

**SPECIAL MEETING OF COMMISSION**

**December 29, 1975**

**Los Angeles Airport (Hyatt International Hotel)**

**No Agenda**

**Special meeting called to permit the Commission to discuss, critique and approve the final report to the Joint Legislative Budget Committee on the study of the administrative counseling program, due Jan. 1, 1976.**

State of California  
Department of Justice

COMMISSION ON PEACE OFFICER STANDARDS AND TRAINING

MINUTES

December 29, 1975  
Los Angeles Airport

A special meeting was called to order at 10 a. m. by Chairman Barrett.  
A quorum was present.

Commissioners Present:

Wesley R. Barrett	- Chairman
Loren W. Enoch	- Vice-Chairman
Floyd O. Barton	- Commissioner
Edwin R. McCauley	- Commissioner
Donald F. McIntyre	- Commissioner
Jay R. Stroh	- Commissioner

Absent:

William J. Anthony	- Excused
Jack G. Collins	- Retired November 1, 1975
Robert F. Grogan	- Excused
Herb E. Ellingwood	- Excused

Staff Present:

Gene S. Muehleisen	- Executive Director
Glen E. Fine	- Assistant to the Executive Director and Executive Secretary, Advisory Committee
Otto H. Saltenberger	- Director, Administrative Counseling Division
Gerald E. Townsend	- Director, Standards and Training Division
George W. Williams	- Bureau Chief, Administrative Counseling Division
Imogene Kauffman	- Recording Secretary

This special meeting of the Commission was called to permit the Commission to discuss, critique and approve a final report to the Joint Legislative Budget Committee on the study of the POST administrative counseling program, due January 1, 1976.

Verbal Briefing By Finance Audit Team of the POST Program

At the special meeting of the Commission on November 20, there was consensus that the findings of the audit report of the POST program, being prepared by the Department of Finance, should be considered before final recommendations

were made to the Legislative Budget Committee. The Department of Finance stated it would be some time before the written report would be available to the Commission; however, a verbal briefing by the audit team was presented to the POST staff on December 9. A summary of that briefing and a suggested draft of the proposed report to the Legislature was reviewed by the Commission. The briefing summary is on file at POST headquarters.

With reference to administrative counseling, the Executive Director stated the audit report supported the administrative counseling function, stating, in part, that "the administrative counseling services seem to be highly regarded and seem to fulfill a necessary function. Those who have used the services have found them very useful. It has seemed to be a very valuable service in giving a police organization some place to go that was credible with the local governing bodies. It was hoped the delivery system could provide methods to give greater coverage to law enforcement in California."

#### Proposed Report to the Joint Legislative Budget Committee

The proposed report to the Legislature was discussed, and the following action was taken on two changes on proposed Commission positions:

MOTION by Commissioner Enoch, seconded by Barton, motion carried (McCauley - No) that the following alternative Commission positions be adopted for inclusion in the final report to the Legislature:

##### Commission Position #1

The normal provision of general surveys to be discontinued. After November 20, 1975, the provision of general surveys is limited to exceptional need, with prior approval of the Commission.

##### Commission Position #4

In keeping with the reduction of workload by discontinuing general surveys, reallocate personnel to other functions of POST to augment resources dedicated to the standards and training functions.

Reduce Administrative Counseling services from a total of 20 to 15 positions (three professional and two clerical) and increase Standards and Training services by adding three professional and two clerical positions to those functions for the 1976/77 fiscal year.

Carefully evaluate workload and Commission priorities with a view towards additional reallocation of resources in the 1977/78 fiscal year.

Further discussion resulted in minor changes in wording on several pages.

Commissioner Enoch requested a rewording of the list of final considerations as follows:

Considerations:

- A great many agencies that recognize a need for this service lack available funding to pay for the service.
- The provision of this service permits POST to continuously review and be made aware of street police and management problems. Such audits assist POST in developing and evaluating the viability and changing needs of other POST services. This is especially true with respect to training needs.
- An underlying purpose of the POST program is to provide services which will assist local agencies to provide more effective law enforcement services without increasing the local tax burden. A charge for services would defeat this objective.

