced in order to improve satisfaction. Much of today's employee dissatisfaction stems from inaccurate expectations of the job or the individual's future with the organization. Motivation can be restored through a variety of methods

including career development, discipline, and greater communication throughout the organization. Some other areas discussed in this paper dealt with the public image of the police service, the political environment, and adequate equipment.

An increasing concern for personal safety on the part of the public has enabled political leaders and administrators to focus on law enforcement needs. One basic need of any agency is for qualified personnel to carry out the purpose of the organization. For that reason alone, if for no other, it is imperative that some serious attention be given to the retention of qualified personnel. It not only makes good economic sense, it makes good management sense.

One major recommendation is that POST assume responsibility for gathering attrition data from local agencies on an ongoing basis for the purpose of monitoring police attrition. This information should be disseminated to all agencies annually.

AGENDA ITEM SUMMARY SHEET

Agenda Item Title Innovative Forms of Training Delivery		Meeting Date July 16, 1981
Bureau Special Projects	Reviewed By	Researched By Hal Snow <i>HS</i>
Executive Director Approval <i>Norman C. Boehm</i>	Date of Approval	Date of Report June 25, 1981

Purpose: Decision Requested  Information Only  Status Report  Financial Impact Yes  (See Analysis per details) No

In the space provided below, briefly describe the ISSUES, BACKGROUND, ANALYSIS and RECOMMENDATIONS. Use separate labeled paragraphs and include page numbers where the expanded information can be located in the report. (e.g., ISSUE Page \_\_\_\_\_).

ISSUE:

As follow-up to the POST Training Needs Assessment, should POST study the feasibility and allocate some financial resources for (1) the production, if any, of multimedia training packages (i.e., video tapes, computer assisted learning, etc.), (2) the distribution of such media, (3) the development of an informational clearinghouse service for identifying who is developing what, and (4) the evaluation of such expenditures?

BACKGROUND:

At the April 1981 Commission meeting, POST staff presented an overview of the results of the Training Needs Assessment (TNA). Among the items approved in the Action Plan for follow-up was for staff to study and report back by the July 1981 Commission meeting on the subject of "Innovative Forms of Training Delivery." There was overwhelming support both in the TNA Survey and regional training conferences for POST to examine this issue of innovative forms of training delivery. Reasons given for this field interest include potential for (1) more accessible and efficiently delivered training, (2) greater availability of training packages, (3) minimizing the duplicative effort in producing training packages, and (4) lessening the burden on large producing agencies in honoring requests to copy media.

ANALYSIS:

At the April Commission meeting, the Commission approved a contract with Justice Training Institute to study the state of art in computer-assisted instruction and its applicability with other media to law enforcement training.

The issues associated with innovative forms of training delivery (including video delivery, self-study guides, etc.) are sufficiently numerous and complex to necessitate bringing together a group of knowledgeable persons to develop a specific plan. Some of the issues to be considered by such a group include:

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### Production

1. Role of POST - Costs, Limitations
2. Relationship to Private Industry
3. Relationship to Agency/Academy Producers
4. Copyright Considerations
5. Technological Issues

### Distribution

1. Role of POST - Costs, Limitations
2. Sharing of Costs
3. Cable, Satellite, Microwave, Regional Resource Centers

### Clearinghouse Service

1. Role of POST - Costs, Limitations
2. Need for Coordinated Development of Video Tapes and Other Training Packages
3. Periodic Publication of Available Training Packages and Those Undergoing Production

Because of the great potential for improving police training and sharing of resources, staff will host a workshop on the limited issue of developing a plan for the use of video tape and for identifying POST's role, if any.

As it relates to the larger issue of innovative forms of training delivery, staff intends to conduct a national symposium on the state of the art on training delivery, to be held sometime during the current fiscal year.

This is a progress report on staff plans for addressing this Training Needs Assessment issue.

Commission on Peace Officer Standards and Training

AGENDA ITEM SUMMARY SHEET

Agenda Item Title <b>REIMBURSEMENT SIMPLIFICATION PROJECT</b>		Meeting Date July 16-17, 1981
Division <b>ADMINISTRATIVE SERVICES BUREAU</b>	Division Director Approval <i>John D. Davido</i>	Researched By Staff
Executive Director Approval <i>Norman C. Becken by b7</i>	Date of Approval	Date of Report June 19, 1981
Purpose: Decision Requested <input type="checkbox"/> Information Only <input checked="" type="checkbox"/> Status Report <input type="checkbox"/> Financial Impact <input type="checkbox"/> Yes (See Analysis per details) <input type="checkbox"/> No <input type="checkbox"/>		

In the space provided below, briefly describe the ISSUES, BACKGROUND, ANALYSIS and RECOMMENDATIONS. Use separate labeled paragraphs and include page numbers where the expanded information can be located in the report. (e.g., ISSUE Page \_\_\_\_\_).

ISSUE  
The present system utilized by POST to reimburse local agencies for training costs is cumbersome, slow and labor intensive. It has been suggested that POST should establish a reimbursement system which would relieve local agencies of much of the paperwork associated with the reimbursement process and establish a computer based reimbursement system.

BACKGROUND  
The recently completed 1981 Training Needs Assessment indicated unanimous agreement with the statement that "POST should explore the feasibility of automatically reimbursing eligible agencies off of course rosters using a flat rate formula for each course or course category and seeking additional field input on examples."

POST recognizes and shares the concern expressed by law enforcement administrators on this issue. We recognize further, however, that it is a complex issue which raises an assortment of legal questions, and sensitive issues regarding the emphasis placed on the distribution of revenue in the Peace Officer Training Fund. For this reason any major changes suggested in the present system should be evaluated not only by POST staff but also by our legal advisors, the State Controllers Office (for auditing purposes) and finally by the law enforcement agencies who will themselves be subject to the effects of the changes.

Since the determination of subsistence and travel costs takes the vast majority of claim preparation and audit time (within local agencies and at POST), it is our intention to address this problem first. A preferred system would eliminate the variable factors which influence the determination of dollar amounts under our present system, (actual dollars and cents expense, weekends returned home, exact mileage requirements, etc.) and instead, standard rates would be developed for each expense category specific to each course.

For example, instead of many pages of detailed instruction on how to compute individual costs, the reimbursement section of the manual would list the course number, and for that specific course would state allowable reimbursement costs for subsistence, tuition and travel, (salary would still be determined at a given per cent of actual salary level).

We anticipate that an initial feasibility study could be completed and a preliminary report presented to the commission at its meeting in October, 1981.

No action is requested of the Commission at this time. The item is presented for information only.

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Commission on Peace Officer Standards and Training

AGENDA ITEM SUMMARY SHEET

Agenda Item Title First Aid and CPR Training Requirement		Meeting Date July 16, 1981
Bureau Special Projects	Reviewed By	Researched By Hal Snow <i>Hal</i>
Executive Director Approval <i>Norman C. Boehm by [signature]</i>	Date of Approval 6-25-81	Date of Report June 25, 1981
Purpose: Decision Requested <input type="checkbox"/> Information Only <input checked="" type="checkbox"/> Status Report <input type="checkbox"/> Financial Impact Yes (See Analysis per details) <input type="checkbox"/> No <input type="checkbox"/>		
In the space provided below, briefly describe the ISSUES, BACKGROUND, ANALYSIS and RECOMMENDATIONS. Use separate labeled paragraphs and include page numbers where the expanded information can be located in the report. (e.g., ISSUE Page _____).		

ISSUE:

As follow-up to the POST Training Needs Assessment, should POST: 1) explore the feasibility of developing a concise video tape and computer-assisted training and testing program to assist agencies in expeditiously satisfying the refresher training requirements for first aid and cardiopulmonary resuscitation (CPR), and 2) take the leadership in attempting to modify the course content to conform more closely to the tasks actually performed by peace officers and to correct the disparity between the three-year renewal requirement and the one-year recertification requirements of the American Red Cross.

BACKGROUND:

The 1980-81 Training Needs Assessment identified the above issues as high priority needs. Many law enforcement agencies have difficulty keeping up with these training requirements and hence the desire for a multimedia package to expeditiously satisfy the requirement. Many believe that first aid and CPR training needs vary considerably from area to area because of the availability of other emergency medical services and hence the need for training requirements more closely related to jurisdictional conditions.

ANALYSIS:

As it relates to the first identified need (concise video tape training and testing package), POST has been informed that Charles MacCrone Productions is exploring the feasibility of developing a modular video package thus obviating the need for POST becoming involved in actual production. On the second issue of the training requirement, the Training Committee of the California Peace Officers' Association has agreed to review the adequacy of the first aid and CPR training requirements. It is POST staff direction to monitor the progress of Charles MacCrone Productions, CPOA, and the State Department of Health so that these issues are expeditiously addressed.

This report is presented for information purposes.

AGENDA ITEM SUMMARY SHEET

Agenda Item Title <b>STRESS MANAGEMENT TRAINING</b>		Meeting Date July 16, 1981
Bureau Training Program Services	Reviewed By <i>Jeff Norton</i>	Researched By <i>Gene DeCrona</i> Gene DeCrona
Executive Director Approval <i>Newman C. Boehm</i>	Date of Approval 6-26-81	Date of Report June 25, 1981
Purpose: Decision Requested <input type="checkbox"/> Information Only <input type="checkbox"/> Status Report <input type="checkbox"/> Financial Impact <input type="checkbox"/> Yes (See Analysis per details) <input type="checkbox"/> No <input type="checkbox"/>		
In the space provided below, briefly describe the ISSUES, BACKGROUND, ANALYSIS and RECOMMENDATIONS. Use separate labeled paragraphs and include page numbers where the expanded information can be located in the report. (e.g., ISSUE Page _____).		

ISSUES

During Fiscal Year 1980/81, several requests were submitted to POST concerning certification of stress training for peace officers. These requests were received from law enforcement agencies, PORAC and CPOA. After completion of the POST Training Needs Assessment it was apparent that stress, as it relates to law enforcement, was a critical issue.

BACKGROUND

To meet this need the Stress Training Consortium was established by POST with the cooperation of CPOA (Psychological Stress Committee) and PORAC. The first meeting of the Consortium was held April 21-22, 1981 at the Woodlake Inn, Sacramento. The participants consisted of experts in full time and part time positions as law enforcement psychologists, trainers in stress management, chiefs of police and members of PORAC.

The meeting agenda was designed to address four specific areas: (1) how can the detrimental effects of stress in peace officers be addressed through training? (2) identify POST's role; (3) curriculum development; and (4) appropriate delivery system.

It was mutually agreed that training could be worthwhile in reducing the loss of personnel through causes emanating from psychological stress. A greater awareness of factors contributing to stress and methods of coping with or reducing these factors could be a positive approach to resolution of many of law enforcement's personnel problems.

The Consortium recommended that they review the Basic, Supervisory, Management and Executive Course curriculums to make certain that appropriate training is included on stress-related activities.

It was further decided by the Consortium that the best and least expensive training method is to "train trainers".

An additional consortium meeting was held in Los Angeles on June 3, 1981. This meeting resulted in the development of curriculum on the subject "Stress Awareness Training for Instructors". This curriculum is now under review before certification by presenters is sought. Further staff decisions on additional needs will be made before other POST certified courses are reviewed.

CONCLUSION

Since substantial effort has occurred and staff is now prepared to certify needed training in this area, it is believed that this issue, as it relates to implementing

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the Training Needs Assessment Action Plan, has been adequately and appropriately addressed.

RECOMMENDATION

Accept this staff report as a final report on the stress management training issue identified in the Training Needs Assessment.



AGENDA ITEM SUMMARY SHEET

Agenda Item Title Progress Report on Study of Reimbursement for, and Delivery of, Reserve Officer Training		Meeting Date July 16-17, 1981
Bureau Training Delivery Services	Reviewed By	Researched By B. W. Richardson
Executive Director Approval <i>Norman C. Boehm by BD</i>	Date of Approval 6-25-81	Date of Report June 24, 1981
Purpose: Decision Requested <input type="checkbox"/> Information Only <input type="checkbox"/> Status Report <input type="checkbox"/> Financial Impact <input type="checkbox"/> Yes (See Analysis per details) <input type="checkbox"/> No <input type="checkbox"/>		

In the space provided below, briefly describe the ISSUES, BACKGROUND, ANALYSIS and RECOMMENDATIONS. Use separate labeled paragraphs and include page numbers where the expanded information can be located in the report. (e.g., ISSUE Page \_\_\_\_\_).

ISSUES

The Training Needs Assessment identified the following issues:

POST should reimburse expenses for reserves to attend mandated reserve training.

Mandated reserve officer courses are generally available except in rural, isolated areas and this poses serious problems for agencies in recruiting reserve officers. POST should develop delivery means such as mediated instruction, correspondence training, traveling instructional teams, etc.

BACKGROUND

After thorough review of the above issues and discussions with department heads of law enforcement agencies located in remote areas, it would appear that the above recommendations were primarily made as a result of POST's inability to provide convenient Level I training to remote areas of the State--as required by law. While delivery of Level II reserve training does present a minor problem for POST and law enforcement agencies, it is believed that the issues of reimbursement of reserves to attend mandated training and delivery of reserve training to remote areas of the State, arose primarily as a result of the regular basic training course being adopted as the training standard for Level I reserve officers.

