commission on peace officer standards and training

STRATEGIC PLAN 2002

MAKING A BOLD ADJUSTMENT

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EXECUTIVE SUMMARY

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's Vision, Mission, and Values also provide the context for POST as an organization and this Strategic Plan.

This plan, initially approved in 1997, is annually updated after extensive internal and external assessments. The plan contains three strategic goals and 46 objectives which are continuously reported upon as to implementation activities. Also included in this plan are Performance Measures which provide the quantified results to be achieved. Finally, Resource Assumptions are included to suggest the additional resources needed to implement the plan.

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 Hal Snow at (916) 227-2807.

Kenneth J. O'Brien

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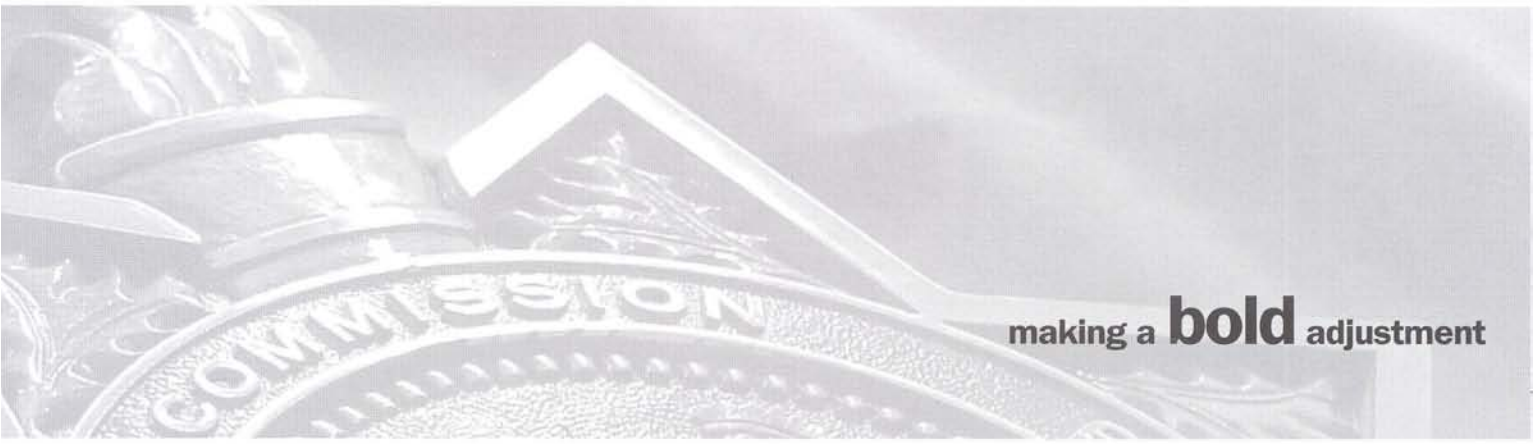


POST'S VISION, MISSION, AND VALUES

Vision 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. **POST fulfills its mission through. . .**

Cooperation, Advocacy, Advancing Professionalism, Exchanging Information, Resource Stewardship

Values Central to our 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, Cooperation and Teamwork, Pride and Contribution, Learning and Accountability, Innovation and Diversity, Communication and Decision Making

GOALS AND OBJECTIVES [Updated April 23, 2002]

Goal A Enhance Selection and Training Standards

A.1 Establish the following entry-level selection standards and improve upon existing standards, as appropriate, by July 2003. [Formerly Objective A.8]

Performance Measures

Component I – Cognitive Ability and Personality Test (Entry-Level Selection Battery) by July 2003.

- Complete literature search on personality constructs and integrity, conscientiousness, and other relevant predictive measures of police performance.
- Identify and convene an advisory committee to review and make recommendations on a study design.
- Complete study design.

Component II – Update the publication *Psychological Screening Manual* by June 2003.

- Complete psychologically-oriented job analysis of peace officer position.
- Complete meta-analysis of psychological predictors of peace officer performance.
- Convene panels of SMEs and screening psychologists to complete job analysis and develop examination and evaluation protocols.
- Publish interim draft of selection sections of Manual for review and comment by December 2002.
- Complete Manual.

Component III – Entry-Level, Oral Interview Guidelines by January 2003.

- Identify an advisory group.
- Complete draft of preliminary study plan.
- Completion of study.