Conclusion:

The Commission concluded that there should not be a fee charged for administrative counseling services.

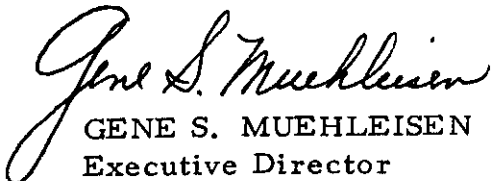
There was Commission consensus for approval of the above changes.

There were no additional changes made in the Commission positions that had been adopted at the Commission meeting of November 20, 1975. The report as amended and adopted in final form is attached.

Adjournment

There being no further business, the special Commission meeting was adjourned at 12:30 p. m.

Respectfully submitted.

  
GENE S. MUEHLEISEN  
Executive Director

## COMMISSION ON PEACE OFFICER STANDARDS AND TRAINING

10 BOWLING DRIVE, SUITE 250  
SACRAMENTO 95823



EXECUTIVE OFFICE  
(916) 445-4313

ADMINISTRATION  
Certificates  
Reimbursements  
(916) 322-2235

STANDARDS AND TRAINING  
(916) 322-2180

ADMINISTRATIVE COUNSELING  
(916) 445-0345

TECHNICAL SERVICES  
(916) 445-4515

December 30, 1975

Donald L. Grunsky, Chairman  
Joint Legislative Budget Committee  
California Legislature  
925 L Street, Suite 650  
Sacramento, California 95814

Attention: A. Allan Post, Legislative Analyst

Dear Sirs:

Enclosed is the Commission's report containing recommendations on its administrative counseling program. The report is submitted in compliance with Item 39 (2) of the Supplementary Report of the Committee on Conference Relating to the Budget Bill, Fiscal Year 1975-76.

The Joint Legislative Budget Committee while considering the Budget Act of 1975, recommended that (1) the Commission on Peace Officer Standards and Training conduct a study of its administrative counseling program and; (2) evaluate possible alternatives for delivering administrative counseling services to local police agencies.

Additionally, it was agreed that the Commission would include within the alternatives considered, the provision of direct grants to local police agencies in order for them to contract with private management consultants.

The Commission's study of the administrative counseling program included extensive participation by the Commission as a body, and an intensive examination of the administrative counseling function by the Commission's Administrative

Donald L. Grunsky  
Chairman

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December 30, 1975

Counseling Committee. In addition, the Commission directed its Advisory Committee, while considering the overall mission, goals and priorities of the Commission, to evaluate possible alternatives for delivering administrative counseling services and providing direct grants to local police agencies to acquire the services of private consultants.

Respectfully submitted,

*Wesley R. Barrett*

WESLEY R. BARRETT  
Chairman

Enclosure: Special Report on the Administrative Counseling Program

cc: Roy M. Bell, Director  
Department of Finance

ADMINISTRATIVE COUNSELING PROGRAM  
SPECIAL REPORT  
to the  
LEGISLATURE  
from the  
COMMISSION ON PEACE OFFICER STANDARDS AND TRAINING

Summary of Commission Positions

- The normal provision of general surveys to be discontinued. After November 20, 1975, the provision of general surveys is limited to exceptional need, with prior approval of the Commission.
- The remaining functions being performed by the Administrative Counseling Division are appropriate and should be continued.
- Requests for general surveys from agencies with whom agreements have been negotiated and are affected by this action may be reviewed by the Commission for approval on an individual basis.
- In keeping with the reduction of workload by discontinuing general surveys, reallocate personnel to other functions of POST to augment resources dedicated to the standards and training functions.

Reduce administrative counseling services from a total of 20 to 15 personnel (three professional and two clerical positions) and increase standards and training services by adding three professional and two clerical positions to those functions for the 1976/77 fiscal year.

Carefully evaluate workload and Commission priorities with a view towards additional reallocation of resources in the 1977/78 fiscal year.

- Grants or subvention from the Peace Officer Training Fund to employ private consultants should not be provided.
- A fee for administrative counseling services performed by POST staff should not be charged.