Since the issues of reimbursement of reserves and delivery of Level I reserve training are so closely related, they are jointly addressed in the Analysis section that follows.

ANALYSIS

AB 3217 (Assemblyman Nolan) statutes of 1980, chapter 1301, in effect replaced the old training standard of 200 hours training plus 200 hours field experience with the current requirement of attendance at a regular Basic Course in order to exercise the powers of a Level I reserve. Passage of AB 3217 can be cited as a factor influencing the availability of Level I reserves (both now and in the future) and may have caused the recommendation for reimbursement of reserves to be made.

There is no question that passage of AB 3217 made POST's responsibility to provide convenient training (832.6(c)(2) PC) more difficult. Whereas we formerly had Level I (200 + 200 hours) reserve courses certified to approximately 50 presenters statewide, we currently have extended basic courses approved at less than 10 of

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the 29 basic academies. This lack of training has all but ruled out the availability of Level I reserves in some parts of the State. Attendance at an intensive presentation, for the most part, is not practical since most reserves must work during the hours the training is being presented.

Because of complaints from chiefs and sheriffs concerning the passage of AB 3217, Assemblyman Nolan has now introduced AB 2078 which, if enacted, would return power to the Commission to set the training standard for Level I reserves (until January 1, 1981). This would enable the Commission to reestablish the standard for Level I reserve training that existed before passage of AB 3217 or to adopt some other standard as it sees fit.

The issue which staff will present to the Commission upon completion of the study is, "Should POST reimburse travel and subsistence expenses for reserves to attend POST mandated training, or should some alternative means be found to deliver convenient Level I reserve training to those areas not currently being serviced?"

Section 13523 of the California Penal Code provides in part that, "State aid shall only be provided for training expenses of full-time regularly paid employees, as defined by the commission, of eligible agencies from cities, counties or districts". Thus, a change in the law would be required before we could legally reimburse travel and subsistence expenses for reserves. Because this year's deadline for introduction of new bills has passed, a change in the law will not be possible until next year, even if the Commission decided in favor of reimbursing travel and subsistence expenses for Level I reserves.

Training availability is the root problem. If POST could provide sufficient convenient training for Level I reserves in all areas of the State, the need for travel and subsistence expenses could largely be eliminated. It is only when reserves are required to travel unusual distances that serious complaints arise. Reimbursement of reserves would help certain agencies, but would not entirely eliminate the problem because the remoteness of some agencies would still serve as a bar to recruitment and training.

On the other hand, it is very costly to present a basic course. For this and other reasons, it is not practical or cost effective to present the regular (extended format) basic course in all the areas where Level I reserve training is needed. Furthermore, certification of sufficient courses to meet the training need on a convenient basis would create quality control problems which would be beyond existing staff's capability to manage and control.

#### Alternative Delivery Methods

Currently there exists three promising alternative methods for delivery of the training. These methods include video tape cassettes, computer assisted training and a program of study guides and tests covering the basic course. Development of a reserve training delivery program utilizing any or a combination of these alternative systems would undoubtedly be a time consuming process, which for all their promise, could not exactly replicate the basic course presented by academies. The "hands-on" training required in the regular basic course would either have to be replaced by some other form of training, or POST would have to provide the training through an alternative delivery system, such as traveling teams of instructors.

Staff is currently experimenting in the delivery of reserve training using video taped portions of a Level II reserve course. In a cooperative arrangement between Butte Center and the Plumas County Sheriff's Department (under POST certification), video tapes are being utilized to train Level II reserves. Butte Center develops the video tapes and administers the program, while the Sheriff's Department provides on-site coordination and discussion leaders. Tests used by Butte Center in the regular Level II courses are administered to the attendees, thus assuring that the same quality control that exists at Butte Center also exists in the "outreach" Level II reserve training course conducted at the Plumas County Sheriff's Department.

It should be pointed out, however, that developing "master video tape" presentations is very costly to the academy, and it may be that POST will in some way have to subvent some of the cost in order for the program to progress beyond its present pilot form. Nevertheless, this arrangement is the most promising project staff has undertaken thus far in the delivery of reserve training to remote areas.

There is also a possibility that the feasibility study of computer assisted training recently approved and funded by the Commission may provide another alternative means of delivery of reserve training. This study will not be available for approximately six months and no conclusion can be drawn until the study is completed.

The third alternative would require that study guides and tests be developed for use in remote areas. This would be a costly process and would require continuous update of the materials because of changes in the law, court decisions, etc.

#### Reimbursement Cost

Reimbursement cost is another factor which must be considered. Currently staff cannot estimate or project the cost of travel and subsistence expenses for Level I reserves, because of the many variables that exist. We do know that there is a large turnover in reserves, so even if the Commission were inclined to seek a change in the law (13523 PC) to permit reimbursement for Level I reserves, there would remain a question as to whether or not this approach would be the most cost effective means of facilitating the training.

#### Need For Additional Time

Clearly then, the issue of funding travel and subsistence expenses for reserve Level I trainees or providing some other type of convenient training is a complicated issue. The Commission should delay any decision on these issues until final legislative action is taken on AB 2078. In the interim staff will continue exploring each of the alternative delivery methods for the purpose of determining the most feasible and cost effective approach to delivery of reserve training to remote areas of the state.

## AGENDA ITEM SUMMARY SHEET

Agenda Item Title Basic Course Equivalency Evaluation and Examination Process		Meeting Date July 16-17, 1981
Bureau Field Services Bureau	Reviewed By <i>R. T. Allen</i>	Researched By Staff
Executive Director Approval	Date of Approval	Date of Report June 12, 1981
Purpose: Decision Requested <input checked="" type="checkbox"/> Information Only <input type="checkbox"/> Status Report <input type="checkbox"/> Financial Impact Yes (See Analysis per details) <input type="checkbox"/> No <input checked="" type="checkbox"/>		

In the space provided below, briefly describe the ISSUES, BACKGROUND, ANALYSIS and RECOMMENDATIONS. Use separate labeled paragraphs and include page numbers where the expanded information can be located in the report. (e. g., ISSUE Page \_\_\_\_\_).

ISSUE

The amendment of Penal Code Section 13511 has created the need to revise the POST Administrative Manual, Commission Procedure D-11 (Basic Course Equivalency Evaluation and Examination process).

BACKGROUND

POST has provided a basic training course equivalency assessment, including the Basic Course Equivalency Examination (BCEE) since January 1, 1966. The Commission now requires that an applicant for the equivalency process actually be employed as a full-time peace officer by an agency participating in the POST Program.

AB 1055, Chapter 213, in 1980 amended Penal Code Section 13511, and is operative July 1, 1981. Section 13511 provides that applicants for the equivalency assessment need only to be "under consideration for hire." The law provides that applicants be re-tested on those portions of the examination not previously passed. The law also directs that a fee shall be charged which is sufficient to cover administrative costs associated with the testing. (Refer to Attachment A, Section 13511 California Penal Code.)

The Commission presently requires that an applicant for the Basic Course Equivalency Process, including the Basic Course Equivalency Examination, be an employee of an agency that is participating in the POST Program. The agency head must complete an equivalency evaluation of the applicant's prior training on the appropriate POST forms and verify that the prior training of the applicant is equivalent to the present POST Basic Course. The agency head must then attach all supporting documentation to the appropriate POST form, i.e., transcripts, outline of classes, etc., and submit the material to POST for final review and a decision concerning the equivalency of the prior training. If the POST review verifies that the prior training is equivalent, the applicant is allowed to take the Basic Course Equivalency Examination. If the applicant fails no more than 3 of the 12 modules of the BCEE, the applicant will be allowed to remediate the modules missed. After remediation of the modules and documentation to POST from an accredited trainer that the applicant has been remediated successfully, the BCEE is deemed completed and the applicant is not required to attend the POST-Certified Basic Course.

Utilize reverse side if needed

## ANALYSIS

The amendment of Section 13511 P.C., effective July 1, 1981, requires that in those instances where persons have acquired prior equivalent peace officer training and are under consideration for hire by an agency participating in the POST program, the Commission shall provide the opportunity for testing in lieu of attendance at a basic training academy or an accredited college. This portion of the law changes the Commission's present policy that an applicant be employed and requires only that an applicant be under consideration for hire. The requirement that an applicant only be under consideration for hire is a significant change, requiring a specific Commission definition. The change will also increase the workload of POST staff, add operating costs (recoverable by fees), and place the Commission back in the local agency selection process our present policy seeks to avoid.

Development, planning, organizing, staffing, directing, and controlling the program are additional costs anticipated because of the requirements. The law requires that the Commission shall charge a fee to cover administrative costs which is sufficient to cover all the costs associated with the testing. Therefore, the costs of the program, when the total cost is known, will be paid by the applicant for the service.

The amendment of Section 13511 P.C., requires that re-testing shall be provided for and that the re-testing procedures shall be designed so that any portion which has been previously passed need not be retaken. The requirement for re-testing is a significant change and modifies present policy that a maximum of up to 3 modules may be missed and that the failed modules must be remediated.

As the preceding analysis indicates, the law requires that three major issues be addressed by the Commission at this meeting. The issues are:

- A definition of "under consideration for hire."
- The issues involved in the "re-testing" of applicants.
- The establishment of a "fee" for the process.

The law also creates the necessity to amend other portions of PAM D-11 to accommodate needed technical or format changes.

Each of these issues is discussed in the following pages.

### DEFINITION OF "UNDER CONSIDERATION FOR HIRE"

The proposed definition of "under consideration for hire" for purposes of being eligible to be administered the Basic Course Equivalency Process including the Basic Course Equivalency Examination, as authorized by Section 13511 P.C., is as follows:

An individual is under consideration for hire when POST receives a statement from an agency head attesting to the fact that the individual is currently on the employer's applicant list. An applicant list, for purposes of this definition, is a list of potential new employees that have been subject to review and screening by the agency head to ensure that they possess the agency's minimum qualifications for the position of peace officer.

The proposed definition, it is believed, takes into consideration the intent of the law that an opportunity to satisfy the basic training requirements for individuals already trained be allowed in a reasonable manner. The required review and screening for the minimum qualifications will provide POST with the necessary assurance the agency head has completed sufficient screening to be certain the individual is employable by the agency.

The agency head is responsible for screening and selecting the individual as an employee and would continue, as current procedures require, to determine that the prior training received is equivalent to the POST Basic Course.

Procedurally, the agency head, after the review and screening for the agency's minimum requirements, must then determine that the individual's previous training is equivalent to the POST Basic Course. Using the appropriate POST forms, he must attach all required supporting documentation, and must attach the individual's required application fee to the evaluation, and then provide the material to POST for processing.

#### ISSUES INVOLVED IN "RE-TESTING" INDIVIDUALS

The proposed changes in four "re-testing" areas are discussed below.

1. If the individual obtains a score of less than 70% on any of the modules, the individual will be allowed to re-test for the failed modules.

The Commission's present procedure indicates that if the BCEE applicant receives a score of less than 70% on each of three or less modules, he/she will be allowed to remediate the failed modules to satisfy the Basic Course training requirement, provided the aggregate test score is 70% or better. The applicant may remediate the failed modules, then the accredited trainer must verify to POST the remediation has been successfully completed.

Section 13511 P.C. requires that the re-testing procedures shall be designed so that any portion which has previously been passed need not be retaken. The section does not mention remediation as a requirement and does not indicate that only three portions of the test, or any other specific number may be missed. Therefore, the policy is proposed there be no requirement for remediation and there be no limit on the number of failed modules for re-tested individuals.

2. The re-test may be taken after 30 days from the original examination date, and no later than 180 days from the original examination date.

The recommendation that there be a 30 day minimum time limit before the applicant may be re-tested is offered to allow the applicant the opportunity to remediate and will allow sufficient time for the re-test process between the applicant and POST to take place. The recommendation that there be a 180 day maximum time limit by which time the applicant must have been re-tested is offered to allow the applicant sufficient time to obtain remediation, if desired. Also, the equivalency process infers that an agency head has indicated the applicant is eligible for employment and is under consideration for hire, therefore, the total process should be completed in a reasonable period of time which will allow the involved agency head to pursue hiring the applicant.

3. The individual will be allowed to be re-tested only one time on those modules of the Basic Course Equivalency Examination that were failed.

The recommendation to allow one re-test only for each applicant is based on the belief that applicants are deemed to possess equivalent basic training, are presumed to possess the knowledge contained in the basic training course, and are in the process of being hired by a law enforcement agency. It is believed that if after taking the Basic Course Equivalency Examination and failing, remediating those portions failed and taking one re-test and failing again, the applicant should be required to complete the POST-Certified Basic Course.

4. The individual in order to satisfy Regulation 1005(a), who fails modules of the Basic Course Equivalency Examination and fails to be re-tested within 180 days or fails any module of the re-test is required to satisfactorily complete a POST-certified Basic Course.

This section is offered to clarify the Commission's requirement concerning the time limit for being re-tested, the requirement that individuals be allowed to re-test one time only, and to clearly state that if the individual fails these requirements, the POST-Certified Basic Course must be satisfactorily completed.

