Attachment A

CALIFORNIA COMMISSION ON PEACE OFFICER STANDARDS & TRAINING

STRATEGIC PLAN – 2008

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REVISED 10-01-14

The mission of the California Commission on Peace Officer Standards and Training (POST) is to continually enhance the professionalism of California law enforcement. To accomplish this important responsibility, this Strategic Plan aligns POST's activities and priorities with the needs and expectations of POST's clients and partners. It provides direction for POST to achieve its mission, to develop future budget requests, and to set priorities. The Plan provides guidance not only for "what" POST does, but also for "how" POST will accomplish its goals and objectives.

POST wishes to thank all those law enforcement and training professionals who dedicated their time and talents in providing input into the revisions included in this Strategic Plan.

Questions concerning this Plan should be directed to Assistant Executive Director Janice Bullard at (916) 227-2808.

GOAL A – RAISE THE BAR ON SELECTION AND TRAINING STANDARDS		
SPO#: **A.1.02**	**Establish personality assessment for entry-level selection.**	
Status on: 12/01/09	In April 2007, the Commission approved a staff recommendation to develop a resource document and monitor agencies using pre-employment personality assessment tests. The resource document is complete and staff has compiled a searchable database to hold information from test publishers to assist agencies interested in using pre-offer personality tests. The test publisher information will be continuously updated and will be available via an online database. A report was made to the Commission at its February 2010 meeting.	
Bureau(s) Assigned:	**Staff Assigned:**	**Completion Anticipated:**
S&E	Berner	Dec-09
Notes and/or Strategies:	Deleted as completed, February 2010.	

GOAL A – RAISE THE BAR ON SELECTION AND TRAINING STANDARDS

SPO#: A.2.08	Review POST's Continuing Professional Training (CPT) and Perishable Skills Program (PSP) requirement to include assessment of needs, contents, benefits, time/hours and frequency.	
Status on: 09/02/14	Preliminary research reported at the last Commission Meeting reflects a majority of agencies are in compliance with PSP requirements. Subject matter expert presenters, under contract to provide Perishable Skills training for the POST Regional Skills Training Program, will research and analyze the content, benefits, time/hours and frequency of perishable skills training during the programs Bi-Annual meeting in November 2014. Results of the CPT and PSP review will be available by March 2015.	
Bureau(s) Assigned:	**Staff Assigned:**	**Completion Anticipated:**
TPS	Ziglar/Craig	Mar-15
Notes and/or Strategies:		

SPO#: A.3.02	Research and develop physical abilities assessment for entry into basic academies.	
Status on: 09/04/14	Staff met with subject matter experts during mid-August to begin the development of a pre-academy fitness test. POST staff is currently in contact with academy staff to collect background data on routine fitness tests in order to prepare for the development and pilot of a pre-academy test battery.	
Bureau(s) Assigned:	**Staff Assigned:**	**Completion Anticipated:**
SERB	Chan	Jun-15
Notes and/or Strategies:		

SPO#: A.4.02	Standardize skill testing for the Basic Course.	
Status on: 12/01/09	Skill-based competencies and scoring criteria were developed and validated for Defensive Tactics (LD 33), Vehicle Operations (LD 19), and Firearms (LD 35). Skills competency test forms were developed and validated for these LDs and the PC 832 course. All train-the-trainer sessions were completed. The skills evaluation test forms may be voluntarily used by POST stakeholders for documenting perishable skills training and CPT. A report was made to the Commission at its February 2010 meeting recommending that this objective be deleted since it is completed.	
Bureau(s) Assigned:	**Staff Assigned:**	**Completion Anticipated:**
S&E	Foster	Apr-10
Notes and/or Strategies:	Deleted as completed, February 2010.	

GOAL A – RAISE THE BAR ON SELECTION AND TRAINING STANDARDS

SPO#: A.5.04	Develop a guideline manual describing the process for law enforcement to integrate POST's selection guidelines and standards.
Status on: 05/13/09	Completed. Staff has developed a guidelines documents in a question and answer format to support and assist agencies in implementing the selection standards for peace officers and public safety dispatchers that were approved at the January 2009 Commission meeting. The guidelines documents were submitted to the Commission for review at its July 2009 meeting. The publication of the documents coincided with the implementation of the selection standards, which were reviewed and approved by the Office of Administrative Law. The regulations related to this objective became effective July 1, 2009.

Bureau(s) Assigned:	**Staff Assigned:**	**Completion Anticipated:**
S&E	Spilberg	Completed

Notes and/or Strategies:	Deleted by Commission action at the July 2009 meeting.