A.2 Review hours and frequency requirements for the continuing professional training (CPT) requirement by January 2003.

Performance Measures

- Complete research on impact for increasing hours.
- Report findings to Commission.

A.3 Research and develop needed minimum qualifications for all entrants into the basic academy by January 2003.

Performance Measures

Component I – Physical Abilities (conditioning) Assessment by January 2003.

- Obtain a management fellow for a one-year assignment to evaluate physical ability assessment protocols for standards/guidelines.
- Complete evaluation and make recommendation for physical ability standards/guidelines and assessment protocol.
- Consider legal and other barriers.

Component II - California Driver's License by January 2003

- Complete research and obtain field input on issue
- Commission review and approval
- Secure legislative change if necessary
- Consider legal and other barriers

Component III - Enhanced Criminal History Check by January 2003

- Complete research and obtain field input on issue
- Commission review and approval
- Secure legislative change if necessary
- Consider legal and other barriers

Component IV - Graduation From High School or GED by January 2003

- Complete research and obtain field input on issue
- Commission review and approval
- Secure legislative change if necessary
- Consider legal and other barriers

A.4 Increase, improve, and standardize POST cognitive and skills testing required for graduation from basic training by October 2006.

Performance Measures

- Cognitive Testing by January 2003

Component I – Develop mid-term and final exercise tests in LD #33 (Arrest and Control/Baton) by January 2003.

- Complete pilot study of diagnostic mid-term and final examinations
- Seek Commission approval to implement tests

Component II - Develop mid-term and final exercise tests for LD #35 (Firearms/Chemical Agents) by April 2004

- Develop pilot exercise tests
- Begin pilot study
- Complete pilot study of exercise tests
- Seek Commission approval to implement tests

A.5 Establish and implement written policies for inspecting participating law enforcement agencies for compliance with POST's standards by January 2003.

Performance Measures

- Determine status of compliance inspections
- Develop compliance audit cycle
- Develop compliance manual
- Evaluate staffing needs

A.6 Develop and implement a comprehensive plan for appropriate integration of basic academy and field training by January 2003.

Performance Measures

- Evaluate basic course curriculum
- Evaluate making workbook accessible to field training officers
- Develop the time/effort/resources to developing field training officers
- Evaluate the implementation of problem-based learning into the training and evaluation processes for basic training and field training

A.7 Integrate leadership, ethics, and community policing (including problem-oriented policing) into the hierarchy of POST-mandated courses for public safety employees by January 2007.

Performance Measures

- Meet with SME and Steering Committee to review existing curriculum
- Identify components of leadership, ethics, and community policing
- Determine where components exist in current curriculum
- Make recommendations
- Develop a long-range plan to integrate components into curriculum
- Acquire necessary resources to implement plan

A.8 Study the feasibility of mandating the Background Investigators' Course by January 1, 2004.

Performance Measures

- Establish an Advisory Council to gather constituent input
- Review and finalize curriculum
- Review current and proposed regulations and certificate issues
- Report to the Commission with recommendations
- Final action by the Commission

A.9 Study the feasibility of mandating the Executive Development Course for peace officer department heads by January 2004.

Performance Measures

- Establish an Advisory Council to gather constituent input
- Review and finalize curriculum
- Review current and proposed regulations and certificate issues
- Report to the Commission with recommendations
- Final action by the Commission

A.10 Implement the revised Supervisory Course curriculum by July 2004.

Performance Measures

- Review and revise proposed course presentation methodology
- Meet with current presenters to explore course presentation and funding options
- Prepare Budget Change Proposal (BCP) to implement funding mechanism
- Prepare and implement training sessions for course facilitators
- Establish presenter implementation schedule
- Review existing and proposed regulations
- Report to the Commission with recommendations

A.11 Study the feasibility of mandating a field training program for newly appointed supervisors and managers by January 1, 2004.

Performance Measures

- Establish Advisory Councils for both supervisory and management input
- Research and develop content and specific requirements for each program
- Review current and proposed guidelines and regulations for each program
- Report to the Commission with recommendations

A.12 Study the feasibility of mandating field training for investigative agencies required to complete POST's Specialized Investigators' Basic Course by January 2005.