#### FEE SCHEDULE

The proposed "fee" to be charged is as follows:

• Application and evaluation fee	\$75
• Basic Course Equivalency Examination fee	\$91
• Basic Course Equivalency Examination Re-test fee	\$91

The initial application and evaluation fee includes applicant processing, staff evaluation of equivalent documentation, staff time and materials cost required to correspond with individuals and agencies throughout the process, staff time involved in processing the fee, and administrative/supervisory time required for review and approval.

The initial Basic Course Equivalency Examination fee includes costs necessary to deliver the examination to convenient locations that are scheduled periodically, to proctor the examination, to maintain security of the examination, to return the examination and individual answer sheets to the POST headquarters, and to provide for the maintenance costs for the examination. (The maintenance of the test items contained in the examination will be closely reviewed and supervised, and will be revised on a scheduled basis).

The Re-test fee includes the same costs as are included in the Basic Course Equivalency Examination fee.

The fee for both examinations is based on actual projected costs and include personnel salary, travel, per diem, and maintenance cost. The initial projection is that there will be 300 applicants per year for the Basic Course Equivalency Examination, and for the re-test. There will be 36 examinations per year. There will be an average of eight applicants at each examination. Further evaluation of costs and actual experience will result in changes in the fee schedule.

## OTHER PAM TECHNICAL OR FORMAT CHANGES

PAM Procedure D-11 requires formal revision to accommodate the significant changes discussed above. Other related changes in specific D-11 provisions are also required. The full text of proposed changes in Procedure D-11 are shown in "ATTACHMENT B".

A detailed narrative explanation of each proposed change in Procedure D-11 is included with this report as "ATTACHMENT C".

## SUMMARY

Staff will be continuing to evaluate issues resulting from implementation of P.C. Section 13511 and if other Commission Procedures or Regulations are found necessary, appropriate reports will be made to the Commission. In the meantime, it is believed the changes in procedure described in this report will effectively address implementation of the law, and provide for administration of the Basic Course Equivalency Evaluation and testing process in a manner that meets the needs of POST law enforcement agencies and individuals.

The changes proposed in the equivalency evaluation process have not yet been communicated to law enforcement agencies. Because of the significance of some of the changes, it is believed that those agencies and individuals concerned with the basic training equivalency process should have opportunity to provide input. The Commission has previously approved the scheduling of a public hearing on this matter for October. Staff proposes that we proceed with plans for the public hearing. Even so, it is recommended that the proposed procedures be fully operative on an immediate basis.

## RECOMMENDATIONS

1. Approve revisions to PAM Procedure D-11 and direct that these revisions establish immediate interim procedures for the equivalency evaluation and testing process.
2. Set a public hearing for the October 1981 meeting (as previously approved by the Commission at the January meeting) to allow field input and to confirm these procedural changes.



Complete text of Penal Code Section 13511**§ 13511. Place of training; testing in lieu of attendance at training academy or college**

In establishing standards for training, the commission shall, so far as consistent with the purposes of this chapter, permit required training to be obtained at institutions approved by the commission.

(b) In those instances where persons have acquired prior equivalent peace officer training and are under consideration for hire by an agency participating in the POST program, the commission shall, no later than July 1, 1981, and thereafter, provide the opportunity for testing in lieu of attendance at a basic training academy or accredited college. Tests shall be constructed to verify possession of minimum knowledge and skills required by the commission as outlined in its basic course. Such tests shall be scheduled periodically in convenient locations, and an opportunity shall be provided for testing and retesting under procedural guidelines established by the commission. The retesting procedures shall be designed so that any portion which has been previously passed need not be retaken. The commission shall charge a fee to cover administrative costs which is sufficient to cover all the costs associated with the testing conducted under this subdivision.

(Added by Stats.1959, c. 1823, § 2. Amended by Stats.1980, c. 213, § 1.)

## Commission on Peace Officer Standards and Training

## POST Administrative Manual

## Commission Procdeure D-11

\*Revised:  
January 1, 1981  
July

## Training

## BASIC COURSE EQUIVALENCY EVALUATION AND EXAMINATION PROCESS

## Purpose

- \* 11-1. Establishes Guidelines: This Commission Procedure implements the guidelines for determining equivalent training for newly employed or re-employed peace officers who do not possess a POST Basic Certificate, and reserve officers to be assigned Level I responsibilities. The waiver of basic training for an already trained peace officer who has completed equivalent training is authorized by Section 1008 of the Regulations.

## Eligibility

\* 11-2. Eligibility Status:

- a. The individual must be ~~currently employed~~ under consideration for hire by the requesting agency as a full-time law enforcement officer (as defined by Regulation 1001(1) or appointed as a reserve officer to be assigned Level I duties in order to have prior training evaluated for eligibility to take the POST Basic Course Equivalency Examination (BCEE).  
During the evaluation and testing process, ~~the an~~ employed regular officer may exercise peace officer powers while participating in a POST-approved Field Training Program for a maximum of 90 days from date of employment. (See PAM, Section D-13)
- b. An individual who satisfactorily completed a POST-certified Basic Course on or after January 1, 1973, including those certified under the former 200 hour Basic Course standards, are, except as otherwise determined by the Commission, deemed to have met the current training requirement of either the regular Basic Course (PAM Section D-1), or the Specialized Basic Investigators Course (PAM, Section D-12), and no evaluation or testing is required. (Refer PAM, Section D-1 and D-12)
- c. Basic Course training completed prior to January 1, 1973, shall not be deemed to have met the basic training requirement. All such persons requesting a waiver of basic training must, through the evaluation and testing process, meet the current training requirements of PAM, Section D-1 or D-12, as appropriate to the type of agency of employment.
- d. The evaluation and testing process shall be followed in all cases when the peace officer was trained in another state and is ~~appointed under consideration for hire~~ for the first time as a California peace officer. Training completed by persons being re-employed as a California peace officer will be evaluated and tested, as determined by the Commission.

## Equivalent Training

- \* 11-3. Regular Basic Course Equivalent to Specialized Basic Investigators Course: An individual who meets the current PAM, Section D-1 training requirement is deemed by the Commission to meet the training requirement of PAM, Section D-12. However, an individual who has completed the training requirement of PAM Section D-12 must document training equivalent to the PAM, Section D-1 requirement through the evaluation and testing process.
- \* 11-4. Agency Comparison of Completed Training is a Prerequisite to POST Evaluation and Testing:
- Each equivalency evaluation request must be accompanied by the individual's application fee and a comparison which has been made by the requesting department head using POST Form 2-260 of the individual's completed training. Information provided must specify the basis upon which the equivalency is being declared and specify training that can be verified when compared to PAM, Section D-1 or D-12, as appropriate to the Basic Course training requirements for the employing agency.
  - When POST determines that the training material submitted in support of an equivalency evaluation request is equivalent to the existing basic training requirement, a Basic Course Equivalency Examination (BCEE) will be scheduled and administered by POST staff within 15 days. The department and individual will be notified of the results of the examination.
- \* 11-5. Training and Education Accepted by POST for Evaluation: POST staff will evaluate documentation of training and education, including POST-certified Reserve Courses, submitted under the provisions of Commission Regulation 1008 which may be equivalent to the training required for the Basic Course.

## Equivalency Examination

- \* 11-6. Requirement for Passing Basic Course Equivalency Examination: Each individual who takes the BCEE must pass with a minimum score of at least 70% on each of the modules in order to satisfy the Basic Course training requirement.
- If the individual receives obtains a score of less than 70% on each of three or less any of the modules, he/she the individual will be allowed to remediate re-test for the failed modules to satisfy the Basic Course training requirement, provided the aggregate test score is 70% or better.
  - ~~If the individual receives a score of less than 70% on each of four or more modules, or fails to achieve a minimum aggregate test score of at least 70%, regardless of the number of modules failed, he/she is required to satisfactorily complete a POST-certified Basic Course:~~
    - ~~If the department has a POST-approved Field Training Program, the individual, if to exercise peace officer powers, may be assigned to participate in such program for a maximum of 90 days from date of employment while making up the failed modules of the examination, or before being enrolled in a certified Basic Course (PAM, Section D-11-2a):~~
    - ~~If the department does not have a POST-approved Field Training Program, the individual does not have peace officer powers until the training requirement of the Basic Course has been satisfactorily completed:~~

D-11

July 1, 1981

- b. The re-test may be taken after 30 days from the original examination date, and no later than 180 days from the original examination date.
  - c. The individual will be allowed to be re-tested one time only on those modules of the Basic Course Equivalency Examination that were failed.
  - d. The individual, in order to satisfy Regulation 1005(a), who fails modules of the basic course equivalency examination and fails to be re-tested within 180 days or fails any module of the Re-test is required to satisfactorily complete a POST-certified Basic Course.
  - e. If the individual is employed as a full-time peace officer and the department has a POST-approved Field Training Program, the individual, in order to exercise peace officer powers, may be assigned to participate in such a program for a maximum of 90 days from date of employment prior to successful re-testing of failed modules of the examination or before being enrolled in a certified Basic Course. (PAM, Section D-11-2a).
- ~~\* 11-7. -- Remediation of failed modules: -- An individual who receives a score of less than 70% on each of three or fewer modules of the BCEE must satisfactorily complete these modules at a POST-certified Basic Academy, or at any institution approved by the Commission, prior to exercising peace officer powers. -- The department head has the discretion of requiring the individual to satisfactorily complete a full, certified Basic Course in lieu of making up the failed modules.~~

#### Fee Schedule

- \* 11-7. Basic Course Equivalency Examination and Re-test Fee Schedule: Penal Code Section 13511 requires that the Commission charge a fee to cover administrative costs which is sufficient to cover all costs associated with the testing conducted under this subdivision. The fee schedule is as follows:
- a) application and evaluation fee - \$75.00;
  - b) Basic Course Equivalency Examination fee - \$91.00;
  - c) Basic Course Equivalency Examination Re-examination fee - \$91.00.

NARRATIVE  
Revision of PAM D-11

This section specifically details sequentially all initial proposed changes in PAM D-11. The section restates some information discussed under the major issues which is included to fully describe the revisions and to offer rationale for the proposals in D-11.

POST Administrative Manual D-11-2(a) presently states in part, "the individual must be currently employed by the requesting agency," etc. Section 13511 P.C. requires that the wording be modified to state in part, "the individual must be under consideration for hire by the requesting agency," etc.

The proposal is a word change only.

POST Administrative Manual D-11-2(d), presently states in part, "the peace officer was trained in another state and is appointed," etc. Section 13511 P.C. requires that the wording be modified to state in part, "the peace officer was trained in another state and is under consideration for hire," etc.

The proposal is a word change only.

POST Administrative Manual D-11-4(a), presently states in part, "each equivalency evaluation request must be accompanied by a comparison which has been made by the requesting department using POST Form 2-260," etc. Section 13511 P.C. requires that a fee be charged to cover costs of the program which requires that the wording be modified to state in part, "each equivalency evaluation request must be accompanied by the individual's application fee and a comparison which has been made by the requesting department, using POST Form 2-260," etc.

The proposal is to add the statement "the individual's application fee and."

POST Administrative Manual D-11-6(a), presently states in part, "if the individual receives a score of less than 70% on each of three or less modules, he/she will be allowed to remediate the failed modules to satisfy the Basic Course training requirement, provided the aggregate test score is 70% or better." Section 13511 P.C. requires that the re-testing procedures shall be designed so that any portion which has previously been passed need not be retaken. The section does not mention remediation as a requirement. Section 13511 requires that the wording be modified to state in part, "if the individual obtains a score of less than 70% on any of the modules, the individual will be allowed to re-test for the failed modules to satisfy the Basic Course training requirement period."

The proposal is to make the following technical changes: To change the word "receives" to "obtains" to eliminate "each of three or less" - the law does not indicate that only three modules may be missed. Therefore, "any of the" replaces each of "three or less"; to eliminate "he/she" and replace with "the individual," - a technical change to be consistent with other language; to eliminate the word "remediate" and replace it with "re-test for"; and to eliminate "provide the aggregate test score is 70% or better," - the law requires that the test be passed in portions or modules not as an aggregate.

POST Administrative Manual D-11-6(b), presently states in part, "if the individual receives a score of less than 70% on each of four or more modules, etc., and continues through D-11-6(b)(1) and (2)." Section 13511 P.C. requires that the wording in D-11-6(b) be eliminated because the section is no longer applicable. The applicant need not take the re-test on any portion of the test that has previously been passed. Section D-11-6(b)(1) is deleted from its present location and relocated under Section D-11-6(d) with some minor technical modification. Section D-11-6(b)(2) is deleted from its present location and, in part, included under Section D-11-6(d) with some minor technical modification.

The proposal is to eliminate this section, reword part of the section, and relocate under Section D-1-6(d).

POST Administrative Manual D-11-6(b) (revised) as proposed states, "the re-test may be taken after 30 days from the original date, and no later than 180 days from the original examination date." The recommendation that there be a 30 day minimum time limit before the applicant may be re-tested is offered to allow the applicant the opportunity to remediate and will allow sufficient time for the re-test process between the applicant and POST to take place. The recommendation that there be a 180 day maximum time limit by which time the applicant must have been re-tested is offered to allow the applicant sufficient time to obtain remediation, if desired. Also, the equivalency process infers that an agency head has indicated the applicant is eligible for employment and is under consideration for hire. Therefore, the total process should be completed in a reasonable period of time which will allow the involved agency head to pursue hiring the applicant.

