

Commission on
Peace Officer Standards and Training

2015 Implementation Plan



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Purpose and Need for the Strategic Plan

The *California Commission on Peace Officer Standards and Training (POST) 2015 Strategic Plan* was developed to serve as a roadmap to coordinate and direct the organization's efforts and resources. It is a document that unifies the efforts of staff and brings cohesiveness to their work and energy.

The Mission of POST is to: continually enhance the professionalism of California law enforcement in serving its communities. It was with this outcome in mind that POST staff and representatives of California law enforcement worked to define the goals, objectives, and strategies included in this document.

In this time of economic and social challenges for law enforcement and POST itself, this strategic plan becomes even more vital to influencing the decisions to focus decreasing funds and staffing on identified priorities. Because of its overarching importance, the strategic plan was developed with the input of all POST staff, the POST Commission Advisory Committee, and members of the POST Commission. This document is a unified directive that will guide the organization for the next three to five years.

As a living document, the *Strategic Plan* allows POST the agility to meet the emerging needs of California law enforcement into the next decade.

Timeline for Implementation of this Strategic Plan

The *2015 Strategic Plan* will be presented to the Commission for approval on June 25, 2015. The companion *Implementation Plan* outlines task or action items identified for each strategic plan objective. The Design Implementation Team (DIT), consisting of a cross representation of POST staff, has been involved with the development of the strategic plan from the early stages, and will assume the role of monitoring the progress of the organization through the completion of the tasks and objectives.

Some of the tasks or action items will be quickly accomplished; however, some are complex and will take longer to plan and execute, taking completion out to the five-year target date.

It is the intent of the DIT to meet regularly on an internal basis and, annually with the external contributors to discuss progress and the potential to redirect efforts based on emerging trends or needs. In this way, the document will remain relevant and effective in supporting POST's mission.

Overview of Methodology and Strategic Plan Process

At the February 2013 meeting the Commission authorized the Executive Director to enter into a contract with an entity, later identified as California State University Sacramento Center for Collaborate Policy (CCP), to facilitate an update of the POST Strategic Plan.

CCP staff met with the Executive staff to discuss the project and the desired outcomes. It was agreed that the *2015 Strategic Plan* would serve to prioritize the efforts and resources of POST for the next three to five years, and should be developed in collaboration with POST staff and representatives of those who POST serves.

POST identified a cross representation of employees to serve as members of the Design Team, to collaborate with CCP in the development of the strategy for the completion of the document. It was determined that the strategic plan update would be based on extensive research, surveys, interviews, and consultation with POST staff and POST external stakeholders.

CCP completed research to identify all existing POST programs and activities to document where efforts are currently expended.

The Design Team and CCP developed interview questions and a survey instrument and identified individuals internally and externally who offered a broad representation. CCP conducted over 100 interviews and sent over 80 surveys to obtain input from POST staff, Advisory Committee and Commission members, and representatives of law enforcement (executive, command, management, supervision, and line level), as well as public safety dispatchers, training managers, coroners, records supervisors, district attorney investigators, and investigators for state agencies.

The information was compiled into an Assessment Summary. Working from that document, CCP conducted a two-day internal validation workshop to develop goals and objectives pertaining to POST staff and the functionality of the organization. After the workshop, the Design Team was expanded to include additional POST staff and became the Design Implementation Team (DIT) tasked with:

- ▶ Refining the vision statement, areas of focus, and the goals and objectives (strategies)
- ▶ Developing action plans: tasks, timelines, roles, and responsibilities
- ▶ Developing metrics and performance measures to track the progress within the action plans
- ▶ Collaborating with CCP staff to develop the 2015 Strategic Plan draft

Another two-day workshop was then held with representatives of the Commission Advisory Committee, designated Commissioners, and the Design Implementation Team to focus on the goals and objectives pertaining to the needs of POST's clients, and the prioritization of POST's efforts and resources for the next three to five years.

Using the collected information, the DIT worked with CCP to develop the draft document and presented it to all POST staff for review and input.

The final draft was approved by the Executive Director. It will be presented to the Commission for approval on June 25, 2015.

Vision

The vision of the California Commission on Peace Officer Standards and Training (POST) is to be the leading organization in establishing professional standards, assuring top-quality training, and providing effective services to develop and support the world's finest peace officers and law enforcement organizations.

Mission

The mission of the California Commission on Peace Officer Standards and Training (POST) is to continually enhance the professionalism of California law enforcement in serving its communities.