SPO#: A.6.06	Compare POST's selection and training standards to those in other states as articulated in the IADLEST Sourcebook for the purpose of identifying potential improvements.
Status on: 08/19/08	Deleted. Two issues were identified in the comparison to IADLEST standards which require further study: Continuing Professional Training (CPT) and time devoted to driver training in the basic academy. Because both of these issues are receiving detailed analysis in 4 other Strategic Plan Objectives (SPO), the Commission acted to delete this objective. CPT is being covered by SPO A.2.08, while Academy Driver Training is being covered by SPOs A.4.02, B.3.04, and B.10.08.

Bureau(s) Assigned:	**Staff Assigned:**	**Completion Anticipated:**
S&E	Luke	Completed

Notes and/or Strategies:	Deleted by Commission action at the July 2008 meeting.

SPO#: A.7.06	Develop a "candidate pre-assessment package" (information and assessments) for prospective peace officer candidates.
Status on: 11/21/08	Deleted. POST's website has been revised to include a candidate information page which provides downloadable information on self-assessment and preparation guidelines for entry into an academy.

Bureau(s) Assigned:	**Staff Assigned:**	**Completion Anticipated:**
S&E	Singley	Completed

Notes and/or Strategies:	Deleted by Commission action at the October 2008 meeting.

GOAL A – RAISE THE BAR ON SELECTION AND TRAINING STANDARDS		
SPO#: **A.8.08**	**Expand cognitive testing for peace officers.**	
Status on: 08/24/12	This item was completed in April 2012. A report was made to the Commission in June 2012 and the Commission moved to delete this item as completed. Work from this item will be used to develop new questions to be incorporated into the PELLETB.	
Bureau(s) Assigned:	**Staff Assigned:**	**Completion Anticipated:**
S&E	Brown	Completed
Notes and/or Strategies:	Deleted by Commission action at the June 2012 meeting.	

GOAL B – IMPROVE THE QUALITY AND IMPACT OF TRAINING

SPO#: B.1.02	Establish instructor training and certification requirements.		
Status on: 11/21/08	Deleted. The Instructor Development Institute has been piloted. Participation in the Academy Instructor Certificate Program was mandatory as of March 1, 2008.		
Bureau(s) Assigned:	**Staff Assigned:**	**Completion Anticipated:**	
TPS	Gustafson	Completed	
Notes and/or Strategies:	Deleted by Commission action at the October 2008 meeting.		

SPO#: B.2.08	Establish a searchable database in order to share "best practices" and successes in training that emanate from nominations for the POST Excellence in Training Award.		
Status on: 12/01/09	The "Best Practices" searchable database has been created and is located within the Learning Portal under the "Community" tab. This resource will be continuously updated with selected top nominations from the annual POST Excellence in Training Awards. A report was made to the Commission at its February 2010 meeting recommending that this objective be deleted as completed.		
Bureau(s) Assigned:	**Staff Assigned:**	**Completion Anticipated:**	
TPS	Brewer	Completed	
Notes and/or Strategies:	Deleted as completed, February 2010.		

SPO#: B.3.04	Provide to POST's Regional Skills Training Centers updated driver training and force options simulators and program software.		
Status on: 09/02/14	In July 2013, a purchase order was executed with Interactive Training (IES) in Ann Arbor, Michigan. They were awarded the contract to provide twenty-four (24) fixed installations and six (6) portable Law Enforcement Force Option Training Simulator Systems to the RSTC program. In August, POST staff and subject matter experts involved in drafting of the solicitation, attended a pre-award demonstration of both the permanently installed (fixed) system and a portable MILO Range system, and verified the equipment met all the requirements of the solicitation. Staff recommended approval of the award. Delivery of the new Force Options systems began in September. Twenty-seven (27) of the thirty (30) systems have been deployed statewide and are currently providing mandated FOS perishable skills training. The three (3) remaining systems have been delayed at the request of the presenters and should be deployed on or before January 2015.		
Bureau(s) Assigned:	**Staff Assigned:**	**Completion Anticipated:**	
TPS	Craig	Jan-15	
Notes and/or Strategies:			

GOAL B – IMPROVE THE QUALITY AND IMPACT OF TRAINING

SPO#: B.4.06	Study the feasibility of developing technology-based training tools that provide just-in-time information (i.e., tutorials, checklists, etc.) for use with technologies such as patrol car computers and Personal Digital Assistants (PDAs).
Status on: 12/01/09	Examples of training and performance support tools delivered via PDAs are in development or are in use. These include a prototype of a decision support tool for investigators and a PDA-accessible version of the Emergency Response Guidebook. With these examples, the feasibility of using these training tools has been studied; staff recommended that this objective be deleted as completed at the February 2010 Commission meeting.