Background Regarding Management Counseling

In 1931, the Wickersham Commission (National Commission on Law Observance and Enforcement) recognized that top management in law enforcement agencies faced difficult, if not insurmountable, problems and required assistance.

The Commission report stated: ". . . Not infrequently the chief . . . may lack experience, executive ability, or the confidence of his force. . . . What is not known to the general public is that the great mass of executive duties are unwritten and are acquired tediously and slowly, often as the result of painful trials and errors, reasoning and judgment, deliberation and mental anguish, disappointments and successes, studies and investigations. Consequently, confronted with the necessity of policing a community with an undermanned force he must know how to conserve strength; where to apply pressure to produce the desired effect; when to take the offensive. . .".

In 1952, the American Bar Association Commission on Organized Crime, in its report to the American Bar Association, set forth a model police standards act which recommended an organization similar to POST be developed in each state and called for these organizations to have ". . . powers to make surveys, inspections, and reports on police departments, together with recommendations designed to improve their efficiency and to formulate minimum standards of police administration."

In 1967, the President's Commission on Law Enforcement and Administration of Justice recommended that surveys of the organization, management, personnel standards, and operations of all enforcement agencies should be conducted by experts at least once every five years. It was further recommended that every state, through its commission on police standards should provide financial assistance by conducting surveys and making recommendations for the improvement and modernization of police department organizations, management and operations.

In 1967, the California Legislature, with the full support and cooperation of California law enforcement, enacted Senate Bill 585, Statutes 1967, Chapter 1640, Section 4, adding Section 13513 to the Penal Code.

13513. (Counseling Service For Improving Local Police Agency)  
Upon the request of a local jurisdiction, the commission shall provide a counseling service to such local jurisdiction for the purpose of improving the administration, management or operations of a police agency and may aid such jurisdiction in implementing improved practices and techniques.



In 1969, the provision of administrative counseling services was begun by POST.

In January 1973, the National Advisory Commission on Criminal Justice Standards and Goals, in its report titled "The Police", recommended a police management consultation service in every state modeled after the California, New York, New Jersey and Oregon programs.

Standard 11.3 of the report states: "Every state should immediately establish a police management consultation service to make technical assistance available at no cost to every police agency within the state. Every state should provide technical assistance teams capable of conducting an evaluation of an entire police agency or of a specific division or operation thereof, analyzing its effectiveness, and making recommendation for improvement. Every state should make this service available only upon the request of the chief executive of the police agency to receive the service. The technical assistance team should submit a written report of its findings, together with its recommendations for improvements, to the police chief executive." (See Attachment B.)

In 1974, the above standard was reexamined and reiterated by the report of the Advisory Committees, "Project Safer California", and recommended to the Governor's Conference on Criminal Justice. (See Attachment C.)

## JOINT LEGISLATIVE BUDGET COMMITTEE REQUESTS OF POST COMMISSION

Supplementary language contained in the 1975/76 Budget Act recommended that:

- (1) "The Commission on Peace Officer Standards and Training conduct a study of its administrative counseling program."
- (2) "Evaluate possible alternatives for delivering administrative counseling services to local police agencies."

An alternative to be considered was the provision of direct grants to local police agencies so that they may contract directly with private consultants.

The Commission's study included extensive discussions as a body concerning the administrative counseling function and the provision of service to local government. It solicited and received input from numerous sources, including its Administrative Counseling Committee, which held several hearings; its Advisory Committee, whose inquiry was lengthy; and many law enforcement associations, groups and knowledgeable individuals.

### Conclusion:

The Commission concluded that there is justification for the continuance of the administrative counseling service with the following conditions:

- The provision of one type of service, the general survey, be discontinued, as this type of service is too demanding of resources; continue with other types of service; staff develop alternative means of delivering administrative counseling services with a reduced staff.
- The personnel resources gained from discontinuing general surveys be reallocated to other functions within the POST program directly related to Standards and Training services.

- An appropriate adjustment be made in the work output and methods of providing services by staff remaining in the administrative counseling function.

Concerning direct grants to local governments for employing private consultants, the Commission concluded that:

- (1) Grants or subventions from the Peace Officer Training Fund to employ private consultants should not be provided.
- (2) A fee for administrative counseling services performed by POST staff should not be charged.