Recognizing that effective law enforcement is the cornerstone of a free and safe society, POST is committed to a vision of the future that ensures quality, integrity, accountability, and cooperation; encourages new ideas; explores and uses appropriate technologies; and delivers relevant, client-based programs and services.

POST fulfills its mission through:

Cooperation

POST is a partner with law enforcement and other public and private entities. POST communicates actively, clearly, and candidly among its staff and with its partners to enhance cooperation in meeting the needs of law enforcement.

Advocacy

POST is an advocate and serves as a catalyst for advancing the profession and the image of law enforcement. POST works with its partners to educate members of the public about their crucial role in supporting quality law enforcement.

Advancing Professionalism

POST, with its partners, establishes and maintains the highest relevant statewide standards for selecting and training law enforcement personnel and ensures compliance with those standards. POST strives to ensure that all California law enforcement agencies have access to high-quality, cost-effective training for the development of the skills, knowledge, ethics, and attitudes necessary for achieving and maintaining professional excellence.

Exchanging Information

POST is a center for the collection, review, evaluation, sharing, development, and referral of ideas and information on selection, training, technology, law enforcement operations, management, leadership, and other relevant topics. This includes identifying trends and emerging needs to enable law enforcement to focus on and address society's changing issues.

Resource Stewardship

POST works in concert with law enforcement to establish priorities for the use of resources. POST allocates its resources in the most productive, equitable, and cost-effective manner. POST and its partners actively work to assure sufficient resources to meet the needs of law enforcement and the communities it serves.

Values

Central to the California Commission on Peace Officer Standards and Training (POST) mission are the values that guide our work and decisions, and help us contribute to the quality of programs and services we provide.

We value:**Service and Respect**

We believe in providing quality services in a timely and professional manner. We are service-driven and client-oriented. We strive for excellence in all that we do. We provide service in a fair, friendly, and respectful manner. We sincerely care about people. By respecting one another, we encourage respect for all.

Cooperation and Teamwork

We value cooperation, partnership, and teamwork. We recognize that only through cooperation with our partners and others can we accomplish our mission. We foster teamwork by encouraging participation and a shared commitment to success.

Pride and Contribution

We believe each of us is crucial to performing the mission of POST. We are proud of our agency, one another, and our contributions to law enforcement. We are empowered to use our best judgment in everything we do. We are encouraged to contribute ideas to improve our services and the way POST functions.

Learning and Accountability

We believe learning and advancing professionalism are life-long endeavors. We welcome the challenge of learning whatever is necessary to grow, both personally and professionally. We set high standards, work with positive attitudes, assume responsibility, and are accountable for our behaviors, decisions, and actions.

Innovation and Diversity

We value innovation and creativity. We recognize that change is constant and we must proactively seek new and better ways to assist law enforcement. We appreciate diversity and recognize that different viewpoints and experiences are central to our understanding and meeting the unique needs of agencies throughout the state.

Communication and Decision Making

We value clear and open communication, and objective research and analysis. We encourage employee involvement and information sharing and provide an environment for active participation in the decision-making process. We value the synergistic effects of participation and group discussions which improve our understanding and help us make sound decisions.

The California Commission on POST is nationally and internationally recognized for excellence in training and standards for peace officers. For 2015-2020, POST will continue to serve law enforcement by focusing on the following goals:

- ▶ **Maintain leadership in emerging issues in law enforcement**
- ▶ **Increase efficiency in POST systems and operations**
- ▶ **Increase awareness and access to POST services and products**
- ▶ **Enhance law enforcement's ability to serve their communities**

A. Goal: Maintain Leadership in Emerging Issues in Law Enforcement

Objective	Strategy
A.1 California law enforcement agencies are prepared to address emerging trends and challenges	A.1.1 Identify and convey information on emerging trends to the field
	A.1.1.a Establish an “IMPACT” team (Investigating, Mitigating, Progressive, and Critical Trends) comprised of POST personnel who will scan and evaluate emerging trends, practices, and technology relevant to California Law Enforcement agencies. <ul style="list-style-type: none"> ▶ Partner with subject matter experts to expand the range of the IMPACT team including non-governmental organizations and academia ▶ Provide administrative and logistical support to the IMPACT team ▶ Establish regular meetings with POST executives and the IMPACT team to discuss trends, findings, and develop strategies ▶ Make recommendations to Executive Staff on potential projects or programs that could address emerging trends
	A.1.1.b When fiscally possible, convene POST symposia on critical and current trends in law enforcement
	A.1.1.c Enhance resources on the POST Website to highlight news and trends <ul style="list-style-type: none"> ▶ Identify POST personnel who will continually monitor and evaluate news and events related to law enforcement ▶ Establish criteria for priority and acceptable information ▶ Establish a process for decision making for rapid and efficient editing and approval of material for website ticker