Performance Measures

- Assess the specific training needs for Specialized Investigators (SIs) and their agencies
- Evaluate and identify the common training links between POST's current patrol field training program and the duties of SIs
- Determine the feasibility of developing a pilot training program for selected SI positions
- Develop training courses for person most appropriate to serve as trainers in a field training program for SIs
- Pilot-test a field training program within several specialized investigative agencies and assess the impact and value

A.13 Evaluate POST's reading and writing test cut scores and develop a math test for entry-level screening by January 1, 2004.

Performance Measures

- Review and analyze Test Battery cut scores that have been reported to POST by user agencies.
- Identify the percentage of agencies in compliance with POST testing requirement 1002 (a) (9).
- Identify the percentage of agencies using the POST Test Battery and the percentage of agencies using some other entry-level testing procedure.
- Identify what percentage of agencies using the POST Test Battery is scoring the test pass/fail and what percentage is using the Battery as a ranking device.
- Report on the consequences for the utility of a test procedure to be used pass/fail relative to being used as a ranking device.
- Review the POST 1999-2001 Job Analysis to identify the math requirements for the entry-level job.
- Develop a test to measure math skills as identified in the job analysis.

Goal B Maximize Training Delivery

B.1 Complete an analysis of the critical duties and requisite competencies of field Supervisor and field manager positions in law enforcement by January 2003.

Performance Measures

- Consider providing limited CPT credit for time instructors teach courses
- Develop Internet-delivered courses
- Identify additional potential alternatives

B.2 Re-engineer the training needs assessment process for both short - and long - term planning purposes to identify continuing and emerging course needs and consider agency-specific training plans by January 2003.

Performance Measures

- Agency-specific plans brought to training needs assessment workshops
- Electronic transfer of data to POST prior to TNA
- Establish a consistent format for reporting
- Establish a statewide plan

B.3 Develop, evaluate, and implement alternative approaches to satisfying training requirements by January 2003.

Performance Measures

- Consider providing limited CPT credit for time instructors teach course
- Identify additional potential alternatives

B.4 Simplify the course certification process by January 2003.

Performance Measures

- Receive course certification requests through electronic data interchange

B.5 Establish instructor training and certification requirements by January 2004.

Performance Measures

- Implement specialized training instructor requirements by July 2002.
- Increase number of basic academies participating in the Voluntary Basic Course Instructor Certification Program (VBCICP).
- Implement an equivalency process for certification via the BVCICP by July 2002.

- Implement a recognition program for academies with 80 percent certificate instructors by January 2003.
- Develop a database for monitoring compliance with instructor certification and recertification protocols by July 2002.

B.6 Expand instructor development opportunities by July 2004.

Performance Measures

- Increase the frequency of instructor symposiums from biennially to annually.
- Increase the number of Master Instructor Development Program graduates.
- Produce and distribute a telecourse on instructional effectiveness by December 2002.
- Increase the number of POST-certified instructor development courses.

B.7 Develop and implement strategies for reinforcing law enforcement's professional values including ethical conduct, integrity, image, interpersonal and communication skills, and bystandership by January 2003.

Performance Measures

- Review curriculum for all new course certifications

B.8 Develop and implement a new, Internet-based testing system in each basic law enforcement academy.

Performance Measures

- Assess the specific needs of each academy site to determine system requirements.
- Complete pilot equipment installation and evaluation.
- Complete equipment installations
- Procure software for the Testing Management System

B.9 Review basic academy accreditation standards that exist in other states and at the federal level for this implication in improving California's basic training by January 2005.

Performance Measures

- Conduct research on other State academy accreditation
- Participate with organizations such as the Federal Law Enforcement Training Accreditation Task Force and IADLEST
- Consult with the field (academy presenters) and make recommendations

B.10 Evaluate potential for POST developing a program to enhance departmental training on agency policies through the use of technology and scenarios by January 2004.

Performance Measures

- Develop four DVD programs to support departmental roll-call training
- Develop guide and curriculum for first-line supervisors
- Develop protocol for pilot agencies
- Ensure training can be POST-certified and receive CPT credit

B.11 Implement anti-terrorism training (including officer safety) by January 2003.

Performance Measures

- Assess current needs of the field related to anti-terrorism training
- Maintain liaison with critical federal, state, and local training presenters
- Develop and update master training delivery plan
- Identify future training needs
- Identify strategies for meeting future anti-terrorism training needs

B.12 Secure the necessary resources to implement the Basic Course Workbook update process by January 2004.