Considerations:

When counseling service is provided by full-time POST staff, there is no charge for the service (see Commission Procedure G-1, Attachment D).

If part-time special consultants (outside consultants), are required, it is the Commission's policy that costs related to their use are paid by the agency being served. However, Commission Procedure G-1 provides that if special consultants are required, costs of the special consultants' official per diem and fees may be provided for in a written agreement.

Two alternatives were considered by the Commission for providing administrative counseling services.

Alternative I:

Establishment of a funding system based upon a jurisdiction's police-per-capita share of the training funds allocated for each fiscal year.

After compliance with the POST minimum training standards, the jurisdiction could elect to spend the remainder of their training fund allocation on additional nonmandated training courses certified by POST, or they could choose to use any or all of the remainder of such funds to employ management consultants of their choice for any of the administrative counseling services normally provided by POST.

POST administrative counseling staff would continue to be maintained at a level adequate to provide administrative counseling service to local agencies which elect to use POST staff.

The chart below illustrates the size of discretionary funds or grants were they to be provided to local police agencies from the Peace Officer Training Fund (POTF) as a pro rata distribution of funds remaining after mandatory training has been conducted.

This estimate is based on: (a) The proportion of funds distributed to local police jurisdictions in fiscal year 1974-75 to reimburse their claimable training expenditures related to technical subjects; (b) The application of this proportion upon the allocation for aid to local government for fiscal year 1975-76; and (c) Determining the pro rata distribution on the basis of officer personnel (\$59.25 per officer) and on the basis of population served (11 cents per resident).

	<u>Size of Department</u>	<u>Population Served</u>	<u>Distribution by size of Departments</u>	<u>Distribution Per Capita</u>
<b>Departments with 1 - 10 officers</b>				
Adelanto Police	4	2,400	\$ 237	\$ .277
Alpine County Sheriff	10	650	\$ 592	\$ 75
<b>Departments with 11 - 25 officers</b>				
Brisbane Police	11	10,000	\$ 651	\$ 1,156
Glenn County Sheriff	24	20,000	\$ 1,422	\$ 2,213
<b>Departments with 26 - 75 officers</b>				
Coachella Police	26	9,000	\$ 1,540	\$ 1,041
El Segundo Police	71	15,750	\$ 4,206	\$ 1,822
<b>Departments with 76 - 200 officers</b>				
Fairfield Police	77	52,000	\$ 4,562	\$ 6,015
Stanislaus County Sheriff	197	212,000	\$ 11,672	\$ 24,525
<b>Departments with 201 - 500 officers</b>				
Fresno County Sheriff	455	430,000	\$ 26,960	\$ 49,744
Huntington Beach Police	213	143,500	\$ 12,620	\$ 16,600
<b>Departments with 501 - up officers</b>				
Long Beach Police	800	380,000	\$ 47,402	\$ 43,960
Los Angeles Police	10,198	2,816,061	\$604,426	\$325.774

Of the 406 California police and sheriff's departments, 39.9 percent of the departments have less than 25 personnel; 59.1 percent have less than 50 personnel, and 72.1 percent have less than 75 personnel. Only 27.9 percent of the total number of agencies have personnel exceeding 75.

Most management counseling studies by POST have been with agencies having 75 or less officer personnel.

The average direct cost for general surveys is \$16,851; for special surveys, \$3,248; and for selected studies, \$1,264.

On the basis of distribution:

- None of the agencies with 75 or fewer officer personnel would receive sufficient funds to obtain private consultant services comparable in cost to the Commission's general surveys.
- Only agencies with 70 or more officer personnel would receive funds sufficient to obtain services comparable in cost to special surveys.
- Only agencies with 21 or more officer personnel would receive funds sufficient to obtain services comparable to the Commission's selected studies.

It should be noted also that if maximum funds were received by an agency, and used for private consulting services, the agency would be prone to neglect the training of its personnel in fundamental and direct job related assignments such as criminal investigation, juvenile procedures, traffic accident investigation, crime prevention, community relations and others.