A. Goal: Maintain Leadership in Emerging Issues in Law Enforcement (cont)

Objective	Strategy
A.1 California law enforcement agencies are prepared to address emerging trends and challenges (cont)	A.1.2 Establish a process to ensure POST- developed courses are relevant and contemporary
	A.1.2.a Evaluate POST-developed courses regularly for effectiveness in addressing emerging trends, practices and, technology
	A.1.2.b Ensure that information on proposed legislation that could affect training is provided in a timely manner to POST staff.
	A.1.2.c Explore technologies that would enhance existing courses or assist in the design and development of new courses
	A.1.2.d Conduct periodic training needs assessments and develop new courses as needed
	A.1.2.e Work collaboratively with stakeholders to ensure that emerging issues and practices are incorporated into the Regular Basic Course and advanced officer training <ul style="list-style-type: none"> ▶ Evaluate the current process for updating the Regular Basic Course curriculum and advanced officer training with feedback from the field ▶ Identify additional sources of feedback from the field (e.g., Consortium, FTO, TDC, professional organizations and associations, POST IMPACT Team) ▶ Formalize a process to incorporate feedback into curriculum updates
	A.1.3 Review and update Continuous Professional Training (CPT) and Perishable Skills Program (PSP)
	A.1.4 Enhance and continue the study of driver training methods and vehicle related high-risk activities to improve training and enhance safety
	A.1.3.a Continue work with the POST Situational-Appropriate Focused and Educated (SAFE) subject matter experts to reduce officer involved collisions and injuries

B. Goal: Increase Efficiency in POST Systems and Operations

Objective	Strategy
B.1 POST regulations are relevant, comprehensible, and consistently applied	B.1.1 Complete the update of the POST Administrative Manual (<u>PAM</u>)
	B.1.1.a Convene a panel of internal stakeholders from each bureau to participate in PAM revisions
	B.1.1.b Ensure POST regulations reflect current practices
	B.1.1.c Reorganize and simplify
	B.1.1.d Ensure review and input from stakeholders and affected POST staff on all proposed changes to POST regulations
	B.1.2 Create a process to review and update POST regulations regularly
	B.1.2.a Determine and establish appropriate frequency for PAM revisions
	B.1.2.b Ensure that information about proposed legislation that could affect POST regulations is provided in a timely manner to POST staff
	B.1.2.c Create a feedback mechanism that allows the field to provide comments regarding PAM usability
	B.1.3 Develop a process to keep POST staff informed of POST regulation changes to ensure consistency in application
	B.1.3.a Identify training needs for staff on specific regulations
	B.1.3.b Develop training and resources for POST staff
	B.1.4 Assess the need for improvements in notifying the field regarding changes in POST regulations

B Goal: Increase Efficiency in POST Systems and Operations (cont)

Objective	Strategy
B.2 Course certification and modification processes are streamlined and efficient	B.2.1 Improve the course certification and modification process
	B.2.1.a Conduct an internal audit of the course certification process
	B.2.1.b Complete a task analysis of the process to determine how divisions of labor, teaming, and staff positions can support more effective certification and modification processes
	B.2.1.c Develop a process to use feedback from the field to assist in identifying the need for modification or update for POST certified courses
	B.2.1.d Develop a process for POST certified courses to be reviewed on a regular basis to ensure they are current and relevant
B.3 POST structure and systems support efficiency, productivity, and quality, and are appropriately resourced	B.2.1.e Ensure POST regulation updates support the certification and modification processes
	B.2.2 Assess the need for a resource to ensure consistency in course certification standards
	B.3.1 Complete an organizational workload study of POST utilizing internal resources
	B.3.1.a Identify and eliminate duplication in operations
	B.3.1.b Evaluate workload distribution
B.3 POST structure and systems support efficiency, productivity, and quality, and are appropriately resourced	B.3.1.c Evaluate the feasibility of job rotation
	B.3.2 Establish uniform contracting procedures
	B.3.2.a Analyze the different contracting needs and requirements of different bureaus and programs
	B.3.2.b Determine and standardize a “best practice” method for developing and maintaining contracts within the bureaus
	B.3.2.c Develop a uniform online tracking system for program managers to track contract/program expenditures
B.3 POST structure and systems support efficiency, productivity, and quality, and are appropriately resourced	► Make expenditures available for staff viewing
	B.3.2.d Train staff on contracting policies and procedures
	B.3.3 Evaluate current proofing and editing processes and improve where necessary to ensure all POST materials are properly edited prior to being distributed