Performance Measures

- Develop a cycle for LD updates (yearly, every two years, every three years)
- Determine update schedule based on the LD cycle
- Identify a timely update process that adheres to update schedule
- Write BCP for additional staff, funds, and/or equipment that are needed to facilitate update process and schedule
- Establish and maintain an ongoing contract with a vendor to track and document legislative update affecting the workbooks
- Identify/acquire updated software that facilitates the workbook updating process

B.13 Study new, emerging modes of instructions (e.g., problem-based learning) by January 1, 2004.

Performance Measures

- Prepare a research report defining and citing implications of Problem-Based Learning (PBL) by January 2003.
- Pilot an Internet-based course by December 2003.
- Survey prominent institutional instructional centers for state-of-the-art learning methodologies by December 2003.

B.14 Study the feasibility of POST assisting community colleges and the Chancellor's Office of the California Community Colleges to standardize units offered for completing the basic academy by January 2005.

Performance Measures

- Conduct research on the processes and practices used to determine college units for academy graduation
- Meet with the Chancellor's Office, Community Colleges, and academies
- Make recommendations

B.15 Develop a recommended protocol for future legislative and POST training mandates that would help ensure that all necessary elements are considered by January 2005.

Performance Measures

- Identify common defects of existing training mandates
- Develop draft of model mandate including explanations
- Solicit internal and external input
- Obtain review by Commission's Legislative Review Committee

B.16 Study the feasibility of POST developing workbooks for the DA Investigation and Trial Preparation Course.

Performance Measures

- Identify the number of workbooks needed for the Investigation and Trial Preparation Course
- Determine funding needs/cost impact
- Secure funding for development of a pilot workbook
- Select a contractor to develop pilot workbook

- Pilot-test the workbook
- Evaluate/assess the feasibility of developing workbooks for the entire Investigation and Trial Preparation Course.

B.14 Study the curriculum, quality, and presentation methodology of POST's Middle Management course by July 2004.

Performance Measures

- Establish Advisory Council to review all course materials and gather input.
- Meet with current presenters of the Management Course to review curriculum
- Develop proposed program revisions and necessary regulatory changes
- Report to the Commission with recommendations

B.15 Integrate appropriate ethics/values training into all POST-certified courses by January 2007.

Performance Measures

- Assemble a committee of subject matter experts to assist in developing training course certification criteria related to ethics and values
- Identify specific courses that best lend themselves to ethics and values training components
- Work with training presenters to infuse ethics and values training components into currently certified courses
- Insure that new course certifications are reviewed against approved course certification criteria related to ethics and values

Goal C Enhance POST's Services

C.1 Study the need for a voluntary law enforcement agency accreditation program by January 2004. [Formerly Objective A.1]

Performance Measures

- Complete a survey of the field regarding accreditation
- Complete review and update of accreditation standards
- Initiate pilot test of accreditation program
- Evaluate staffing needs

C.2 Develop programs that will enhance peace officer and public safety dispatcher recruitment by January 2003.

Performance Measures

- Identify and publicize successful agency recruitment approaches
- Identify potential programs or strategies for POST
- Use POST's website as recruitment vehicle
- Produce dispatcher recruitment video with existing funding

C.3 Develop a system to provide early warning information on critical, emerging issues by January 2003.

Performance Measures

- Develop and implement "current awareness" program for staff and clientele
- Develop a secure system to provide confidential updates on terrorism and other emerging issues

C.4 Establish electronic data interchange with POST's clients by July 2004.

- Performance Measures
- Notice of Appointment and Termination
- Automated Course Certification
- Course Announcement
- Course Roster
- Electronic Reimbursement
- Certificate Issuance

C.5 Promote college education for law enforcement applicants and incumbents by January 2003.

Performance Measures

- Publish information about the benefits of college education for law enforcement
- Provide training on benefits in appropriate POST courses
- Evaluate college units offered for completing POST's field training program
- Promote community college Administration of Justice programs
- Spotlight law enforcement agencies that have successful and exemplary college education incentive programs and requirements
- Assess POST courses that are acceptable toward college courses

C.6 Improve internal business processes for better efficiency of day-to-day tasks by January 2004.

Performance Measures

- Develop a central address system that allows for customization of mailing lists
- Purchase equipment that will allow POST to scan specific documents and retrieve information through computer technology

C.7 Evaluate the role POST should play in establishing and supporting pre-academy training and education programs by January 2003.