Alternative II:

Provide limited amounts of funding to employ private consultants; for example, an amount equal to that presently available for operation of the administrative counseling function.

Considerations:

- Enabling legislation probably required.
- POST or other staff required to administer requests, disbursements, and supervision of activities of private consultants.
- If allocations are equal to POST's current direct costs for studies, the amount of service by private consultants will be reduced as their fees are relatively higher.
- Grant funding conflicts with national trends and recommendations of many study groups (refer to pages 1, 2, and 3, "Background Regarding Management Counseling").
- POST consultants recommend policies, procedures and systems consistent with POST objectives and compatible with other progressive law enforcement and criminal justice programs, whereas private consultants may not be so inclined, thus causing confusion and bewilderment throughout California law enforcement.
- Use of private consultants in majority of requests would negate the desirable relationship that now exists wherein POST Administrative Counseling staff works closely with Standards and Training Division staff in determining selection and training needs and providing cooperative assistance in implementing suggested programs.
- The availability of POST staff to assist at no extra cost in implementing recommendations, whereas private consultants charge extra for implementation services.
- Consistency and availability of POST staff, as opposed to high turnover rates in private sector, which allows for and encourages reliance upon POST staff for advice and counsel in management matters that are not necessarily connected with a specific survey or study.
- Availability of administrative counseling staff to train members of local agencies in techniques necessary to implement recommendations, working with them on a step-by-step basis, at no extra cost, such as Allocation and Distribution of Manpower studies, or records systems.

- The ability of a single agency, such as POST, to develop contacts in and information concerning all local police agencies on a statewide basis as to their systems, installations, programs, and techniques, which are then employed as resources to which other agencies are directed for assistance (Field Management Training Program).

Conclusion:

The Commission, therefore, concluded that it was not feasible to provide grants or subventions from the Peace Officer Training Fund to employ private consultants.

### Charge of Fees for Administrative Counseling Services

Two fundamental points were brought out in considering the fee issue.

- (1) If fees were charged for administrative counseling services, the benefits that now accrue to many public jurisdictions would be placed in jeopardy.
- (2) These services are a continuous source for the field assessment of whether POST training is being used effectively.

### Considerations:

- A great many agencies that recognize a need for this service lack available funding to pay for the service.
- The provision of this service permits POST to continuously review and be made aware of street police and management problems. Such audits assist POST in developing and evaluating the viability and changing needs of other POST services. This is especially true with respect to training needs.
- An underlying purpose of the POST program is to provide services which will assist local agencies to provide more effective law enforcement services without increasing the local tax burden. A charge for services would defeat this objective.

### Conclusion:

The Commission concluded that there should not be a fee charged for administrative counseling services.



STATE OF CALIFORNIA

COMMISSION ON PEACE OFFICER STANDARDS AND TRAINING

Chairman

Wesley R. Barrett - Chief of Police  
Oroville

Commissioners

William J. Anthony - Assistant Sheriff  
Los Angeles County

Floyd O. Barton \* - Sheriff  
Inyo County

Jack G. Collins - Assistant Chief  
Los Angeles

Loren W. Enoch - County Administrator  
Alameda County

Robert F. Grogan - City Administrator  
Santa Maria

Edwin R. McCauley\* - Chief Administrative Officer  
Monterey County

Donald F. McIntyre\* - City Manager  
Pasadena

Jay R. Stroh\* - Chief of Police  
Inglewood

Ex-officio Member

Herbert E. Ellingwood - Assistant Attorney General

Administration

Gene S. Muehleisen - Executive Director

\*Administrative Counseling Committee Members

STATE OF CALIFORNIA

COMMISSION ON PEACE OFFICER STANDARDS AND TRAINING  
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## Standard 11.3

### Management Consultation and Technical Assistance

Every State should immediately establish a police management consultation service to make technical assistance available at no cost to every police agency within the State.

1. Every State should provide technical assistance teams capable of conducting an evaluation of an entire police agency or of a specific division or operation thereof, analyzing its effectiveness, and making recommendations for improvement.
2. Every State should make this service available only upon the request of the chief executive of the police agency to receive the service.
3. The technical assistance team should submit a written report of its findings, together with its recommendations for improvements, to the police chief executive of the agency.