B Goal: Increase Efficiency in POST Systems and Operations (cont)

Objective	Strategy
B.4 The efficiency of operations and business processes is increased	B.4.1 Continue to develop an automated reimbursement process B.4.1.a Integrate TRR and LOA handling B.4.1.b Evaluate feasibility of eliminating the paper reimbursement process
	B.4.2 Automate professional certificates application process B.4.2.a Eliminate paper certificates process
	B.4.3 Complete automation of agency compliance inspections
	B.4.4 Improve the course evaluation process to ensure feedback gets to course instructors B.4.4.a Identify which feedback mechanisms are currently being used B.4.4.b Improve or develop new mechanisms for evaluation and feedback
	B.4.5 Procure a broad range of computer-based testing and automated scoring tools
	B.4.6 Evaluate the feasibility of electronic completion and submission of POST forms
	B.4.7 Make all digital resources available online for POST staff B.4.7.a Evaluate the feasibility of scanning archived paper documents B.4.7.b Research best methods for file organizing, sharing, transferring, and accessing
	B.4.8 Expand utilization of tools for automating event management to include notification, pre-registration, identification cards, attendance scanning, and course rosters
	B.4.9 Update the POST Internal Manual (PIM)

B Goal: Increase Efficiency in POST Systems and Operations (cont)

Objective	Strategy
B.5 POST staff communicates effectively across divisions and bureaus	B.5.1 Increase the awareness of the existing directory of POST staff functions and responsibilities
	B.5.2 Develop inter-bureau communication procedures when planning projects and programs to encourage collaboration and to avoid duplication of effort
	B.5.2.a Conduct regular cross-bureau project reviews
	B.5.3 Improve organization-wide use of communication protocols
	B.5.3.a Set standards and guidelines for response and turn-around times for all common communications B.5.3.b Identify bureau points-of-contact for accurate and timely response to inquiries B.5.3.c Utilize Outlook for scheduling all meetings, appointments and office events B.5.3.d Provide systems and protocol training for all staff
B.6 POST systems and technology are secure and support business functions	B.6.1 Continuously evaluate Information Technology security and implement upgrades where necessary
	B.6.1.a Implement electronic signatures where applicable
	B.6.1.b Evaluate the feasibility of elimination of SSN collection
	B.6.1.c Continue to implement PASS across all POST sites <ul style="list-style-type: none"> ▶ Make the request and delivery processes for training profiles more user friendly ▶ Deliver customized information based on a user's PASS profile and settings
	B.6.2 Utilize technology to increase business efficiency and outreach to the field
	B.6.2.a When possible, utilize online meeting tools, such as web conferencing, to reduce travel costs and transaction time for POST external meetings
	B.6.2.b Evaluate the use of secure online networks, webinars, video conferences, phone conferencing, and online survey tools for distribution of meeting materials
	B.6.2.c Make processes paperless where feasible

B Goal: Increase Efficiency in POST Systems and Operations (cont)

Objective	Strategy
B.7 POST courses, products, resources, and services are more widely accessible and user-friendly	B.7.1 Complete the development of electronic student workbooks
	B.7.2 Develop more self-paced courses delivered via the POST Learning Portal
	B.7.2.a Develop smaller training products that can be taken in short bursts which count toward Continuing Professional Training (CPT)
	B.7.3 Study feasibility of converting POST training videos from DVD to digital storage and streaming
	B.7.3.a Prioritize translation to digital format based on agency needs
	B.7.4 Develop training that can be delivered on mobile devices
B.8 Instructors of POST certified courses are highly skilled and well prepared	B.8.1 Ensure instructor certification and training requirements in POST regulations are current
	B.8.1.a Assess currency and gaps in requirements
	B.8.1.b Make revisions to POST regulations as necessary
	B.8.1.c Review minimum training standards for instructors of specialized POST certified courses (POST Regulation 1070), and make revisions as necessary
	B.8.2 Ensure instructors have access to training and resources that enhance student learning
	B.8.3 Identify and assess current feedback methods for input on instructor performance
	B.8.3.a Formalize process for addressing instructor performance issues

B Goal: Increase Efficiency in POST Systems and Operations (cont)