Performance Measures

- Obtain input from agencies operating cadet, explorer, pre-academy, and similar programs
- Identify alternatives for recognizing exemplary programs
- Identify measures that POST should take to support these programs

C.8 Explore alternatives for re-establishment of a program to finance college education of in-service law enforcement officers; i.e., LEEP Program by January 2005.

Performance Measures

- Assess present status of formal educational level of California law enforcement personnel
- Assess positives/negatives of the attainment of higher education (not training) of California law enforcement personnel
- Assess fiscal impact on hiring agencies to employ more highly educated employees

- Explore the feasibility of obtaining federal and/or state funding for Law Enforcement attendance at education courses
- Assess federal, state, and local political/professional support for increasing the level of formal education of law enforcement personnel

C.9 Enhance technical training of POST staff on POST's regulations, laws, procedures which will enable staff to be more responsive to field inquiries by January 1, 2004.

Performance Measures

- Develop two-tier training course to reflect consultant and support staff needs
- Consider use of problem-based training
- Present and evaluate training program

C.10 Develop information services to law enforcement that would enhance maintaining compliance with POST standards by January 1, 2005.

Performance Measures

- Study and consult with various POST bureaus on how POST could better serve the field by reprogramming certain database functions
- Develop a new series of reports for the field to assist in identifying persons who will need mandated training before they are out of compliance

C.11 Implement a system within the POST Library to enable compatibility with other electronic libraries by January 1, 2005.

Performance Measures

- Review Library software packages to select a software conformant with the Z39.50 standards. This national standard defines a protocol for computer-to-computer information retrieval making it possible for a user in one library system to search and retrieve information form other library computer systems.
- Work with the State Library system to obtain a grant for the project or seek a national grant to fund the purchase of software.
- Acquire a Z39.50 software with a conversion package to allow POST to reformat the Library database to be in compliance with the accepted national standards.

C.12 Explore the feasibility of using teleconferencing and net-conferencing for POST meetings by January 2004.

Performance Measures

- Train all POST staff in the use of the teleconferencing equipment in the Muehleisen Training room

- Examine POST business methods to determine those that could be accomplished through teleconferencing instead of travel
- Provide staff with lists of teleconferencing sites statewide

C.13 Study the feasibility of obtaining upper division or graduate college units for the SLI, MIDP, and the Command College by July 2004.

Performance Measures

- Review program issues and curriculum from all three programs
- Meet with representatives of the CSU and UC systems on program requirements
- Gather constituent input on the issues
- Report to the Commission with recommendations

C.14 Study the feasibility of a hierarchy of certificates for Public Safety Dispatchers participating in the POST Program by January 2004.