#### Commentary

The police agency that retains obsolete organizational structure, management techniques, or operational procedures, cannot render effective police service to its community. Many police agencies, under the leadership of progressive chief executives and through the effective use of internal resources—staff inspection, planning units, research and development, and general input from agency personnel—have made substantial progress in iden-

tifying the needs of their agencies and in implementing the changes necessary to satisfy them. Although the police can justifiably take great pride in accomplishments of recent years, far too many agencies continue to operate as they have for years without adequately adjusting to the change taking place around them.

Every police agency, large or small, should see itself now and then through the eyes of an objective, competent outsider. This can best be done by having an outside consultant conduct an in-depth evaluation of the effectiveness and efficiency of each component of the agency. The outside consultant—responsible neither to those in command within the agency being studied, nor responsible for its operation—is in a position (not unlike that of the internal staff inspector) to conduct an objective survey and to make objective evaluations and recommendations.

The value of such surveys and evaluations has long been recognized. They are conducted by such organizations as the Field Operations Division of the International Association of Chiefs of Police, the Field Operations Division of Police Administration Services of the New York Municipal Police Training Council, the Administrative Counseling Section of the California Commission on Peace Officer Standards and Training, and other private management consultants and consulting firms.

Many of these surveys have been made of entire police agencies, and of specific units or operations such as planning, training, communications, recruitment, and manpower allocation. Even though recommendations incorporated in these surveys have not always been implemented, the surveys have generated new thinking and action.

The need for management consultation and technical assistance from outside the agency is apparent, whether it results in the introduction of new points of view or merely in the validation of present practices. Each State should provide, upon request from the concerned police chief executive, management consultation and technical assistance services at no cost to every police agency within the State. Local police agencies derive their authority from the State, and they enforce State law. The State therefore should provide local police agencies with the administrative or technical assistance necessary to assure an acceptable level of efficiency in the enforcement of its laws.

#### State Technical Assistance Teams

Over two-thirds of the States now have commissions or councils on peace officer standards and training. These agencies are already involved in establishing standards for personnel selection and training; most are geared to monitor both selection and training practices of police agencies throughout their respective States. The provision of management consultation and technical assistance services is a logical extension of the present services being rendered by the commissions and councils on peace officer standards and training.

Staff inspection and training duties are compatible in that each function is directed toward identifying and alleviating deficiencies. Management consultation and technical assistance services are not unlike staff inspection services in many respects. Personnel involved in determining training needs and monitoring selection and training programs statewide are exposed to both good and poor organizations and operations, while personnel involved in management consultation and technical assistance services are exposed to the results of both good and poor selection and training practices.

The potential for a reciprocal exchange of information is great. States that currently provide management consultation services to their local police agencies (e.g., California, Oregon, New Jersey, New York) have operated these services very successfully under their respective standards and training commissions and councils.

For a management consultation and technical assistance program to be most effective, the per-

sonnel operating within it must be able to conduct a survey and evaluation of the entire organization and operation of a police agency and of its specific units. In providing assistance in areas requiring specific expertise not possessed by the State technical assistance team, the team should be responsible for obtaining the required expertise from other police or governmental agencies, private industry, or private consultants.

#### Requesting State Technical Assistance

The police chief executive—not the State—should determine whether his agency is in need of management consultation or technical assistance. Acknowledging this, the State should make such services available only upon the request of a police chief executive. This will reduce the likelihood of the survey becoming a tool for political harassment of any public official or police agency.

The California Commission on Peace Officer Standards and Training, for example, requires that to receive the service the request be signed by both the police chief executive of the agency and the chief administrative officer of the local government of jurisdiction. This assures that all concerned are apprised of the survey and makes implementation of the recommendations more likely.

#### State Technical Assistance Team Findings and Recommendations

To assure the greatest benefit from each survey, the survey team should submit a written report of its findings to the police chief executive, along with any recommendations for improvements and justifications for the recommendations. After submitting the written report, the survey team should be available to discuss all aspects of the report with the police chief executive. They also should be available for consultation later during the period of implementation.