Objective	Strategy
B.9 POST recruits and maintains a qualified and engaged workforce	<p>B.9.1 All POST employees have expanded opportunities for skills training and professional growth</p> <p>B.9.1.a Develop an online tutorial for new employee orientation</p> <p>B.9.1.b Develop ongoing professional training opportunities for staff</p> <p>B.9.1.c Promote awareness of expectations and resources for career paths and advancement</p> <p>B.9.1.d Implement peer-teaching and job shadowing programs</p> <p>B.9.1.e Identify positions requiring cross training and implement training process</p> <p>B.9.1.f Ensure all job openings and promotions are posted on the internal website and available to staff</p> <p>B.9.2 Refine performance reviews and Individual Development Plans (IDPs)</p> <p>B.9.2.a Evaluate the current performance review process to identify areas of improvement</p> <p>B.9.2.b Update and refine staff duty statements</p> <p>B.9.3 Explore strategies for recruiting mid-career professionals</p> <p>B.9.4 Develop policies, systems, and tools for transition and succession planning</p> <p>B.9.5 Foster an environment that improves communication and cohesiveness</p> <p>B.9.5.a Evaluate effective employee recognition processes</p> <p>B.9.5.b Leadership supports two-way communication and transparency when appropriate</p> <p>B.9.5.c Develop and adopt standards and protocols that support effective inter-organizational communication</p> <p>B.9.5.d Empower staff at all levels to make decisions, as appropriate, to complete tasks</p> <p>B.9.5.e Ensure a safe environment for conflict resolution</p>

B Goal: Increase Efficiency in POST Systems and Operations (cont)

Objective	Strategy
B.10 POST stakeholders have access to tools and applications to improve performance and efficiency in the field	B.10.1 Expand the availability of online communities B.10.1.a Refine and strengthen existing online communities B.10.1.b Develop additional online communities based on need B.10.2 Research technologies to determine how they might be applied to enhance the performance and training of law enforcement personnel B.10.2.a Develop apps and tools which automate and/or simplify common functions B.10.2.b Provide POST Regional Skills Training Centers (RSTC) driver training and FOS options simulators and program software
B.11 Diverse funding sources are available to POST	B.11.1 Analyze and identify additional funding sources B.11.1.a Identify potential fee-based services and/or products B.11.1.b Explore potential for revenue generation by providing CA POST materials to training organizations nationwide

C. Goal: Increase Awareness and Access to POST Services and Products

Objective	Strategy
C.1 California Law Enforcement agencies are knowledgeable and aware of POST products and services	C.1.1 Increase awareness of the POST Library resources for staff and constituents
	C.1.2 Assign staff to attend conferences and events to promote awareness of POST products and services
	C.1.3 Ensure POST staff is knowledgeable of and can communicate effectively about POST products, resources, and services
	C.1.4 Ensure the POST Website is continually being reviewed and improved
	C.1.4.a Increase web traffic
	C.1.4.b Tailor keywords and meta tags for search engine results
	C.1.4.c Use Google Analytics to identify ways to improve the website
	C.1.5 Establish a social media strategy
	C.1.5.a Designate and empower a Social Media Coordinator
	C.1.5.b Ensure information about applicable POST programs is provided to the Social Media Coordinator for public outreach
C.2 The POST brand is distinct and identifiable across all products, resources, and media	C.1.5.c Establish protocols for quick review, editing, and approval of social media materials
	C.1.5.d Develop promotional videos for website, YouTube, and other formats
	C.2.1 Develop a consistent look and feel for all POST products, resources, and materials
	C.2.2 Develop a marketing plan to increase awareness and sales of POST training products to non-POST agencies
	C.2.3 Establish and strengthen ties with POST organizations in other states
	C.2.3.a Learn about the products and services of other POST programs

D. Goal: Enhance Law Enforcement's Ability to Serve Their Communities

Objective	Strategy
D.1 POST supports law enforcement agencies in developing positive, durable, and collaborative relationships with their communities	D.1.1 Develop resources to support agency creation of community outreach programs D.1.1.a Update community relations training from the Regular Basic Course through executive development courses
	D.1.2 Provide online resources for agencies on Procedural Justice and Police Legitimacy
D.2 California Law Enforcement Agencies are better able to recruit, train, and maintain highly qualified law enforcement personnel	D2.1 Continue to help agencies develop career pipelines D.2.1.a Provide resources for charter schools, community colleges, private enterprise, and law enforcement agency recruiting units who are interested in creating a Career Pipeline program D.2.1.b Provide resources to agencies for use in their recruiting efforts
	D2.2 Continue to assist agencies, academies, and applicable organizations/ individuals with screening candidates for employment D.2.2.a Research and develop physical abilities assessment for entry into the Regular Basic Course D.2.1.b Assess the feasibility of mandating background investigator training