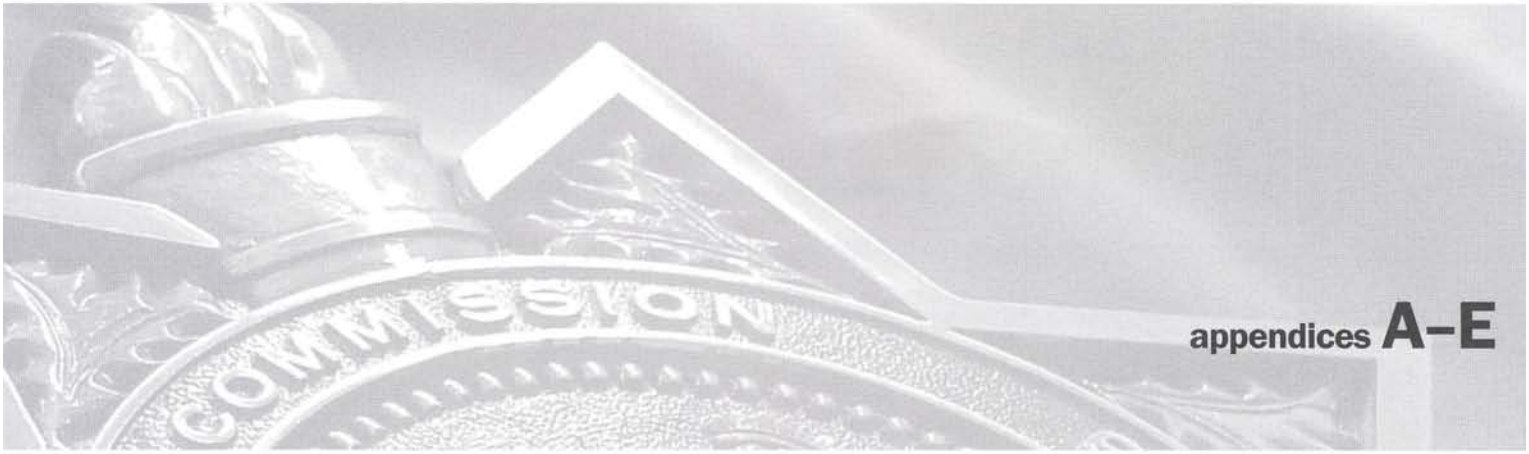
Performance Measures

- Convene a POST discussion group to propose initial experience criteria and appropriate training courses applicable to beginning, intermediate, or advanced certificate levels
- Develop a subject matter expert group to work with POST to evaluate and establish guidelines and experience criteria necessary
- Bring a recommendation proposal forward to the Commission with a certificate hierarchy for dispatchers

C.15 Study the feasibility of amending POST's Mission/Values Statement to include references to ethics, valuing employees, and supporting law enforcement in reducing crime and other community safety problems by January 2003.

Performance Measures

- Establish a cross-section committee of POST employees to conduct the feasibility study
- Evaluate the Mission and Value Statements to ensure they include the Strategic Plan objective references
- Provide draft recommendations to POST staff for review and feedback
- Review feedback and submit final recommendations to Executive Office for approval



appendices A–E

APPENDIX A

SUMMARY OF SIGNIFICANT CHANGES TO STRATEGIC PLAN [Effective January 2002]

1. NEW/REVISED GOALS AND OBJECTIVES

[Current headings and numbering]

Goal A Enhance Selection and Training Standards

A.7 Integrate leadership, ethics, and community policing (including problem-oriented policing) into the hierarchy of POST-mandated courses for public safety employees.

A.8 Study the feasibility of mandating the Background Investigators' Course.

A.9 Study the feasibility of mandating the Executive Development Course for peace officer department heads.

A.10 Implement the revised Supervisory Course curriculum.

A.11 Study the feasibility of mandating a field training program for newly appointed supervisors and managers.

A.12 Study the feasibility of mandating field training for investigative agencies required to complete POST's Specialized Investigative Basic Course.

A.13 Evaluate POST's reading and writing test cut scores and develop a math test for entry-level screening.

Goal B Maximize Training Delivery

B.12 Secure the necessary resources to implement the Basic Course Workbook update process.

B.13 Study new, emerging modes of instruction (e.g.; problem-based learning) for their implications for post training programs.

B.14 Study the feasibility of post assisting community colleges and the Chancellor's Office of the California Community colleges to standardize units offered for completing the basic academy.

B.15 Develop a recommended protocol for future legislative and POST training mandates that would help insure that all necessary elements are considered.

B.16 Study the feasibility of post developing workbooks for the District Attorneys' Investigation and Trial Preparation Course.

B.17 Study the curriculum, quality, and methodology of POST's Management Course.

B.18 Integrate appropriate ethics/values training into all POST-certified courses.

Goal C **Enhance POST's Services**

C.8 Explore alternatives for re-establishment of a program to finance college education of in-service law enforcement officers; i.e., LEEP program.

C.9 Enhance technical training of POST staff on POST regulations, laws, and procedures which will enable staff to be more responsive to field inquiries (staff will verbally report).

C.10 Develop information services to law enforcement that would enhance maintaining compliance with POST's standards.

C.11 Implement a system within the post Library to enable compatibility with other electronic libraries.

C.12 Explore the feasibility of using teleconferencing and net-conferencing for POST meetings.

C.13 Study the feasibility of obtaining upper division or graduate college units for POST programs such SLI, MIDP, and the Command College.

C.14 Study the feasibility of implementing expanded POST certificates for public safety dispatchers participating in the POST Program.

C.15 Study the feasibility of amending POST's Mission/Values Statement to include references to ethics, valuing employees, and supporting law enforcement in reducing crime and reducing other community safety problems.

2. COMPLETED GOALS AND OBJECTIVES

[Previous headings and numbering]

Goal A **Increase Standards and Competencies**

A.7 Testing in POST-Certified Courses

A.11 Updated Job Analysis of Entry-Level

Goal B **Maximize Training Delivery**

B.4 Standardize Course Development Guidelines

B.7 Availability of Reserve Training

B.8 Instructor Development Opportunities

B.9 Assessing Course Quality

B.10 Reinforce Professional Values, Ethics, etc.