The proposal is to determine a minimum of 30 days and a maximum of 180 days the Commission will allow for each applicant being administered the Basic Course Equivalency Re-test.

POST Administrative Manual D-11-6(c) (revised) as proposed states, "the individual will be allowed to be re-tested on those portions of the Basic Course Equivalency Examination that were failed, one time only." The recommendation to allow one re-test only for each applicant is based on the belief that applicants possess equivalent basic training, are presumed to possess the knowledge contained in the POST Basic Training Course, and are in the process of being hired by a law enforcement agency. It is believed that if after taking the Basic Course Equivalency Examination and failing, remediating those portions failed, and taking a re-test and failing, the applicant should be required to complete the POST-certified Basic Course.

The proposal is to allow the applicant one re-test only after failing portions of the Basic Course Equivalency Examination.

POST Administrative Manual D-11-6(d) is a new section and includes portions of old D-11-7 that is deleted. The section as proposed states, "the individual, in order to satisfy Regulation 1005(a), who fails portions of the Basic Course Equivalency Examination and fails to be re-tested within 180 days or fails any portion of the re-test is required to satisfactorily complete a POST-certified Basic Course."

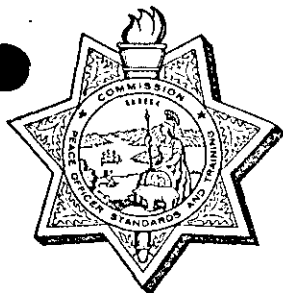
The purpose of this section is to clarify the Commission's requirement concerning the time limit for being re-tested, the requirement that individual's be allowed to re-test one time only, and to clearly state that if the individual fails these requirements, the POST-certified Basic Course must be satisfactorily completed.

POST Administrative Manual D-11-6(e) as proposed states, "if the individual is employed as a full-time peace officer and the department has a POST-approved Field Training Program, the individual, in order to exercise peace officer powers, may be assigned to participate in such a program for a maximum of 90 days from date of employment while making up the failed modules of the examination or before being enrolled in a certified Basic Course." (PAM, Section D-11-2(a)). This section replaces portions of the present D-11-6(b)(1) and (2). This section is in the procedure to accommodate individuals that are hired prior to the agency's request for the Basic Course equivalency process, to notify the agency head of the requirements in Section 832.3 P.C., and to clarify that the 90 day period the employee may participate in the Field Training Program now includes taking the re-test on the failed modules of the Basic Course Equivalency Examination.

The purpose of this section is to notify the agency head of the 90 day time limit for successful re-testing of the failed modules of the Basic Course Equivalency Examination in order for the employed individual to exercise peace officer powers while participating in a POST-approved Field Training Program.

POST Administrative Manual D-11-7 presently discusses remediation of failed modules, the passing score, the number of modules that can be missed, and satisfactory completion of the Basic Course. Appropriate portions of this section are included in the proposed new Section D-11-6(d). This section is totally revised because, as previously mentioned, remediation is not required by law and the law does not indicate that only three, or any other specific number of modules, can be failed and then re-tested. Section 13511 P.C. requires that the Commission shall charge a fee to cover administrative costs which is sufficient to cover all the costs associated with the testing conducted under this subdivision. The new D-11-7 describes the fee schedule. The cost to the Commission for the evaluation, review, and administrative processing of the application initially is \$75 per applicant. The cost to the Commission for administering the Basic Course Equivalency Examination initially is \$91 per applicant. The cost to the Commission for administering the Basic Course Equivalency Re-test initially is \$91 per applicant.

The purpose of the section is to identify the initial fees for the Basic Course Equivalency Evaluation and for the Examinations.



COMMISSION ON PEACE OFFICER STANDARDS AND TRAINING

7100 BOWLING DRIVE, SUITE 250  
SACRAMENTO, CALIFORNIA 95823

POST ADVISORY COMMITTEE MEETING  
July 15, 1981  
The Bahia Motor Hotel, San Diego, CA

M I N U T E S

CALL TO ORDER

The meeting was called to order at 10:15 a.m. by Chairperson Ayres; a quorum was present.

ROLL CALL OF THE ADVISORY COMMITTEE MEMBERS

Roll was called:

Present were: Barbara Ayres, Larry Watkins, Dr. Robert Coombs, Michael Gonzales, Joseph McKeown, C. Alex Pantaleoni, Arnold Schmeling, J. Winston Silva, George Tielsch

Absent were: Wayne Caldwell, Edwin Meese, Robert Wasserman

POST Staff Present: Don Beauchamp, Donald Moura, Brooks Wilson, Rachel Fuentes

APPROVAL OF PREVIOUS MINUTES

MOTION - Pantaleoni, second - Schmeling, carried unanimously for approval of the March 12, 1981 minutes as written.

EXECUTIVE PROGRESS REPORT

Don Beauchamp, Assistant to Executive Director, reported that the Executive Director was not able to be present due to illness. Beauchamp reported that during the last three weeks, the Executive Director has been visiting the Arizona and New Mexico police academies as part of his plan and effort to familiarize himself as to what is happening in other states. Earlier this year, visits to the POST equivalents in Oregon, Washington, and Utah were made. The Executive Director will comment on his trip at the Commission meeting. Beauchamp briefed the Advisory Committee on the continuation of the POST reorganization process begun by the Executive Director last year. Through a Personnel Board action, two new positions have been created. They are Deputy Executive Director position (Career Executive Assignment III) and the Assistant to Executive Director (CEA I). Glen Fine, formerly Chief of Training Program



Services, has been appointed Deputy Executive Director. Glen will have responsibility for day-to-day line activities of POST and will coordinate the efforts of the seven bureaus through the Bureau Chiefs. Don Beauchamp, the POST Legislative Coordinator for the past three years, has been appointed to fill the Assistant to Executive Director position. Don will continue to serve our legislative needs and additionally will assume the responsibility for the coordination of special projects conducted out of the Executive Office. The Special Projects Unit consists of Brooks Wilson and Hal Snow, who was promoted to Bureau Chief. Ted Morton was appointed Chief of the Training Program Services replacing Glen Fine. The Committee was also informed that POST hired five new consultants. They are: Michael DiMiceli (formerly Chief of Police in Vail, Colorado, and full-time management consultant with Arthur Young and Company); Donald Moura, a former Pleasanton police officer and chairman of the Division of Administration of Justice at Delta College; Holly Mitchem, Research Training Coordinator for the Vacaville Police Department; Doug Thomas, Sheriff of Plumas County and Everitt Johnson, Sergeant of the Los Angeles County Sheriff's Office. With the reorganization and the hiring of the new consultants that have taken place, the reorganization process is about completed.

#### PROFESSIONALIZATION COORDINATING COMMITTEE ACTIVITIES

Brooks Wilson of POST staff advised the Advisory Committee that work is proceeding on the Professionalization Symposium issues with several items on the agenda for the July 16 Commission meeting. He gave a brief background of the Symposium on Professional Issues in Law Enforcement which was hosted by POST, PORAC and CPOA in October 1980. As a result of this, there were a number of issues that were identified which need to be addressed in order for California law enforcement to advance toward professionalization. A report was prepared as a result of the Symposium and the Commission agreed to host a number of follow-up seminars throughout the state to address the identified issues. A Professionalization Coordinating Committee was appointed to coordinate these activities. This is a 16 person group consisting of five members from CPOA; five members from PORAC and six members from the Long Range Planning Committee who are also on the Commission.

Six task forces were established to assist the Committee with their work. Of the six task forces, recommendations from four have been submitted and approved by the Coordinating Committee. They are:

1. Task Force on Licensing/Enhanced Certification
2. Task Force on Continuing Education and Training, Group II  
(Increased Executive Training)
3. Task Force on New Organizational Concepts
4. Task Force on Education and Training (Pre-Employment Training and Education)

A fifth Task Force on Retention Strategies has completed their work and generated a number of recommendations for the Coordinating Committee to consider. These recommendations will be presented to the Commission with the suggestion that

they refer them to the Commission Long Range Planning Committee. The Coordinating Committee will meet again in early September at which time they will hear the recommendations from the sixth Task Force which is addressing Additional Training and Educational Requirements for Supervisors and Managers.

Wilson explained and discussed with the Committee the various recommendations proposed (see Attachment A).

1. Task Force on New Organizational Concepts

The purpose of this task force is to develop position papers and strategies for implementing consolidation, regionalization, more efficient use of nonsworn personnel, regional selection procedures, and new career ladders.

Wilson explained that this recommendation is the most controversial of the recommendations. They are recommending for the future that we take a look at the possibility of regional delivery of police services and that there be a statewide organization of law enforcement that is administered regionally. This recommendation has been referred back to the Coordinating Committee with the suggestion that they refer it back to professional associations, such as the League of California Cities, CPOA, County Supervisors, the Legislature, or other appropriate groups to see if there is any interest in addressing this drastic change in California law enforcement.

2. Task Force on Continuing Education and Training, Group II (Increased Executive Training)

The purpose of this task force is to develop suggested increased executive training.

Recommendation 1 was discussed with Wilson explaining that this is not necessarily POST's position on this subject. He stated that POST will act as a clearinghouse for information on this subject for Chiefs and Sheriffs who desire to receive this service.

Recommendation 2 and 3 - no comments.

Recommendation 4 was discussed. Wilson reported that the staff analysis is recommending this concept be approved except the outside one-on-one on-site counseling program, a program POST could not afford to fund.

Recommendation 5 was discussed and Watkins asked how we are going to provide this. Wilson stated that POST is going to explore the costs and capability for doing this.

Recommendation 6 - Wilson told the Committee that this recommendation did not come out of the task force but rather directly from the Coordinating Committee.

### 3. Task Force on Education and Training

The purpose of this task force is to develop suggested Regulation changes, etc., to increase pre-employment training in conjunction with improving the relevance/quality of such training, and to standardize career entry paths.

Recommendations 1, 2, and 3 - no comments.

Recommendation 4. McKeown and Pantaleoni discussed problems with this concept and the Committee agreed that this recommendation is not ready to go to the Commission. It was recommended that POST and others work with representatives of preservice programs, agency- and college-based academies, user agencies, and the Chancellor's Office to develop an AA degree program which integrates the Basic Course and the degree.

Recommendations 5 through 11 - no comments.

### 4. Task Force on Licensing/Enhanced Certification

The purpose of this task force is to develop for Commission consideration, legislation or PAM changes directed to the licensing of police officers, or to initiate PAM changes which would upgrade the Basic Certificate to license status. Increased training and minimum selection standards are to be considered as part of the legislation or regulation changes.

Recommendations 1 through 9 - Wilson discussed and commented on these with the committee.

### 5. Task Force on Retention Strategies

The purpose of this task force is to develop position papers and strategy for improving retention of quality police personnel in the California law enforcement community.

Wilson reported that the Task Force developed a report analyzing attrition rates in California law enforcement agencies along with general causes and remedies. This report generated four recommendations supported by the Coordinating Committee. An additional recommendation made by the Committee was that the report be accepted by the Commission for publication and distribution.

Advisory Committee members requested that a list of members who are on the different task forces be furnished to them. Wilson will forward this information in the near future.

### TRAINING NEEDS ASSESSMENT REPORT

Wilson briefed the Committee on the Training Needs Assessment Final Report and explained some of the issues addressed. He commented on the Executive Summary of the report on page 5. He further commented on other sections of the report

and encouraged the members to read this report and follow up as the issues are addressed at the Commission.

#### BASIC ACADEMY UPDATE

Don Moura reported on the Basic Academy Update Consortium activities and informed the Committee that we have an outstanding Basic Course Academy Program in the State of California. He explained that the Basic Course Consortium is a group of academy directors or coordinators selected to address the issues involving the Basic Course such as curriculum revisions, quality considerations and presentation problems. Moura distributed a Basic Course Maintenance Project Activities report to the members and gave a brief presentation (see Attachment B). He also distributed the minutes of the Basic Course Consortium meeting held on June 17-18 in Los Angeles (see Attachment C) and explained a few highlights of the meeting. Moura explained that POST's goals and objectives for 81-82 will include updating the Basic Course Performance Objective Manual, updating one unit guide each quarter, and updating the Basic Course Management Guides. POST will also continue to call Consortium meetings several times a year, and conduct our Basic Course Instructor Update Programs on a regular basis.

#### LEGISLATIVE UPDATE

Don Beauchamp gave a brief status report on the active bills that POST is following. See Attachment D.

#### PROPOSED DATES AND LOCATIONS OF FUTURE MEETINGS

Chairperson Ayres advised the members that the next Advisory Committee meeting will be held in the Bay Area on October 8-9, 1981. After discussion, it was decided to have the meeting at the Hillside Inn in San Mateo. Our December meeting is scheduled for December 17-18 in Orange County. Staff will seek an appropriate location and confirm with the Chairperson.