Bureau(s) Assigned:	Staff Assigned:	Completion Anticipated:
LTR	Myyra	Completed

Notes and/or Strategies:	Deleted as completed, February 2010.

SPO#: B.5.06	Develop a training tool that would help train investigators to efficiently develop search warrants for a variety of crimes.
Status on: 01/03/12	The Search Warrant Writing Tool is available to all 58 counties with templates that satisfy the requirements of the respective judicial councils of each county. Since the release of the tool, there have been 4,630 downloads by the field. This is the first performance support tool developed by POST and made available to law enforcement agencies. Staff recommends that this objective be deleted since the project is completed.

Bureau(s) Assigned:	Staff Assigned:	Completion Anticipated:
LTR	Myyra	Dec-11

Notes and/or Strategies:	Deleted as completed, February 2012.

SPO#: B.6.08	Study the feasibility of upgrading the present POST Basic Course Certification Review process.
Status on: 01/22/09	Deleted. The Basic Course Certification Review process has been enhanced by the development of a comprehensive *Standards-Based Academy Review Evaluation Form* for use by academies and evaluators, the assignment of additional POST staff to the review team, and the inclusion of trained evaluators (from academies), to perform in-depth reviews of skills training and testing. Two other additions to BCCR process are: 1) *Standards-Based Academy Review Manual,* contains definitions of the academy requirements and instructions for use of the checklist; and 2) enhanced accountability procedures (with new deadlines) to ensure academies address the identified issues of non-compliance with POST regulations. The revised process was approved at the Basic Course Consortium meeting in December 2008.

Bureau(s) Assigned:	Staff Assigned:	Completion Anticipated:
BTB	Evans	Completed

Notes and/or Strategies:	Deleted by Commission action at the January 2009 meeting.

GOAL B – IMPROVE THE QUALITY AND IMPACT OF TRAINING

SPO#: B.7.06	Develop a major-case management training course for managers/executives.
Status on: 01/07/13	Survey data was analyzed and vetted by a class of Executive Development Course students and other law enforcement executives. The course content has been finalized and focuses ~~is~~ on personnel involved in managing large scale recent critical events~~,~~ such as political crises and/or high profile cases. The first four hour pilot course presentation is scheduled for June 2013 in San Diego. Following the first course offering, future presentations will be increased to one full day to include contemporary issues at the command and executive levels.

Bureau(s) Assigned:	**Staff Assigned:**	**Completion Anticipated:**
TPS	Brewer	Jun-13

Notes and/or Strategies:	Deleted by Commission action at the June 2013 meeting.

SPO#: B.8.08	Study the feasibility of a model school-based program that can be replicated statewide.
Status on: 08/15/12	The subject matter experts have determined that development of school-based public safety programs statewide is both feasible and an effective way to contribute to development of a strong peace officer applicant pool. A DVD containing promotional clips and video segments complementing curricular themes has been produced. The DVD also includes a comprehensive program guide that can serve as a template for developing a "career pipeline" from elementary grades through college.

Staff, in partnership with California Department of Education, have set up four pilot programs, and at the same time have updated the content of the California Career Technical Education standards for grades 7 through 12. A Career Pipeline Network has been established on the POST website. The network functions as a coordinative mechanism enabling agencies across the state, and nation, who currently host or are developing school-based public safety programs to share materials and best practices. |

Bureau(s) Assigned:	**Staff Assigned:**	**Completion Anticipated:**
CLD/BTB	Kyritsis/Ziglar	Oct-12

Notes and/or Strategies:	Deleted by Commission action at the October 2012 meeting.

SPO#: B.9.08	Increase the availability of online courses and performance support tools available on the POST Learning Portal.
Status on: 05/13/09	Ongoing. A detailed report was submitted to the Commission at its April 2009 meeting regarding the work done by staff in completing this objective. A Budget Change Proposal (BCP) to fund online training and add an instruction systems engineer position was approved in the budget. In addition, funding is being sought through a Chancellor's grant to develop another online course for instructor development. Five courses are currently under development.

Bureau(s) Assigned:	**Staff Assigned:**	**Completion Anticipated:**
TPS/LTR	Myyra	Completed

Notes and/or Strategies:	Deleted by Commission action at the July 2009 meeting.