#### References

1. Chamber of Commerce of the United States. *Marshalling Citizen Power Against Crime*. Washington: The Chamber, 1970.
2. Eastman, George D., and Esther M. Eastman. *Municipal Police Administration*. Washington: International City Management Association, 1971.
3. President's Commission on Law Enforcement and Administration of Justice. *Task Force Report: The Police*. Washington: Government Printing Office, 1967.
4. President's Commission on Law Enforcement

and Administration of Justice. *The Challenge of Crime in a Free Society*. Washington: Government Printing Office, 1967.

S. Wilson, O. W., and Roy C. McLaren. *Police Administration*. New York: McGraw-Hill, 1972.

#### Related Standards

The following standards may be applicable in

#### Implementing Standard 11.3:

1.3(6) Police Discretion.

2.1 Development of Goals and Objectives.

2.3 Inspections.

9.3 Annual Review of Agency Specialization.

11.1 Use of Professional Expertise.

Recommendation 5.3 Measures of Effectiveness.

Number: Standard 5.36

Title: Management Consultation and Technical Assistance

Scope: This standard establishes the operational performance criteria for the Law Enforcement Crime Control component of the California Criminal Justice System.

Text: California should immediately establish a law enforcement management consultation service to make technical assistance available at no cost to every law enforcement agency within the State.

1. California should provide technical assistance teams capable of conducting an evaluation of an entire law enforcement agency or of a specific division or operation thereof, analyzing its effectiveness, and making recommendations for improvement.
2. California should make this service available only upon the request of the chief executive of the law enforcement agency to receive the service.
3. The technical assistance team should submit a written report of its findings, together with its recommendations for improvements, to the law enforcement chief executive of the agency.

Related Standards:

Commentary:

References:

Appendix:

**Comprehensive Surveys (continued)**

- a. A comprehensive survey considers the entire spectrum of a law enforcement operation. It examines the role of the agency and its relationship to other functions of local, state, and federal government, its administrative, organizational and personnel problems, its staff and line operations, information systems, communications, equipment, and facilities.
- b. The purpose of the comprehensive survey is to analyze the entire law enforcement operation and where appropriate, recommend new or improved systems, procedures, techniques, and methods to improve the capability of the law enforcement agency to effectively perform its mission.

**1-7. Management Counseling:** Management counseling consists of informal discussions or conferences between an administrator of a department and a POST staff member concerning the departmental needs. Counseling may be done with or without preparation of a formal report. Priorities for this service will normally be assigned to meet the special or emergency needs of a law enforcement agency or as assistance in the implementation of approved recommendation.

**1-8. Implementation Assistance:** Implementation assistance is specifically designed to provide staff assistance with implementation of new or improved systems or approved recommendations provided by POST surveys. This service may include review of preliminary planning, identifying resource materials needed, actual field testing of systems designed, as well as on-sight study of existing systems by key personnel selected for field management training.

**Consultants**

**1-9. Consultants Assigned:** Normally, POST staff consultants are assigned to conduct surveys and provide implementation assistance. The Commission shall, however, maintain a resource list of qualified special consultants who are not members of the POST staff, and are available periodically to assist in conducting specialized aspects of a survey or to provide special staff assistance.

**Requests for Service**

**1-10. Written Requests:** Counseling service must be requested of the Commission in writing (see illustration 1-1).

**Agreement**

**1-11. Written Agreement:** A written agreement or contract similar to that shown in illustration 1-2, shall be executed between the requesting local jurisdiction and the Commission on Peace Officer Standards and Training.

**Costs**

**1-12. POST Consultants:** When counseling is provided by the POST full-time staff, there will be no charge.

**1-13. Special Consultants:** If part-time special consultants are required beyond the capacity of the Commission staff, costs of the special consultant's official travel per diem and fees may be provided for in the written contract.

**Implementation**

**1-14. Assistance Available:** Staff assistance is available in the implementation of a survey or counseling recommendations and to evaluate the progress of a department in making its own efforts to implement the recommendations.