#### OLD BUSINESS/NEW BUSINESS

1. Chairperson Ayres read a letter received from Herb Ellingwood dated April 11, 1981 advising her that he has resigned because of his appointment to the White House staff.
2. Advisory Committee Minutes

Wilson asked the Advisory Committee members regarding the timing of the minutes and if they needed two copies for their files. After discussion, it was agreed that the minutes should be sent to the members as soon as possible after the meeting and that one copy of the minutes would be sufficient.

3. Advisory Committee's Role

Concern was expressed by the Advisory Committee members as to what is exactly the role and function of the group. After much discussion, it

was the consensus of the Committee that the Advisory Committee members are not being advised appropriately as to what is going on so that they can notify their association and constituents as to what is happening and also to obtain some input from them.

It was agreed that Chairperson Ayres will have an informal discussion with the Executive Director at the July 16 Commission meeting regarding the role of the Advisory Committee.

#### 4. Advisory Committee Vacancies

The Committee discussed the vacancies in the Advisory Committee and the policy regarding the filling of these vacancies. Beauchamp stated that the members are appointed by the Commission. Members representing an association or agency are nominated by the association or agency and the public members are nominated by the Commission.

Chairman Trives has nominated two public members to fill the existing vacancies. They are:

Ms. Mimi Silbert, Executive Director of the Delancy Street Foundation, a private, non-profit rehabilitation center in San Francisco; also a former training consultant for the San Francisco Police Department, recommended by C.A.D.A.

Ms. Alice Lytle, Secretary, State and Consumer Services Agency, and Chairperson of the Governor's Task Force on Civil Rights, nominated by the Chairman.

The appointment of Sheriff Richard Pacileo to the POST Commission created a vacancy for the California Sheriffs' Association representative on the Advisory Committee. A letter has been received from the Sheriffs' Association nominating Ben Clark, Sheriff of Riverside County, as the replacement.

The Commission will take action at the July 16 Commission meeting to fill these vacancies.

#### REPORTS FROM MEMBERS OF THE COMMITTEE

Chairperson Ayres - (WPOA) Chairperson Ayres reported that WPOA's will have a Board meeting on Friday, July 17 and an all day training session on Saturday, July 18 at the Ambassador Inn in West Covina.

Vice-Chairman Watkins - (CHP) Vice-Chairman Watkins reported that Chief Tielsch has a letter from the area CHP Chief regarding motorcycle training. CHP worked with POST about eight months ago under a grant to help in traffic safety and tried to set up a Southern California motorcycle training academy. He stated the CHP motorcycle training backlog is four years for allied agencies at their academy. CHP had some funds to expand their course so they had the funds diverted to Sacramento to hire additional motorcycle mechanics which will allow them to expand their staff to pick up 90 more allied agency officers per year. A lot of the problems have been created by the Office of Traffic Safety giving grants to

Local agencies to buy motorcycles without providing the necessary training.

Committee Member Coombs - (Public) Dr. Coombs reported that this is his last meeting and he appreciated very much the chance to get acquainted with the members.

Committee Member McKeown - (CADA) Mr. McKeown stated that Alex Pantaleoni has been elected Chairman of the Academy Directors; the Vice-Chairman is Morris Hickerson of Alameda County Sheriff's Department; Secretary-Treasurer is Bob Blanchard of Santa Rosa College. They are busy working on changes in the Basic Course that Don Moura just gave a report on, and also their concern with the proliferation of the academies.

Committee Member Schmeling - (COPS) Mr. Schmeling had nothing to report.

Committee Member Tielsch - (CPCA) Chief Tielsch had nothing to report.

Committee Member Gonzales - (CAPTO) Sergeant Gonzales reported that it came out in two publications that the CAPTO Conference will be held at the Holiday Inn in Los Angeles on October 14-16, 1981. This is in error. It will be held at the Holiday Inn in Ventura. He requested that the POST Scripts be corrected. Also, the new State President of CAPTO is Commander Mike Sorge of Sacramento.

Committee Member Silva - (Community Colleges) Mr. Silva reported that the Chancellor's Office is beginning to devise its 5-year plan for the 1982-87 fiscal years. He commented that he received some good information from Wilson's report on the Task Forces and he will try to incorporate some of the suggestions into the 5-year plan.

Committee Member Pantaleoni - (CAAJE) Pantaleoni reported that they had their Annual Conference in Fresno on April 23-25. He stated this was a good successful conference and was one of the best they have had in the last five years. The next Annual Conference will be held in San Jose the third week of April 1982.

#### ADJOURNMENT

There being no further business, the meeting was adjourned at 3:15 p.m.



Rachel Fuentes  
Secretary

Attachments

## Attachment "A"

### RECOMMENDATIONS OF PROFESSIONALIZATION COORDINATING COMMITTEE

As a result of the "Symposium on Professional Issues in Law Enforcement" hosted in October, 1980, by POST, CPOA and PORAC, a steering committee, entitled "Professionalization Coordinating Committee" was appointed to address the professionalization issues identified.

Six task forces were established by the Professionalization Coordinating Committee to assist them in their work. All of the task forces have met several times and five of them have submitted a list of recommendations. Listed below are those recommendations which have been accepted (with some modification) by the Professionalization Coordinating Committee and referred to the policy making bodies of POST, PORAC and CPOA for review.

In reviewing them, please keep in mind that they are in a review process and may or may not emerge in their present form as actions or statements that are endorsed by the three groups (PORAC, POST, CPOA).

The task forces which have reported, along with their purpose and recommendations are:

#### TASK FORCE ON NEW ORGANIZATIONAL CONCEPTS

Purpose: To develop position papers and strategies for implementing consolidation, regionalization, more efficient use of nonsworn personnel, regional selection procedures, and new career ladders.

Recommendations are directed to Phase I - New Organizational Concepts.

##### Coordinating Committee Recommendation #1

Consolidate police services in California so as to form a system in which the state is divided into geographic areas, each served by a locally managed police force; all of the forces by law comprising the statewide system.

#### TASK FORCE ON CONTINUING EDUCATION AND TRAINING

##### Group II - Increased Executive Training

Purpose: To develop suggested increased executive training.

##### Recommendation #1

POST should provide a comprehensive Executive Profile Assessment - a comprehensive assessment of the chief executive's strengths, weaknesses, management styles, and aptitude by a variety of examinations and analysis by experts.

##### Recommendation #2

Mandate the Executive Development course for all chiefs and sheriffs appointed after the effective date to an agency in the Regular or Specialized Program.

Modify the course to include an assessment center and increase instructional allowances to attract the most qualified instructors.

##### Recommendation #3

Expand the executive series of courses. Direct content to contemporary needs,

continuing executive careers, and various agency sizes. Courses should be affiliated with a college or university for credits. The course should be organized to minimize travel. POST should provide a certificate upon completion of the series which include:

- a. basic core
- b. contemporary issues
- c. electives

Recommendation #4

Provide a program of Executive Resources which includes:

- a. Expansion of POST management counseling services to include a cadre of resource personnel to assist executives on-site with specific or general needs.
- b. Expansion of the Field Management Training to provide more than five days per training session.
- c. Maintenance by POST of a list of exemplary projects to include:
  1. organizational design
  2. facilities
  3. data processing
  4. communications systems
  5. vehicle fleet maintenance procedures
  6. technology transfers

Recommendation #5

POST should provide and maintain a quarterly digest of excellent management articles, and a video/audio tape management series.

Recommendation #6

Explore the feasibility of establishing a "police college" for supervision, management, and executive education and training.

TASK FORCE ON EDUCATION AND TRAINING

Purpose: To develop suggested Regulations change or other strategy to increase pre-employment training in conjunction with improving the relevance/quality of such training, and to standardize career entry paths.

Recommendation #1

The current dual entry pattern for entry into law enforcement should be continued (hire - then train, or hire those already trained).

Pre-employment training should be encouraged but pre-employment students should be screened to minimize the possibility of undesirable or obviously unqualified students attending basic courses.



Recommendation #2

Basic academy screening should consist of reading/writing tests, physical agility examination to determine the student's ability to participate in physical training activities, fingerprint check to determine felony conviction, counseling about standards and working conditions, and formalized documentation of this screening to minimize redundancy with agency screening. Any legislation required to facilitate this process should be supported by POST, CPOA, and PORAC.

Recommendation #3

The same standards of quality and content control should be applied to extended format presentations that are applied to intensive format presentations.

Recommendation #4

Prior to 1987, an AA degree curriculum should be restructured to totally include or integrate the POST-approved Basic Course with the objective that the requirements of an AA degree, or its equivalent, be met upon graduation from the basic academy and prior to employment as a peace officer.

Recommendation #5

A limit of three years should be established within which a preservice student must be employed. After that, the equivalence testing process must be invoked.

Recommendation #6

POST should modify its records system to measure current and future levels of pre-employment training and retention.

Recommendation #7

Communicate to the community colleges with AJ degree programs about the concern for lack of relevance in the community college AJ program and recommend that they adhere to the core curriculum developed through the Chancellor's Office, California Community Colleges.

Recommendation #8

That POST's regulations be amended to require an Associate degree or 60 semester units (with 40 units in general education) for the intermediate certificate and Baccalaureate degree for the advanced certificate along with experiential requirements.

Recommendation #9

An active advisory committee be utilized for all AJ degree programs.

Recommendation #10

POST should mandate a field training program with the following characteristics:

- a. The FT program should be required for all newly employed officers and lateral transfers as part of the agency certification requirements.

- b. The requirement should be "prior to field assignment," rather than "immediately following basic."
- c. The program should be closely related or integrated into the Basic Course, should be performance objective-orientated rather than time related, and that POST should update, distribute, and maintain a field training guide for that purpose.

Recommendation #11

POST should eliminate the six-unit requirement as a condition of employment.

TASK FORCE ON LICENSING/ENHANCED CERTIFICATION

Purpose: To develop for Commission consideration, legislation or PAM change directed to the licensing of police officers, or PAM change which would upgrade the Basic Certificate to license status. Increased training and minimum selection standards to be considered as part of the legislation or regulations change.

This task force is recommending the joint introductions of proposed legislation which:

1. Establishes the Basic Certificate as a license to practice peace officer.
  - a. Grandfathering - Commission sets regulations
  - b. All full time peace officers in 830 et. seq.
  - c. Effective January 1982
  - d. Required 18 mos after employment (832.4 PC)
2. Expands requirements
  - a. Subject matter testing
  - b. Equivalent testing
  - c. Grounds for denial
3. Extends reimbursement to all full time peace officers
4. Requires subject matter examination
  - a. Defines subject matter examination
  - b. Includes job knowledge and skills
  - c. Measures all job knowledge and skills required in basic course
5. Requires both POST and local standards be met and endorsement by employing agency to obtain Basic Certificate.
6. Provides for revocation
  - a. Commission of felony
  - b. Fraud on application
  - c. Same grounds for refusal to issue
7. Requires requalification after 3 years break in service.
8. Authorizes Commission to obtain background information.
9. Makes misuse of certificate misdemeanors.

TASK FORCE ON RETENTION STRATEGIES

Purpose: To develop position papers and strategy for improving retention of quality police personnel in the California law enforcement community for increasing lateral mobility.

Recommendation #1

It is recommended that POST assume responsibility for gathering attrition data from local agencies on an ongoing basis for the purpose of monitoring police attrition. This information should be disseminated to all agencies annually.

Recommendation #2

It is recommended that POST develop a regionalized concept of written testing and physical agility and the development of an eligible list should be explored and implemented. Such lists should be utilized in association with Qualification Appraisal Panels of individual agencies.

Recommendation #3

It was strongly recommended that POST establish, as a minimum standard, the requirements and appropriate minimum passing level for reading and writing tests developed by POST.

Recommendation #4

It is recommended that Lateral Mobility should not specifically be encouraged or discouraged, but should be open as an option for individual agencies. POST, in connection with its study of attritional data, should analyze lateral mobility through its computerized data bank to determine its implications and impact over the next ten years.