GOAL B – IMPROVE THE QUALITY AND IMPACT OF TRAINING

SPO#: B.10.08	Enhance and continue the study of driver training methods and vehicle-related high-risk activities to improve training, enhance safety, and reduce preventable collisions and injuries.
Status on: 09/02/14	SAFE Driving Campaign members met in San Diego in May 2014 and the Motors Advisory Group met in San Diego in August 2014. The SAFE Driving Pledge was designed as an educational tool for law enforcement agencies to reinforce their commitment to safe driving practices. The SAFE Campaign Members discussed strategies by which the pledge can be more widely distributed and practiced. The Motors Advisory Group continued work towards guidelines being developed for motorcycle traffic enforcement. Motors Advisory Group members also debated the near-miss reporting system benefits and how best to incorporate the potential use of this system. The SAFE Driving News Alert continues to be an effective tool in communicating the SAFE Driving message and in May an alert was sent to over 2,200 subscribers notifying them of the release of the latest SAFE Driving video, "Did You Know – Courageous Conversations." Previously distributed alerts are now archived on the SAFE Driving Campaign webpage.

Bureau(s) Assigned:	Staff Assigned:	Completion Anticipated:
TPS	Ellsworth	Jun-14

Notes and/or Strategies:	

SPO#: B.11.08	Review the POST Basic Dispatch curriculum and hours.
Status on: 06/24/10	Complete. Four meetings with subject matter experts resulted in the revision of all 14 learning domains in the Public Safety Dispatch Basic Course. The hours remained at 120, but were redistributed to allow for more time to be focused on topics identified as more critical in nature. The revised training specifications and the expanded course outline were approved by the Commission on February 25, 2010. The changes to the specifications were reviewed and approved by the Office of Administrative Law. The changes became effective July 1, 2010; they are available on the POST Website.

Bureau(s) Assigned:	Staff Assigned:	Completion Anticipated:
BTB/S&E	Shingara/Madeira/Groome	Completed

Notes and/or Strategies:	Deleted by Commission action June 2010.

SPO#: B.12.08	Study the feasibility of establishing instructor training requirements for public safety dispatcher instructors for the Public Safety Dispatcher (PSD) course.
Status on: 05/17/13	Staff has developed an Academy Instructor Certification Course (AICC) for instructors 2009 which included an instructional design component. This course, presented approximately two times each year, continues to receive positive reviews from PSD students regarding enhanced course delivery and development skills. Staff surveyed those who would be impacted by a requirement of this training for instructors of the PSD course. After significant research, staff learned this would create a burden for PSD employers and course presenters as well as decrease the pool of available instructors. As a result, in lieu of any instructor mandate, POST will continue to support public safety dispatchers with continued offerings of the voluntary PSD AICC courses and Learning Portal classes.

Bureau(s) Assigned:	Staff Assigned:	Completion Anticipated:
TPS	Brewer	Jun-13

Notes and/or Strategies:	Deleted by Commission action at the June 2013 meeting.

GOAL B – IMPROVE THE QUALITY AND IMPACT OF TRAINING

SPO#: B.13.08	Study the feasibility of enhancing the ongoing evaluation of POST instructors.
Status on: 06/24/10	Phase 1 – As part of the Master Level of the IDI, each Master student must evaluate an instructor during a 2-hour block of instruction in a certified course. The Master Level instructor completes an evaluation of the instructor's presentation. These reports will be used to assist in the development of an instructor evaluation process. Phase 2 – The evaluation instrument will be reviewed and modified by existing Master Instructors to pilot a full day of certified courses in the 10 POST Regions. Regional consultants and other staff may also use the instrument to document course evaluations. Phase 3 – The pilot will be reviewed by SMEs, presenters and staff as part of a process to develop an ongoing instructor evaluation plan. The plan will be presented to the Commission.

Bureau(s) Assigned:	Staff Assigned:	Completion Anticipated:
TDC/TPS	Spisak/Evans	Oct-11

Notes and/or Strategies:	Consolidated with Objective C.1.08 to create Objective B.15.08 by Commission action June 2010.

SPO#: B.14.08	Study the feasibility of expanding the use of blended learning to increase distance learning (for CPT) opportunities.
Status on: 07/30/10	Since a specific study regarding the ICI Core Course and blended learning has been completed, and various forms of blended learning are being, and will be, utilized by other POST sponsored programs, it is recommended that this objective be deleted as "complete". The concept of blended learning is one that has been, and will continue to be, part of the "toolbox" of options considered by POST when developing and presenting training.