B.11 Regional Skills Centers

B.12 Develop Internet-Based Testing System

B.14 Study Feasibility for Expansion of Distance Learning Systems

B.15 Study Feasibility of Using Agency-Specific Training Plan Information

B.17 Maximize Availability of Driver Training

B.18 Study Feasibility of Certifying Out-of-State Training Courses

Goal C **Establish Partnerships**

C.1 Identify Prospective Partners and Analyze Need

C.2 Build Coalition

C.3 Broaden Opportunities for Interaction With Partners

C.4 Establish Cooperative Efforts With Other Criminal Justice Components

C.5 Seek Out Long-Term Training and Technology Partnerships

C.6 Increase Participation With California Law Enforcement Image Coalition

C.7 Develop and Value POST Staff

C.8 Develop On-Line Training Compliance Reports

C.9 Promote College Education

C.10 Evaluate Certificate Requirements

C.12 Evaluate Pre-Academy Training and Education

C.13 Establish Voluntary Field Training for Specialty Assignments

C.14 Publicize POST's Services

APPENDIX B
AGENCY DESCRIPTION

Introduction

One of law enforcement's primary functions is to protect people and property. California's law enforcement officers are charged with carrying out this fundamental task. Members of law enforcement represent a tangible line between civilization and chaos. Officers are expected to confront violence, crime, and tragedy, with skill and courage, often in the face of great personal danger. Their skill, sensitivity, and ethics depend in large part on how carefully they are selected, the quality of their training, and the depth of their leadership skills. Today, California, with its diverse culture, requires peace officers with the highest qualifications.

The Commission's goal is to concentrate its services on the three ingredients believed to be most critical to effective law enforcement:

I Meeting the statewide need for consistent peace officer selection standards by developing and updating job-related selection standards.

II Assuring that California peace officers have access to appropriate training to acquire the skills, knowledge, attitudes and behaviors which are consistent with the requirements and expectations of professional competence associated with the job at each career and experience stage.

III Fostering and facilitating healthy and productive organizational environments in which officers work by providing a system of leadership development programs and offering management counseling services.

Commission

The Commission on POST is a state agency which was formally established in 1959. It consists of 15 members, 14 of whom are appointed by the Governor with the advice and consent of the Senate, for three-year, overlapping terms. Commissioners are selected to provide a balanced group of city and county administrators, law enforcement professionals, educators, and public members. The State Attorney General is a Commissioner by law.

The POST Advisory Committee is the Commission's "sounding board" and provides input on many of the Commission's complex issues. The Advisory Committee represents the major associations and organizations within California's law enforcement and training communities. Educators and public members also serve on the Committee.

The POST Commission establishes minimum selection and training standards, provides counseling on improving management practices, and provides financial assistance to agencies to support the training of their peace officers, dispatchers, and paraprofessional employees. Other major responsibilities include:

- Administering a professional certificate program for peace officers, reserves, dispatchers, and records supervisors;
- Incorporating instructional technology in training;
- Conducting feasibility studies regarding peace officer status;
- Developing training requirements for POST and statutory mandates;
- Providing testing services for certain training mandates, selection requirements, basic course equivalency requests, and requalifications;
- Making available relevant and high quality training;
- Ensuring adherence to POST's selection and training requirements.

Agency Participation

As provided for in Penal Code Section 13510, public entities employing enumerated peace officers and public safety dispatchers may participate in the POST program. Participation amounts to a form of contract. Participating agencies agree to abide by standards established by POST and, in turn, are eligible for financial assistance in training their personnel. Agencies and peace officer employees also become eligible to participate in the Commission's services and programs.

Eligible peace officers include city police officers, sheriffs and deputy sheriffs, reserve peace officers, marshals and deputy marshals, district attorney investigators, coroners and deputy coroners, police officers employed by a range of districts, and campus police officers of the University of California, California State University and Colleges, community colleges, and local school districts.

Agency participation includes:

- All 58 county sheriffs' departments;
- All 343 cities which maintain police departments;
- All UC and CSU system campuses;
- District attorneys' offices; and
- Other departments employing officers in a variety of categories.