Activities

<u>Update Functions</u>	<u>Subject Matter Experts</u>	<u>Instructor Update Seminars</u>	<u>Basic Course Consortium &amp; Committees</u>	<u>POST Staff</u>	<u>POST Commission</u>	<u>Current Issues</u>
Performance Objectives	X	X	X	X(a,b)	X	1. Validity of Proficiency Exam
Unit Guides	X	X	X	X		2. Success Criteria Standards
Management Guide			X	X(a)		3. Remediation Standards
Academy Test Items	X	X	X	X(b)		4. Extended Format
Academy Instructors		X	X	X		5. Student Tracking (computerization)
Academy Directors			X	X(a,b)		6. Pre-Screening Standards and Testing
Presentation Problems			X	X(a)		7. Licensing
Certification Guidelines			X	X(a)	X	8. Repository of Academy Test Questions
Historical File on Perf. Object's				X		9.
Materials Storage				X		10.

a - Coordination with Training Delivery Services  
 b - Coordination with Standards Validation Services

COMMISSION ON PEACE OFFICER STANDARDS AND TRAINING

Basic Course Consortium Meeting  
June 17-18, 1981 - Los Angeles, California

Meeting Minutes

Present:

Dave Allan, Attorney General's Office	Lonnie Beard, Sacramento SD
Dale Anderson, Attorney General's Office	Ed Doonan, Sacramento SD
Norm Cleaver, Golden West College	Alex Pantaleoni, Rio Hondo College
Jim McArthur, Oakland PD	Dave Hillman, Dept. of Forestry
Norm Norment, Santa Clara CJTC	Don Carlson, San Francisco PD
Bill Carlson, CHP	Mike O'Kane, Sacramento PD
Denzil Verardo, Parks & Recreation	Morris Hickerson, Alameda SD
Phil Pounders, San Bernardino SD	Russ Kinderman, Los Angeles PD
Bob Weaver, Rio Hondo College	Larry Roskens, Modesto RCJTC
John Metcalf, Rio Hondo College	Jack McArthur, Modesto RCJTC
Robert Kristic, College of the Redwoods	Fred Allen, Butte Center
Gary Kunc1, Allan Hancock College	Don Spencer, CHP
Chuck Conaway, Orange SD	Dave Parker, College of Sequoias
Archie Sherman, Bakersfield College	Neal Allbee, San Jose City College
Gary Miller, Gavilan College	Les Clark, Sacramento Center
Hal Snow, POST	Gene Rhodes, POST
Fred Williams, POST	Bob Sadler, POST
Nancy Applegate, POST	William Hotchkiss, San Diego
Donald Moura, San Joaquin Delta College	Sheriff's Training Academy
Kim Garthwaite, Riverside Sheriff's Department	

Wednesday, June 17, 1981

- I. General Session - Included welcome, introductions, housekeeping, explanation of committee structure and agenda, and an update on Basic Course activities since the previous meeting.
- II. Committee Meetings - The remainder of the day was devoted to standing and ad hoc committee meetings.

Thursday, June 18, 1981

- I. Presentation by Dave Allan and Dale Anderson on the California Peace Officers' Legal Source Book.

Allan and Anderson, of the Attorney General's Special Projects Unit, presented the Attorney General's planned Legal Source Book which will index and synopsise California criminal law and case decisions affecting police procedures. It is planned that this convenient reference will be made available to every peace officer and at cost to every academy recruit. Action on the Attorney General's request for endorsement was deferred to committee reports.

II. Presentation by Dr. John Kohls, POST on POST Physical Performance Testing Project.

Kohls outlined the purpose and history of this project. A physical performance test is being developed to be used as pre-screening to basic academies. At the present time it is planned to leave cut-off scores to local academies. There was much agreement to the position that POST should establish minimum cut off scores. Kohls cited the problems for POST to establish cut off scores including the necessity to have incumbent standards. It may be possible to have guidelines or multiple cut off scores depending on local conditions.

Recommendation: That the final results of the study be reviewed with the Consortium at its next meeting with a view toward determining the feasibility of establishing variable standards or guidelines.

III. Committee Reports - The following recommendations were approved by the Consortium:

A. Testing - Chairman Phil Pounders

POST Proficiency Test - John Kohls presented an example of a revised computer printout on the POST Proficiency Test results. The revised printout will be much more detailed and identify particular performance objectives that students score above and below the statewide mean. The revised printout will be available sometime after October 1981.

Recommendation: POST take responsibility for cleaning up and updating the test items used in the Proficiency Test.

Recommendation: Approve the revised computer printout on the POST Proficiency Test results with the addition to list the P.O's tested for each test.

Recommendation: That (1) academy students be instructed to place their name and social security numbers on the exam's answer sheet, (2) exam proctor's instructions be revised so as to be silent on the exam's purpose, and (3) POST prepare and distribute a statement on the exam's purpose for optional use by academy directors.

Recommendation: Regarding the POST Proficiency Test administration, academies should (1) schedule test dates as soon as possible in developing an academy schedule, (2) schedule the test dates during the last week but preferably not the last day, (3) advise the POST Standards and Evaluation Services Bureau as to the number of test takers and the physical layout so that an adequate number of proctors can be assigned.

## Academy Test Pool Questions

Recommendation: POST sponsor a seminar in test question development for academy staff and subsequently request each academy to furnish POST with model questions in designated functional areas. These questions are to be used in the Proficiency Test and added to the pool of academy questions.

Basic Course Equivalency Exam - This item was considered by the Testing Committee and Consortium although not on the agenda.

Recommendation: That the Consortium is strongly opposed to the use of a paper and pencil exam as the only means to test for skills and knowledge; performance exams are absolutely vital to test for critical manipulative skills; and the passing score on the BCEE should be consistent with the current Basic Course.

### B. Success Criteria Committee - Chairman Bob Kristic

There was extensive discussion on various alternatives for changing POST's current success criteria but no agreement could be reached.

Recommendation: No change be made in the Basic Course Success Criteria and that POST conduct pilot studies of testing alternatives in selected academies.

### C. Curriculum Committee - Chairman Alex Pantaleoni

Recommendation: Endorse the concept of the Peace Officers' Legal Source Book being proposed by the Attorney General's Office.

Recommendation: Approve the proposed policy and procedure as amended for changing the Basic Course performance objectives. (See Attachment A)

Recommendation: Approve the Basic Course Performance Objective Historical File as amended. (See Attachment B)

Recommendation: Approve with modifications the recommended changes to the report writing performance objectives arising from the Report Writing Instructors Seminar. (See Attachment C)

Recommendation: POST should bring together a group of subject matter experts to review the training requirements of CVC 40600 and its relationship to the Basic Course.

Recommendation: Refer proposed revisions to Unit Guide #17 (Search and Seizure) to a group of subject matter experts.

D. Pre-Screening Committee - Chairman Arch Sherman

Recommendation: Endorse in concept the Education and Training Task Force (Symposium) recommendations related to academy pre-screening with the proviso that pre-screening applies to all basic students. There is need for further study of these issues by the Committee.

Recommendation: There is no need for preferential enrollment for reserve peace officers under P.C. 832.3(c) - Preferential Enrollment.

E. Instructional Committee - Chairman Dave Parker

Recommendation: Approve the recommendations as amended arising out of the Report Writing Instructors Seminar (See attachment D).

Recommendation: POST continue offering Basic Course instructor update seminars with a suggested prioritization of subject areas--Firearms, Defensive Tactics, Criminal Law, and Physical Training.

Recommendation: POST should offer a seminar to bring appropriate academy staff together to share computer technology and programs with pre-distribution of appropriate information.

Recommendation: POST should solicit from academies copies of scenarios and checksheets. These should be categorized, assembled into a document, and distributed to academies as "samples". It was felt there was no need at this time to develop standardized scenarios or checksheets.

Recommendation: Approve the proposed amendments to the proposed police licensing legislation, including the added requirement applicants must complete the Basic Course (See attachment E).

Recommendation: POST re-evaluate the tuition for driver training in the Basic Course prior to the 1982-83 Budget Year.

F. Remediation Standards - Chairman Fred Allen

Recommendation: POST should request each academy to submit a tentative policy on remediation that is consistent with the tentative outline on attachment F. A survey questionnaire should accompany the request. These results should be returned to the Committee for further consideration.

IV. MEETING CRITIQUE

Most supported the use of committees but many felt the agendas were too full. Some suggested the need for more time devoted to General Sessions.



List of Attachments:

- A. Proposed Policy/Procedure for Changing Basic Course Performance Objectives.
- B. Basic Course Performance Objective Historical File.
- C. Recommended Changes to Report Writings Performance Objectives.
- D. Recommendations from Report Writing Instructor's Seminar.
- E. Recommended Amendments to Police Licensing Legislation.
- F. Outline of Draft Remediation Standards.

COMMISSION ON PEACE OFFICER STANDARDS AND TRAINING

Policy and Procedures for Changing Basic Course  
Performance Objectives

Policy

All changes to the Basic Course Performance Objectives must be:  
(1) recommended by POST staff or the Basic Course Consortium and  
(2) approved by the POST Commission as specified in these procedures.

Procedures

1. All suggestions for change to Basic Course Performance Objectives must be directed to and reviewed by the Curriculum Committee of the Basic Course Consortium. Committee recommendations must be acted upon by the full Consortium.
2. Changes to the Basic Course Performance Objectives must be based upon one of the following:
  - a. A change in the law or court decision affecting police procedures.
  - b. A "verified" change in tasks performed by peace officers subject to the requirements of the basic course.
  - c. A pragmatic need/problem in testing, instructional methodology, technology, etc.
3. Major changes (additions or deletions) require Commission approval prior to adoption. Minor changes may take effect immediately. Annually, all changes must be reported to the Commission.
4. All changes to performance objectives must be documented in the Basic Course Performance Objective Historical File as to dates, change, and justification.
5. Changes to Unit Guides pursuant to changes in Performance Objectives may be made administratively without Commission approval.

Performance Objective Number: \_\_\_\_\_

COMMISSION C POLICE OFFICER STANDARDS AND TRAINING  
7100 Bowling Drive, Sacramento, CA 95823

Performance Objective:

ATTACHMENT B

Date of Recommended Change	Change (Underlines/Strikeouts)	Justification & Source	Date of Consortium Approval	Date of Commission Approval	Date of Implementation

POST Report Writing Instructors' Seminar  
May 20-21, 1981 - Sacramento, California

5.3.0 INTRODUCTION TO REPORT WRITING

(same)

Learning Goal: The student will have a basic understanding of report writing.

Performance Objective(s)

(revised)  
80%

5.3.1 The student will identify the following uses of police reports:

- A. Record facts into a permanent record
- B. Provide coordination of follow-up activities and investigative leads.
- C. Provide basis for prosecution and used by defense
- D. Provide a source for officer evaluation
- E. Provide statistical data
- F. Provide reference material

(formerly  
80% 5.4.1,  
revised)

5.3.2 The student will identify the following characteristics as essential to a good report:

- A. Accuracy
- B. Conciseness (formerly "Brevity")
- C. Completeness
- D. Clarity
- E. Legibility
- F. Objectivity
- G. Grammatically Correct (new)
- H. Correct Spelling (new)

(should  
be defined  
in Unit  
Guides)

(formerly  
80% 5.4.2,  
revised)

5.3.3 The student will identify the following questions as those that should be answered by a complete report:

- A. What Who
- B. Who What
- C. When When
- D. Where Where
- E. How Why
- F. Why How

(re-ordered)

#### 5.4.0 REPORT WRITING MECHANICS

(same)

Learning Goal The student will know the basic mechanics of report writing.

#### PERFORMANCE OBJECTIVE(s):

(new) 80%

5.4.1 The student will demonstrate the ability to spell job related words from a list provided by POST.

(new) 80%

5.4.2 The student will demonstrate the ability to distinguish between active and passive voice sentence construction.

(new) 80%

5.4.3 Given examples of faulty sentence structure, the student will revise them into clear and complete sentences. This will minimally include correcting:

- A. Sentence fragments
- B. Run-on sentences
- C. Comma splices

(new) 80%

5.4.4 The student will identify in appropriate words for police reports. This will minimally include:

- A. Slang (except when quoted)
- B. Jargon (except when quoted)
- C. Non-standard abbreviations (reference the POST standard abbreviations list).

(new) 80%

5.4.5 The student will revise third person sentence construction to first person.

(new) 80%

5.4.6 Given a series of events, the student will, to the satisfaction of the instructor, place them in chronological order.

5.5.0 REPORT WRITING APPLICATION

(revised)

(revised) 80% 5.5.1 \*Given word pictures or audio visual presentations depicting police problems, simulated police situations, the student will organize and write the facts in an appropriate report format. The student will accomplish this by:

- A. Gathering relevant information by conducting a preliminary investigation (Ref. 10.1.0).
- B. Organizing the necessary facts in either a chronological or categorical order.
- C. Relating the facts in appropriate sentence form grammatically and structurally correct sentences.
- D. Utilizing the principles of Report Writing Mechanics (Ref. 5.4.0).

(delete)

5.5.2 Given word pictures or audio visual presentations, the student will complete the primary reports used by his/her agency, consistent with the following rules of a good report:

- A. Concise
- B. Clear
- C. Complete
- D. Legible
- E. Grammatically and structurally correct

(delete)

5.5.3 The student will prepare an interoffice correspondence reflecting the following characteristics:

- A. Concise
- B. Clear
- C. Complete
- D. Legible
- E. Grammatically and structurally correct

\*It is recommended the term "simulated police situation" will be defined in the glossary to include word pictures, audio visual presentation, or role-playing. "Simulated police situation" is to be substituted for all references to these terms.

Recommendations From the Report Writing Instructors Seminar  
(As Amended by the Consortium on June 18, 1981)

1. Defer to the Consortium's Pre-Screening Committee the issue of whether POST should develop a mandatory validated and standardized pre-screening test to screen out academy applicants not possessing the minimum reading and writing skills necessary to successfully complete the Basic Course.
2. POST should develop an instructional package on "Contemporary Concepts in Police Report Writing" for recommended use in advanced officer, field training officer, and update courses for police supervisors.
3. POST should upgrade and expand the academy and proficiency examination test questions relating to report writing. It was also agreed that multiple choice test questions are a useful supplement to report writing exercises to evaluate students.
4. Academies should use checksheets in grading student report exercises.
5. POST should revise the Basic Course Unit Guides, including the addition of an inventory of available training materials, job related spelling list, a list of acceptable standardized abbreviations, and other changes consistent with approved modifications to performance objectives.
6. Academies should interface and sequence report writing with other subjects.
7. Academies should maintain student writing exercises for at least the probationary period.
8. No action on recommending crime reports should be standardized in California.
9. Each academy should address the large workload for report writing instructors due to the grading of student exercises.
10. Refer to the Consortium's Remediation Committee the recommendation, POST should require academies to provide at least one retest but should make no effort to prescribe remediation techniques.
11. POST should delete the term "his/her" from performance objectives.
12. Numerous unsolved report writing problems were identified including:  
  
lack of agency involvement in the evaluation of report writing, need for instructional aids, lack of a universally acceptable report evaluation system, lack of sources for handwriting improvement and aids for spelling improvement, lack of supervisory and management understanding of report writing issues, multiple crime report forms, and no standardized academy pre-screening test for reading and writing test which diagnosis specific deficiencies.