Bureau(s) Assigned:	Staff Assigned:	Completion Anticipated:
LTRB/CLD	Myyra	Completed

Notes and/or Strategies:	Deleted as "Ongoing" by Commission Action October 2010.

SPO#: B.15.10	Develop a training evaluation program that assesses course quality, including instructor performance.
Status on: 08/24/12	Completed. The former Course Quality Assessment Review process has been re-established as a one-year pilot program subsequent to the development of comprehensive *Instructor and Course Evaluation Rubrics* for use by training managers and evaluators, the assignment of POST staff to the pilot program, and the inclusion of trained evaluators to perform in-depth evaluations of POST-certified courses and instructor performance. A new Course/Instructor Evaluator training course has been developed to train managers and instructors in use of the forms. The new Course Quality Assessment Review process and forms are being used in courses throughout the State. Upon conclusion of the one-year pilot, a report on outcomes will be submitted to the Commission for review.

Bureau(s) Assigned:	Staff Assigned:	Completion Anticipated:
TPS/TDC	Evans	Jun-12

Notes and/or Strategies:	Objective added by Commission action June 2010 through consolidation of Objective B.13.08 and C.1.08. Deleted by Commission action at the October 2012 meeting.

GOAL B – IMPROVE THE QUALITY AND IMPACT OF TRAINING

SPO#: B.16.12	**Develop an interactive, multimedia version of POST Student Workbooks to provide for more learning modalities, accelerate distribution of content updates, and realize cost savings for students.**
Status on: 09/02/14	The first e-workbook for Driver Training (LD19) has been developed, reviewed by a committee of subject matter experts in December, and testing is ongoing. Computer Services Bureau (CSB) has contracted with an outside vendor to convert the existing workbooks into electronic format, and more than half of the library is complete. All e-workbooks will be released in three formats to accommodate the broadest possible range of uses: Apple iBook, Android Kindle/e-pub, and standard PDF. After the contracted vendor completes conversion of the workbooks (estimated completion: December 2014), Basic Training Bureau (BTB) will continue to beta-test and review the products, then release them to the field. With current staffing constraints and workload priorities, it is estimated BTB and CSB will be able to address 4-5 workbooks per year.

Bureau(s) Assigned:	Staff Assigned:	Completion Anticipated:
BTB/CSB	Loggins/Fitzpatrick	Mar-16 for full conversion

Notes and/or Strategies:	

GOAL C – ENHANCE POST'S SERVICES

SPO#: C.1.08	Develop a training evaluator program to supplement POST's efforts to maintain course quality.
Status on: 06/24/10	Recommend this be combined with SPO# B.13.08 and incorporated into a new objective (B.15.08). The Instructor Development Institute (IDI) at the Level IV of instruction requires students in that program to evaluate instruction of exiting classes. These students will be used to develop an evaluation instrument that can be used by others to evaluate courses.

Bureau(s) Assigned:	Staff Assigned:	Completion Anticipated:
TPS	Evans	Oct-11

Notes and/or Strategies:	Consolidated with Objective B.13.08 into new Objective B.15.08 by Commission action June 2010.

SPO#: C.2.06	Revise the POST Administrative Manual to make the format more user-friendly for online access.
Status on: 01/07/13	The revision of the POST Administrative Manual (PAM) has been completed. All 9000-numbered regulations have been revised to the original 1000 number series of the PAM. The 9050-9060 regulations were renumbered 1950-1960. The PAM is now searchable online and went live on January 2, 2013.

Bureau(s) Assigned:	Staff Assigned:	Completion Anticipated:
ASB	Kaida	Jan 13

Notes and/or Strategies:	Deleted by Commission action February 2013.

SPO#: C.3.06	Develop a comprehensive plan for POST's role in addressing law enforcement recruitment issues.
Status on: 06/24/10	Completed. The Commission at its January 2009 meeting supported development of a template that could be used by agencies to create their own recruitment strategic plan. A "Recruitment Strategic Planning Guide" was completed and approved by the Commission at its July 2009 meeting. The publication has been completed and uploaded to the POST Website under the Publications link. A report was made to the Commission at its June 2010 meeting.

Bureau(s) Assigned:	Staff Assigned:	Completion Anticipated:
TPS	Brewer	Completed

Notes and/or Strategies:	Deleted by Commission action June 2010.