## Attachment "D"

## STATUS OF PENDING LEGISLATION OF INTEREST TO POST

## ACTIVE \*

<u>Bill/Author</u>	<u>Subject</u>	<u>Commission Position</u>	<u>Status</u>
SB 201 (Richardson)	D.A. Investigators: POST reimbursement	Neutral	In Assembly
SB 210 (Presley)	Marshals: POST reimbursement POST Fund: Increase Revenue	Support	In Assembly
SB 588 (Rains)	Child Abuse: Investigative Procedures and Training	Neutral	In Assembly
AB 674 (Katz)	Arson Investigators: POST reimbursement	Oppose	In Assembly
SB 751 (Doolittle)	School District Police: POST Reimbursement	Oppose	In Senate
AB 1169 (Martinez)	Firearms Training: Public	Neutral	In Assembly
AB 2078 (Nolan)	Reserves: Level I Training Standards	Support	In Senate
AB 2172 (Vasconcellos)	Private Patrol: Training		In Assembly

\*Active means the Commission has or may take an official position.

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## RECOMMENDED AMENTMENTS TO THE PROPOSED POLICE LICENSING

## Requirements for Certificate (License)

- new 1. Satisfactory completion of the POST Basic Course or equivalent training as determined by POST.
- revision 2. After January 1, 1985, satisfactory completion of the subject matter examination. (On January 1, 1985, the current law requiring POST to develop and administer the Proficiency Exam is repealed.)
- new 3. Satisfactory completion of a POST approved reading and writing exam as a prerequisite to the Basic Course.
- new 4. Completion of a field training program approved by POST.

## POST Authority and Responsibility

1. Specific authority given to POST to contract for the administration of the subject matter examination.

## COMMISSION ON PEACE OFFICER STANDARDS AND TRAINING

POST Requirement on Basic Course Remediation Standards

Each academy must have a policy for student remediation which:

1. Is uniformly applied to all students
2. Addresses the following elements:
  - a. Maximum times a student may be re-tested (minimum of one for each performance objective).
  - b. Written procedures made available to students suggesting methodologies to remediate themselves on their own time for each subject area.
  - c. Time span from the first test to subsequent re-test(s) and that remediation must commence as soon as practical after each exam.
  - d. Specifies the extent of re-testing, e.g., performance objectives, learning goals, or functional areas.



HONORS

Resolution of Commendation, California State Legislature,  
January 1981

Numerous Certificates of Appreciation from Law Enforcement  
and Community Corrections agencies

Listed in: Who's Who of American Women; Who's Who in Public  
Health; Who's Who in Education; The World's Who's  
Who of Women; Community Leaders and Noteworthy  
Americans; Dictionary of International Biography

PRIOR POSITIONS

1973-75 Co-Director, Center for Institutional Change, California State  
University, San Francisco Supervised students in community  
corrections and mental health agencies.

1970-73 Director, Personal Exploration Groups (PEG); Stiles Hall,  
Berkeley. Project Director, Talent in Interpersonal Explora-  
tions (TIE Project). National Institute of Mental Health  
(Applied Research), Berkeley. Supervised 150 interpersonal  
exploration groups per year. Designed, implemented and  
evaluated training in group facilities and communication  
skills for paraprofessional group facilitators.

1968-70 Director, Group Program, Berkeley Institute for Training in  
Group Therapy and Psychodrama; Berkeley Center for Human  
Interaction, Berkeley; (Moreno Accredited)

1966-68 Deputy Director and Treatment Supervisor, Social Problems  
Unit, Outpatient Clinic; Schools of Criminology and Law,  
University of California, Berkeley Along with Drs. Diamond  
and Korn, planned and administered this experimental treat-  
ment program for deviants considered unamenable to  
traditional modes of treatment. Also supervised graduate  
student psychotherapy interns.

1966 Correctional Treatment Specialist at Lorton Prison Youth  
Center, Washington, D.C. Conducted individual counseling  
sessions; developed research program employing inmates;  
conducted one therapy group.

CONSULTING

A. CRIMINAL JUSTICE: TRAINING AND SERVICE DELIVERY

1981 Training Instructor, Contra Costa County Probation Dept.,  
Juvenile Prostitution.

1980 Consultant, New York Police Dept., Juvenile Prostitution.

Note: A long list of accomplishments followed including consulting; planning and evalua-  
tion; community mental health, communications and organizational development;  
teaching experience; clinical training; and selected presentations and publications.

ALICE A. LYTLE

Biographical Information

Alice A. Lytle is currently Secretary of the State and Consumer Services Agency, which has been described as the "conglomerate" of state government. Governor Brown elevated Ms. Lytle to this post in April 1979.

The Agency exercises general supervision over, and is directly responsible to the Governor for, the operations of the Departments of Fair Employment and Housing, Consumer Affairs, General Services, and Veterans Affairs, as well as the Office of the State Fire Marshal, the Franchise Tax Board, the State Personnel Board, the Public Employees' Retirement System, the State Teachers' Retirement System, the Building Standards Commission, the Museum of Science and Industry, and the California Public Broadcasting Commission. Further, the Secretary of the Agency is responsible for administering the Intergovernmental Personnel Act Grant Program and the Governor's Safety and Rehabilitation Program. The total annual program budget for the Agency and its departments exceeds \$813 million dollars.

As Agency Secretary, Ms. Lytle is a member of the Governor's cabinet where she advises and assists in establishing major policy and program positions for the various units within the Agency as well as for state government in general.

Prior to assuming the post of Secretary, Ms. Lytle was Chief of the Division of Fair Employment Practices, a position to which she was appointed in June 1977, after serving since April 1975 as deputy legal affairs secretary to Governor Edmund G. Brown, Jr.

As Chief of the Division of Fair Employment Practices, a bifurcated agency within the Department of Industrial Relations which receives, investigates and attempts conciliation of complaints alleging discrimination in employment, housing and public accommodations, Ms. Lytle exercised overall control of budget, personnel matters and legislative activities as well as managing the work of approximately 200 workers in ten offices located throughout the state.

Before joining the Governor's staff she was a rural housing specialist with the National Housing and Economic Development Law Project in Berkeley and also taught in the New California College School of Law, San Francisco. Earlier, she was a medical research technician for several years.

A native of New Jersey and a graduate of Hunter College in New York, she received her law degree from Hastings College of Law in San Francisco in 1973.

Ms. Lytle is a member of the Charles Houston Bar Association as well as the American and National Bar Associations.



# California State Sheriffs' Association

Organization Founded by the Sheriffs in 1894



June 26, 1981

President

**AL LOUSTALOT**  
Kern County  
P.O. Box 2208  
Bakersfield, CA 93301  
805-327-3392

1st Vice President

**RICHARD PACILEO**  
El Dorado County  
300 Fair Lane Drive  
Placerville, CA 95667  
916-626-2211

2nd Vice President

**ROY WHITEAKER**  
Sutter County  
P.O. Box 1555  
Yuba City, CA 95991  
916-673-1253

Sergeant-At-Arms

**LYNN WOOD**  
Stanislaus County  
P.O. Box 858  
Yuba City, CA 95353  
209-526-6456

Secretary

**AL HOWENSTEIN**  
Marin County  
Civic Center  
Hall of Justice  
San Rafael, CA 94903  
415-499-7250

Treasurer

**BRAD GATES**  
Orange County  
P.O. Box 4151  
Santa Ana, CA 92702  
714-834-3012

**Nathaniel Trives, Chairman**  
**Commission on Police Officer**  
**Standards and Training**  
7100 Bowling Drive Suite 250  
Sacramento, CA 95823

**RE: POST Advisory Commission**

Dear Chairman Trives:

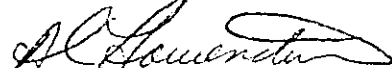
With the recent appointment of Sheriff Richard Pacileo of El Dorado County to the POST Commission, the California State Sheriffs' Association would like to nominate a replacement for the position he held on the Advisory Committee.

At the May meeting of the California State Sheriffs' Executive Board, Sheriff Bernard J. Clark of Riverside was nominated as Sheriff Pacileo's replacement. Sheriff Clark's address is P. O. Box 512, Riverside, CA 92502. Sheriff Clark has been deeply involved in training and has the expertise that would certainly be an asset to the Advisory Commission.

We thank you for your attention to this request and would appreciate a response at your convenience.

Very truly yours,

**RICHARD PACILEO, PRESIDENT**

  
**Al Howenstein**  
Secretary

RP/AH:tb

JUN 29 9 20 AM '81  
COMMISSION ON POST

# STATUS OF PENDING LEGISLATION OF INTEREST TO POST

## ACTIVE \*

<u>Bill/Author</u>	<u>Subject</u>	<u>Commission Position</u>	<u>Status</u>
SB 201 (Richardson)	D.A. Investigators: POST reimbursement	Neutral	In Senate
SB 210 (Presley)	Marshals: POST reimbursement POST Fund: Increase Revenue	Support	In Senate
SB 588 (Rains)	Child Abuse: Investigative Procedures and Training	Neutral	In Senate
AB 674 (Katz)	Arson Investigators: POST reimbursement	Oppose	In Assembly
SB 751 (Doolittle)	School District Police: POST Reimbursement	Oppose	In Senate
AB 1169 (Martinez)	Firearms Training: Public	Neutral	In Assembly
AB 2078 (Nolan)	Reserves: Level I Training Standards	Support	In Assembly
AB 2172 (Vasconcellos)	Private Patrol: Training		In Assembly

\*Active means the Commission has or may take an official position.

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# BILL ANALYSIS

State of California

Department of Justice

COMMISSION ON PEACE OFFICER STANDARDS AND TRAINING  
7100 Bowling Drive, Sacramento, CA 95823

TITLE OR SUBJECT Private Patrol: Training	AUTHOR Vasconcellos	BILL NUMBER AB 2172
SPONSORED BY PORAC	RELATED BILLS	DATE LAST AMENDED 4-16-81

**BILL SUMMARY (GENERAL, ANALYSIS, ADVANTAGES, DISADVANTAGES, COMMENTS)**General

Assembly Bill 2172 would:

1. Require certain private police personnel to satisfactorily complete a course of instruction in the exercise of the powers to arrest approved by the Commission on Peace Officer Standards and Training (POST).
2. Require the Department of Justice, in cooperation with POST, to develop standards for this course.
3. Allow the Department of Justice to adopt regulations regarding the standards for the approval of such course and the facilities at which they are held.
4. Require the Department of Justice to issue a certification of training to persons who successfully complete the approved course.
5. Prohibit issuance of registration cards to employees of a private patrol operator until proper certification of training is made.
6. Allow employees of licensees to work with a temporary certification which indicates completion of the required training and application for registration.
7. Require POST to set standards for a course in the carrying and use of firearms and a course in the exercise of the powers to arrest, either or both to be attended by certain private police personnel (separate section of law from #2 above).

Analysis

The proponents of this legislation are of the opinion that current training standards for most private police personnel are inadequate and responsibility for this training should be transferred from the Department of Consumer Affairs to the Department of Justice and the Commission on Peace Officer Standards and Training (POST).

It has been estimated that there are presently between 80,000 and 100,000 private security personnel in the State of California who might be affected by this legislation. There is currently about a 300% annual turnover rate among these employees, which greatly magnifies the training problem. The present training standard for non-weapon carrying personnel is 8 hours of general instruction. If the person is to carry a firearm, they must complete the entire 40-hour course in the powers of arrest and the use of a firearm, prescribed by Penal Code Section 832. They must undergo additional

## OFFICIAL POSITION

ANALYSIS BY <i>D. Beauchamp</i>	DATE 6-11-81	REVIEWED BY	DATE
EXECUTIVE DIRECTOR <i>William C. Bellon</i>	DATE 6-12-81	COMMENT	



training in baton use and tear gas use if they are utilizing this equipment.

Although there is obviously a need for upgrading the training standards and registration process for private police personnel, it does not appear that the approach used in this bill will resolve the problem. Several questions arise as to the appropriateness of one training course for all private police employees (two, if they carry firearms), the need for the Department of Justice and POST to become involved in this process, and the confusion about who is actually responsible for setting the training standards. The matter of fee and fee collection may also be a problem, should the bill succeed.

It would seem that the entire issue of private police standards (selection, training, etc.) should be studied in some detail, possibly by an interim committee or some other such group, before legislative action is taken. This would reduce the problems associated with addressing only one segment at a time, and would allow the Legislature to determine appropriate policy relating to this entire subject.

#### Comment

Because AB 2172 does not require any significant action on the part of POST, the Commission would be best served by not taking a position on the bill. A neutral position will signify neither support nor opposition for this proposal, but will allow the major participants to make their own decision as to whether the bill should, in fact, go forward in some form.

#### Recommendation

Neutral

**ASSEMBLY BILL**

**No. 2172**

**Introduced by Assemblyman Vasconcellos**

April 16, 1981

An act to amend Section 7514.2 of, and to repeal and add Section 7514.1 of, the Business and Professions Code, relating to private patrol service.

LEGISLATIVE COUNSEL'S DIGEST

AB 2172, as introduced, Vasconcellos. Private patrol service: training courses.

Existing law provides that every employee of a person licensed under the Private Investigator Act, which includes, but is not limited to, a private investigator, a private patrol operator, an insurance adjuster, a reposessor, an alarm company operator, and an armored contract carrier, who performs guard or private patrol service shall complete a course in exercising the power to arrest. The Department of Consumer Affairs is authorized to approve any person or school to teach the course in the exercise of the power to arrest. The course of training is required to cover specified topics and the department is required to make available a guide book as a standard for teaching the course.

This bill would provide, instead, that a person applying for a license as a private investigator, a private patrol operator, or a uniformed patrol person of a private patrol operator shall satisfactorily complete a course of instruction in the exercise of the power to arrest, approved by the Commission on Peace Officer Standards and Training. The Department of Justice, in cooperation with the Commission on Peace Officer Standards and Training, would be required to develop standards for a course of instruction in the exercise of the power to arrest. In addition, the Department of Justice would

be authorized to adopt and promulgate such regulations as are necessary to insure the proper presentation of the course, and would be required to issue a certificate of completion for a fee, as specified, to any person who successfully completes a course of instruction in the exercise of the power to arrest, as specified.

Existing law provides that every private investigator, private patrol operator, alarm company operator, alarm agent employed by an alarm company operator, and any person employed and compensated by a private patrol operator, other lawful business or public agency as a security guard or patrol person, and who in the course of such employment or business carries a deadly weapon, shall complete a course of training in the exercise of the powers to arrest and a course of training in the carrying and use of firearms. These courses are required to meet standards which shall be prescribed by the Department of Consumer Affairs.

This bill would require instead that the courses meet standards which shall be prescribed by the Commission on Peace Officer Standards and Training.

Vote: majority. Appropriation: no. Fiscal committee: yes. State-mandated local program: no.

*The people of the State of California do enact as follows:*

- 1 SECTION 1. Section 7514.1 of the Business and
- 2 Professions Code is repealed.
- 3 ~~7514.1. (a) Every employee of a licensee who~~
- 4 ~~performs guard or private patrol service shall complete~~
- 5 ~~a course in exercising the power to arrest.~~
- 6 ~~(b) The course of training in the exercise of the power~~
- 7 ~~to arrest may be administered, tested and certified by any~~
- 8 ~~licensed private patrol operator. The Department of~~
- 9 ~~Consumer Affairs may approve any person or school to~~
- 10 ~~teach the course in the exercise of the power to arrest.~~
- 11 ~~The course of training shall be approximately two hours~~
- 12 ~~in length and cover the following topics:~~
- 13 ~~(1) Responsibilities, ethics in citizen arrest.~~
- 14 ~~(2) Relationship with the public police in arrest.~~
- 15 ~~(3) Limitations on security guard power to arrest.~~

- 1 ~~(4) Restrictions on searches and seizures.~~
- 2 ~~(5) Criminal and civil liabilities.~~
- 3 ~~(A) Personal liability.~~
- 4 ~~(B) Employer liability.~~

5 The department shall make available a guide book as  
6 a standard for teaching the course on exercising the  
7 power to arrest.

8 ~~(c) No employee of a private patrol operator will be~~  
9 ~~issued a registration card until proper certification that~~  
10 ~~this course has been taught and the employee's~~  
11 ~~certification that the instruction was received has been~~  
12 ~~made to the department.~~

13 ~~(d) An employee of a licensee may be assigned to~~  
14 ~~work on a temporary certification indicating completion~~  
15 ~~of the course on exercise of powers to arrest and~~  
16 ~~application for registration until issued a registration card~~  
17 ~~or denied registration by the department.~~

18 SEC. 2. Section 7514.1 is added to the Business and  
19 Professions Code, to read:

20 7514.1. (a) Notwithstanding any other provision of  
21 law, a person applying for a license as a private  
22 investigator, a private patrol operator, or a uniformed  
23 patrol person of a private patrol operator shall  
24 satisfactorily complete a course of instruction in the  
25 exercise of the power to arrest, approved by the  
26 Commission on Peace Officer Standards and Training.

27 (b) The Department of Justice, in cooperation with  
28 the Commission on Peace Officer Standards and  
29 Training, shall develop standards for a course of  
30 instruction in the exercise of the power to arrest. The  
31 course shall include, but not be limited to, the following  
32 topics:

- 33 (1) Responsibilities, ethics in citizen arrest.
- 34 (2) Relationship with the public police in arrest.
- 35 (3) Limitations on security guard power to arrest.
- 36 (4) Restrictions on searches and seizures.
- 37 (5) Criminal and civil liabilities.
- 38 (A) Personal liability.
- 39 (B) Employer liability.
- 40 (c) The Department of Justice may adopt and

1 promulgate such regulations concerning standards for  
2 the approval of courses and the facilities at which they are  
3 held as are necessary to insure the proper presentation of  
4 the courses.

5 (d) Any person who successfully completes a course of  
6 instruction in the exercise of the power to arrest which  
7 has been approved by the Department of Justice and  
8 which has been held at a facility approved by the  
9 Department of Justice shall be entitled to receive a  
10 certificate of completion issued by the Department of  
11 Justice. A fee shall be charged by the Department of  
12 Justice for the certificate, the amount of which shall be no  
13 more than is necessary to reimburse the Department of  
14 Justice for the costs of approving courses and facilities,  
15 maintaining control of the quality of courses, and issuing  
16 certificates of completion. The Department of Justice  
17 may provide by regulation the manner in which the fee  
18 shall be collected and paid.

19 (e) No employee of a private patrol operator shall be  
20 issued a registration card until proper certification that  
21 this course has been taught and the employee's  
22 certification that the instruction was received has been  
23 made to the department.

24 (f) An employee of a licensee may be assigned to work  
25 on a temporary certification indicating completion of the  
26 course on exercise of powers to arrest and application for  
27 registration until issued a registration card or denied  
28 registration by the department.

29 SEC. 3. Section 7514.2 of the Business and Professions  
30 Code is amended to read:

31 7514.2. (a) Every private investigator, private patrol  
32 operator, alarm company operator, alarm agent  
33 employed by an alarm company operator, and any person  
34 employed and compensated by a private patrol operator,  
35 other lawful business or public agency as a security guard  
36 or patrolperson, and who in the course of such  
37 employment or business carries a deadly weapon, shall  
38 complete a course of training in the exercise of the  
39 powers to arrest and a course of training in the carrying  
40 and use of firearms. This subdivision shall not apply to

1 armored vehicle guards hired prior to January 1, 1977.  
2 Armored vehicle guards hired on or after January 1, 1977,  
3 shall complete a course of training in the carrying and use  
4 of firearms, but shall not be required to complete a course  
5 of training in the exercise of the powers to arrest. The  
6 course of training in the carrying and use of firearms shall  
7 not be required of any employee who is not required or  
8 permitted by a licensee to carry or use firearms. The  
9 course in the carrying and use of firearms and the course  
10 of training in the exercise of the powers to arrest shall  
11 meet the standards which shall be prescribed by the  
12 ~~Department of Consumer Affairs~~ *Commission on Peace*  
13 *Officer Standards and Training.* ~~The department shall~~  
14 ~~encourage restraint and caution in the use of firearms.~~

15 (b) No uniformed employee of a licensee shall carry or  
16 use any firearm unless such employee has in his or her  
17 possession a valid firearm qualification card.

# STATUS OF PENDING LEGISLATION OF INTEREST TO POST

## INFORMATIONAL \*

<u>Bill/Author</u>	<u>Subject</u>	<u>Comments</u>	<u>Status</u>
AB 54 (Filante)	Regulatory Agency: Abolition		In Assembly
SB 111 (Alquist)	Assessment Fund: Amendments	(same as AB 251)	In Senate
SB 132 (Presley)	Peace Officer: Tear Gas Possession		In Senate
AB 189 (Cortese)	Penalty Assessment: Court Construction		In Assembly
AB 251 (Vasconcellos)	Assessment Fund: Amendments	(same as SB 111)	In Assembly
AB 253 (Alatorre)	Peace Officers Powers: Off duty		In Assembly
AB 359 (Papan)	State Police: Enhanced Powers		In Assembly
SB 375 (Dills)	Driver Training: Continuation of Program	(same as AB 651)	In Senate
SB 382 (Presley)	Peace Officers: Selection Standards		In Senate
SB 412 (Johnson)	Custodial Officers: Training		In Senate
AB 427 (Leonard)	Penalty Assessment: Sunset Date Change		In Assembly
SB 455 (Johnson)	Employee Records: Availability		In Senate
AB 513 (Stirling)	Reserve: Training Requirements		In Assembly
AB 574 (Hart)	California Specialized Training Institute: Enabling legislation		In Assembly
SB 640 (Davis)	Driver Training: Increased Allowance		In Senate
AB 651 (Young)	Driver Training: Continuation	(same as SB 375)	In Assembly
AB 698 (Thurman)	Penalty Assessment: Increase		In Assembly
AB 832 (Watson)	Assessment Fund: Amendment		In Assembly
AB 975 (Bergeson)	Regulatory Agency: Abolition		In Assembly

# STATUS OF PENDING LEGISLATION OF INTEREST TO POST

## INFORMATIONAL \*

<u>Bill/Author</u>	<u>Subject</u>	<u>Comments</u>	<u>Status</u>
AB 1053 (McAlister)	Juvenile Offenses: Penalty Increase		In Assembly
AB 1131 (Bates)	Peace Officer: Prohibited Employment		In Assembly
SB 1246 (Montoya)	Driver Training: Continuation		In Senate
AB 1297 (Levine)	Correctional POST: Continuation		In Assembly
AB 1304 and 1306 (Moore)	Fines: Increase		In Assembly
AB 1790 (Moore)	Penalty Assessment: Technical Amendments		In Assembly

\*Informational means the Commission will take no official position.

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0007/03



U.S. Department of Justice

Attorney General's Task Force on Violent Crime

Washington, D.C. 20530

June 3, 1981

Griffin B. Bell  
Co-Chairman  
James R. Thompson  
Co-Chairman  
David L. Armstrong  
Frank G. Carrington  
Robert L. Edwards  
William L. Hart  
Wilbur F. Littlefield  
James Q. Wilson

JUN 11 8 56 AM '81  
CN POS 1

Jeffrey Harris  
Executive Director

Mr. Nathaniel Trives  
Chairman  
Commission on Peace Officer  
Standards and Training  
7100 Bowling Drive  
Suite 250  
Sacramento, California 95823

Dear Mr. Trives:

Your correspondence to President Reagan has been referred to me for reply.

Your views and suggestions with regard to standards and training to assist law enforcement are very much appreciated. As you know, the Attorney General considers violent crime to be a matter of great national concern, and he has created the Task Force on Violent Crime to advise him as to what the Federal Government's role should be in combating this problem.

In this regard, the Attorney General has directed the Task Force to report its recommendations to him expeditiously and in two phases. The first phase will focus on what the Federal Government can do within the present statutory and funding framework. The second phase will focus on recommendations for necessary and appropriate changes in Federal laws, funding levels and allocation of resources which would increase the coordinated Federal-state-local fight against violent crime.

I certainly would be pleased to receive any information or suggestions you care to submit. It would greatly assist the Task Force if you would take time to send us your thoughts and recommendations in writing. Please be assured that your comments will be considered by the Attorney General's Task Force on Violent Crime.

Very truly yours,

Jeffrey Harris  
Executive Director



January 26, 1981

The President of the United States  
The White House  
Washington, D. C. 20500

Dear President Reagan:

The POST Commission would like to take this opportunity to offer our congratulations on your inauguration as President of the United States.

You and key members of your staff, including Ed Meese, III, and Herb Ellingwood, have been very closely involved with and supportive of the POST program in California and share our concern for the continued development and improvement of local law enforcement through state training and standards commissions.

Our Commission also shares citizen concern over the rising crime rate and the increasing violence in our society. Because the fear of crime endangers American society and form of government, there is a critical need to restore the peoples' confidence in the criminal justice process. This concern invokes the need for cooperation between the federal and state governments.

Our Commission would be pleased to meet with members of your staff to discuss methodologies, programs or strategies concerning standards and training that will assist law enforcement in its quest for crime problem solutions. We believe our present and past expertise in these areas will be of value.

We offer our wholehearted support to you in your service to our Country in the important years ahead.

Our warmest regards to you and your family.

Sincerely,

NATHANIEL TRIVES  
Chairman

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