GOAL C – ENHANCE POST'S SERVICES

SPO#: C.4.02	Study the feasibility of awarding college credit for select POST training courses (e.g., IDI, SBSLI, etc.).
Status on: 04/12/11	The POST web-based publication that provides information on acquiring college credit was updated to include information on how to also obtain college credit for POST certified courses. This information was developed in conjunction with Instructor Standards Advisory Council (ISAC) at the October 2010 meeting. The requirements of the objective have been completed.

Bureau(s) Assigned:	Staff Assigned:	Completion Anticipated:
TPS	Brewer	Completed

Notes and/or Strategies:	Deleted by Commission action February 2011.

SPO#: C.5.06	Develop an automated scoring process for scenario-based testing in the Basic Course using the TMAS system.
Status on: 04/12/11	The project strategy has been restructured. Based on the Commission's direction to replace TMAS, Objective C.5.06 logically dovetails into the current efforts to update and automate POST's testing processes. The vendor completing the spring 2011 TMAS Replacement IT Feasibility Study will be asked to incorporate POST's need to automate scenario-based testing into the functional requirements of proposed IT solutions. Since plans to replace TMAS are still being formulated, the anticipated completion date is subject to change.

Bureau(s) Assigned:	Staff Assigned:	Completion Anticipated:
S&E	Chan	Oct-11

Notes and/or Strategies:	This Objective was consolidated with Objective C.12.08 by Commission action February 2011.

PO#: C.6.06	Develop means to heighten public awareness about successes in professionalizing California law enforcement.
Status on: 04/12/11	Staff developed resources and made them available to agencies to assist them in improving the image of law enforcement and heightening awareness about professionalism. ICI Presenters are required to integrate the POST DVD Victims of Violence into the ICI Core, Homicide, Robbery, and Domestic Violence ICI courses; and are providing a copy of the DVD to all students in ICI courses effective. Both the English and Spanish versions of the DVD are available on the POST Website. According to ICI presenters students are using the DVD in their follow-up investigations. With POST's limited resources, further efforts to heighten public awareness about successes in professionalizing law enforcement would be costly and labor-intensive. The responsibility and ability to address public perception and successes in law enforcement is better addressed at the local level with POST providing the kinds of resources described above, as appropriate.

Bureau(s) Assigned:	Staff Assigned:	Completion Anticipated:
TPS	Brewer	Completed

Notes and/or Strategies:	Deleted by Commission action February 2011.

GOAL C – ENHANCE POST'S SERVICES

SPO#: C.7.08	Enhance communications with stakeholders about POST's services and programs.
Status on: 04/12/11	Computer Services Bureau (CSB) has completed a Training Manager's Forum, which allows the area consultants to communicate directly with stakeholders via the Forum located on the POST Website. A special Website forum for Command College attendees has been completed; it allows for sharing research information and assignments. CSB has added increased functionality to both EDI and the Website to provide client tools, such as, the Training Dashboard to highlight met and unmet training goals, and automated processes to alert area consultants when Peace Officer appointments are made to individuals without a completed basic course. CSB is also working on a Compliance Scorecard, which is an agency-wide review of all training requirements for the previous *Two-year Compliance Cycle*, issuing a percentage-based score for 24-hour CPT compliance, the four perishable skills requirements, and an overall agency score.

Bureau(s) Assigned:	**Staff Assigned:**	**Completion Anticipated:**
TDC/ASB	Spisak/Espell	Completed

Notes and/or Strategies:	Deleted by Commission action February 2011.

SPO#: C.8.08	Streamline the payment of POST Training Reimbursement Requests (TRRs).
Status on: 09/02/14	Computer Services Bureau (CSB) and Administrative Services Bureau (ASB) have completed the first phase of Training Reimbursement Request (TRR) automation, allowing agencies to create electronic TRR forms, and mail hardcopies to POST. CSB has begun work on an automation program for the overall reimbursements process, which will allow agencies to create and submit TRR forms for all reimbursement plans electronically through the EDI system. When complete, this system will replace POST's current reimbursement program. Completion of this project is anticipated by June 2015, contingent on the successful completion of the PASS project.

Bureau(s) Assigned:	**Staff Assigned:**	**Completion Anticipated:**
CSB/ASB	Davis/Lapanja	Jun-15

Notes and/or Strategies:	

SPO#: C.9.08	Study the feasibility of creating an FTO/PTO-type program and workbook for new first-line supervisors.
Status on: 12/20/13	The initial analysis of survey data received from 155 agency heads shows insufficient wide-spread support for an FTO/PTO-type program for new first-line supervisors. The survey does demonstrate strong interest in an easily accessible, on-line collection of resources designed to assist new supervisors who have not yet had the opportunity to attend the Supervisory Course. Staff is evaluating materials from the Supervisory Course and other sources for applicability. Staff anticipates making full recommendations to the Commission at its February 2014 meeting.

Bureau(s) Assigned:	**Staff Assigned:**	**Completion Anticipated:**
MCLD	Chisum	Feb-14

Notes and/or Strategies:	Deleted by Commission action February 2014.

GOAL C – ENHANCE POST'S SERVICES

SPO#: C.10.08	Conduct a comprehensive review of the Supervisory Course and curriculum.
Status on: 04/23/12	The updated series of video vignettes portraying a fictitious team of individuals reporting to a newly appointed supervisor were previewed before the Advisory Committee on February 22, 2012. The following day the Commission reviewed and approved both the updated Supervisory Course's Topics and Objectives and the Instructor's Guide. Thus, course content was approved as submitted. Train-the-Trainer sessions, to familiarize new and existing instructors with the revised course materials, are ongoing. The evaluations have been very positive. Forty instructors have been trained to date, and the new course has now been presented to 90 sergeants. These evaluations have been positive as well. The Supervisory Course Online Network is continually updated to enable instructors throughout the state to share innovative ideas, videos, materials, and student exercises.

Bureau(s) Assigned:	Staff Assigned:	Completion Anticipated:
CLD	Chisum	Jun-12

Notes and/or Strategies:	Deleted as completed by Commission action June 2012.

SPO#: C.11.08	Continue to expand the development and use of technology in selection and training.
Status on: 09/02/14	Basic Training Bureau has worked with Computer Services Bureau (CSB) staff to create a web application to electronically generate Letter of Agreement (LOA) forms. The e-workbook system will begin beta testing in 2014. The first e-workbook will present learning domain 19 (Vehicle Operations), followed by learning domains 33 (Arrest Methods/Defense Tactics) and 32 (Lifetime Fitness). POST initiated beta testing with LD 19. Only a small population of stakeholders participated in the initial test, very likely due to the fact only 1 LD e-Workbook was available and the project is a paradigm shift. POST is optimistic future beta testing endeavors will have a greater level of participation as presenters and students get acclimated to the new workbooks. The project is ongoing, and to address stakeholder concerns CSB is working to ensure the e-workbooks will be released in three formats to accommodate the broadest possible range of uses: Apple iBook, Android Kindle/e-pub, and standard PDF.

Bureau(s) Assigned:	Staff Assigned:	Completion Anticipated:
SERB/LRTB/BTB	Chan	Pending completion of SPO# C.14.11.

Notes and/or Strategies:	NOTES: SPO# C.5.06 and SPO# C.12.08 were combined into SPO# C.14.11 by Commission Action in February 2011. SPO# C.14.11 has been restructured to the Testing System Replacement Project and the original objectives from SPO# C.14.11 have been incorporated into this objective.

GOAL C – ENHANCE POST'S SERVICES

SPO#: C.12.08	**Study the feasibility of providing automated evaluation for POST's Field Training Officer/Police Training Officer (FTO/PTO) program using the Testing Management and Assessment System (TMAS).**
Status on: 04/12/11	This objective is related to SPO C.5.06, which assesses the current testing management and assessment system (TMAS). Objective C.12.08 involves identifying and evaluating potential replacement testing systems in order to eliminate current testing vulnerabilities within the existing TMAS system. The effort to update POST's testing processes includes incorporating the functional requirements of this objective into SPO C.5.06.

Bureau(s) Assigned: S&E/BTB	Staff Assigned:	Completion Anticipated:

Notes and/or Strategies:	This Objective was consolidated with Objective C.05.06 by Commission action February 2011.

SPO#: C.13.08	**Study the feasibility of revising course certification requirements and training reimbursement plans.**
Status on: 05/12/14	Staff has yet to begin review of the requirements to assess whether changes to course certification requirements and training reimbursement is needed. Work on this objective is delayed due to staffing shortages.

Bureau(s) Assigned: TDB	Staff Assigned: Decker	Completion Anticipated: Jan 15

Notes and/or Strategies:	On hold.

SPO#: C.14.11	**Develop and implement a computer-based testing system to replace TMAS.**
Status on: 09/02/14	POST will replace the TMAS testing system with a modern vendor-designed computer-based testing solution. POST Testing System (PTS) requirements focus on technical security, enhanced access controls, functionality for new test question formats, and Training and Testing Specifications (TTS). The first phase of the project includes the delivery of secured on-line testing features and TTS. The second phase of the project includes an interface to exchange test results from Scenario/Skills Testing and Work Sample Test Battery. The project's Feasibility Study Report (FSR) has been approved by the California Technology Agency (CTA). A complete Request for Proposal (RFP) has been submitted to the Department of General Services (DGS) and will be considered final after DGS review. An informational Draft RFI has been released and several potentially qualified and interested vendors have been identified. Final RFP development is underway and will be advertised for competitive bid during the first quarter 2015, pending CTA approval. After DGS and CTA approval, POST will select a qualified vendor through a competitive bidding process to design and configure the testing system.

Bureau(s) Assigned: SERB/CSB	Staff Assigned: Yip/Holmgren	Completion Anticipated: To be determined after vendor selection.

Notes and/or Strategies:	

GOAL C – ENHANCE POST'S SERVICES

SPO#: C.15.12	Streamline the processing of POST Professional Certificates, using the Electronic Data Interchange (EDI) system.
Status on: 09/02/14	Computer Services Bureau (CSB) staff has completed development and installation of the first phase of the Professional Certificates System, which integrates with the EDI system to automate internal processing of Professional Certificates. Development on the second phase of the project has been completed, and will extend the system to include EDI users located outside of POST. This work also includes development of a new authentication system (PASS) to improve security and ease of use. The second phase of the system is complete and is undergoing final testing. The system will be put into production pending final approval by the Commission in October 2014 and the completion of PASS.

Bureau(s) Assigned: CSB/ASB	Staff Assigned: Lapanja/Davis	Completion Anticipated: Dec-14
Notes and/or Strategies:		

GOAL D – ENHANCE THE POST ORGANIZATION AND STAFF

SPO#: D.1.06	**Study the feasibility of establishing a mentoring program for POST employees.**		
Status on: 09/22/14	The Administrative Services Bureau has conducted research and has found very few state agencies with formal mentoring programs. The agencies with mentoring programs are large with full time staff members assigned to the program. Research found these programs were complex, and time and work intensive. The Human Resources Unit will look at developing an abbreviated mentoring program that compliments the current Career Development and Upward Mobility Program as defined in internal policy directive P-25.		
Bureau(s) Assigned:	**Staff Assigned:**	**Completion Anticipated:**	
ASB/Management Team	Engler/Wootton	Jun-16	
Notes and/or Strategies:			

SPO#: D.2.08	**Establish a futures planning capability within POST.**		
Status on: 12/23/11	A comprehensive report prepared by the Future Vision Team (FVT), entitled *Preferred Future – 2020*, was reviewed by the Commission at its June 2011 meeting. The report, based upon extensive analysis of trend data, detailed a preferred future state for POST and proposed recommendations for achieving such an outcome. The futuring tools and skills of the members of the FVT remain intact. The futuring process is ongoing and remains a responsibility of the Center for Leadership Development Bureau.		
Bureau(s) Assigned:	**Staff Assigned:**	**Completion Anticipated:**	
CLD/Leadership Team	Hooper	Completed	
Notes and/or Strategies:	Deleted by Commission action at the October 2011 meeting.		

SPO#: D.3.08	**Enhance the use of digital media.**		
Status on: 05/13/09	This objective has been on hold due to other higher funding priorities. The original focus of the objective was to digitally record the Advisory Committee and Commission meetings. The transcription of the meeting minutes was previously done by staff from a tape recording and notes. Since the Commission has approved professional transcription services of meeting minutes, the need to further pursue this objective is no longer necessary.		
Bureau(s) Assigned:	**Staff Assigned:**	**Completion Anticipated:**	
CSB/TPS		Completed	
Notes and/or Strategies:	Deleted by Commission action at the July 2009 meeting.		

GOAL D – ENHANCE THE POST ORGANIZATION AND STAFF

SPO#:	
D.4.10	**Study the feasibility of reorganizing POST in support of the needs of law enforcement and the future vision of the organization.**
Status on: 09/22/14	The Strategic Planning Design Committee continues to work with California State University, Sacramento's Center for Collaborative Policy (CCP) to develop the POST strategic plan. The internal and external individual interviews have been completed and the Assessment Summary was provided to all POST staff as well as the Management Team. The Summary contained several preliminary considerations for reorganization discussions. The Management Team will meet with CCP to review and validate the Summary in October, and this information will be available for future in-depth reorganization strategies.

Bureau(s) Assigned:	Staff Assigned:	Completion Anticipated:
Management Team		Mar-15

Notes and/or Strategies:	Added by Commission action at the June 2010 meeting.