By Commission regulation, state agencies, and certain local departments employing peace officers not covered within the statutory scope of the POST program, may participate without eligibility for funding. On this basis, all state agencies, and a variety of local departments employing peace officers, participate. They voluntarily subscribe to POST's minimum personnel selection and training standards. Officers employed by these agencies are eligible to participate in the Commission's professional certificate program. In all, over 627 agencies participate in the POST Program. These participating agencies employ over 75,000 full-time peace officers, 8,000 reserves, and 6,000 public safety dispatchers. A history of law enforcement employment, POST certificates, and POST training are maintained on most of these individuals.

Funding

The POST program is funded by the Peace Officer Training Fund (POTF), which receives monies from the State Penalty Assessment Fund. The fund receives monies from penalty assessments on criminal and traffic fines. Therefore, the POST program is financed primarily by persons who violate the laws that peace officers are trained to enforce.

APPENDIX C
INTERNAL/EXTERNAL ASSESSMENT SUMMARY

POST operates in a unique environment and with long-standing assumptions and key factors that have been carefully considered in the preparation of this plan. Some of these environmental conditions and basic assumptions include the following:

- The POST Program was established and continues to operate on the premise that professional law enforcement is a shared state and local responsibility. The state has an interest because peace officers derive their powers, standards, and the laws they enforce from the state. The state desires some measure of uniformity in enforcement.
- The POST Program is voluntary and an incentive-based program in that the law enforcement agencies that continuously meet its training and selection standards are entitled to benefits such as job-related assessment tools for use in selecting employees, professional certificates, management counseling services, relevant training, and training reimbursement.
- While POST was initially established for local law enforcement, it has been expanded to include state law enforcement agencies, school districts, and other special districts.
- The number of clients participating in the POST Program has grown rapidly in the last ten years and is expected to continue. More than 75,000 peace officers participate in the reimbursement program. More than 18,000 peace officers, primarily from State agencies, participate in the non-reimbursement specialized program. POST also sets standards for more than 8,000 reserve officers and 6,000 public safety dispatchers.
- In addition to implementing POST's training mandates, the Commission has responsibility for setting standards for over 30 legislative training mandates that must be continuously reviewed and updated.
- Because POST is recognized as an authority on peace officers and law enforcement, POST is statutorily required to provide management counseling services, to conduct peace officer feasibility studies, and to inspect for standards compliance.
- The rapidity of change impacts the retraining of officers at all levels, requiring constant review and quick updating of training content and standards.
- POST, in developing and delivering training to law enforcement, is in partnership with agencies, community colleges, universities, and other training presenters. Each group plays a critical role in maintaining POST's training delivery system.

- Because leadership is one of the cornerstones of effective and professional law enforcement, POST has assumed responsibility for developing and making available the finest leadership development programs for all levels of law enforcement.
- Law enforcement is growing increasingly complex and, correspondingly, the demands upon officers are ever increasing. As a result, employers are required to recruit and select candidates who possess the necessary aptitudes and qualities to learn and to perform the job successfully. The costs associated with sub-par employee productivity, turnover, and counter-productive behavior are substantial, both from a monetary and a public safety standpoint.
- POST operates in an environment of increasing demands and decreasing (or at best stabilized) resources that call for continual prioritization of resources and programs. The primary financial responsibility for training peace officers has been and continues to be local government.
- Use of modern instructional technology (distance learning, driver training simulators, and computer-assisted training) to deliver training is a POST priority because of its capability to improve learning and training access.
- POST's human resources have significantly contributed to its success. This resource must continue to be developed in order to address the changes brought about by this plan and the rapidly changing expectations of law enforcement.
- POST coordinates a large comprehensive training program with over 4,322 certified courses and over 786 course presenters. Conducting training needs assessments, certifying courses, ensuring quality, and maintaining the system are necessary responsibilities.
- POST's clients and partners have a need and desire for "raising the bar" as it relates to peace officer selection and training standards.

APPENDIX D
RESOURCE ASSUMPTIONS

For the most part, implementation of this Strategic Plan can be accomplished within existing POST resources. Supplemental funding may be sought for implementing the following objectives:

A.7 Integrate leadership, ethics, and community policing into POST-mandated courses.

A.10 Implement revised Supervisory Course

B.11 Implement Anti-Terrorism training.

B.12 Secure resources to implement the Basic Course Workbook update process.

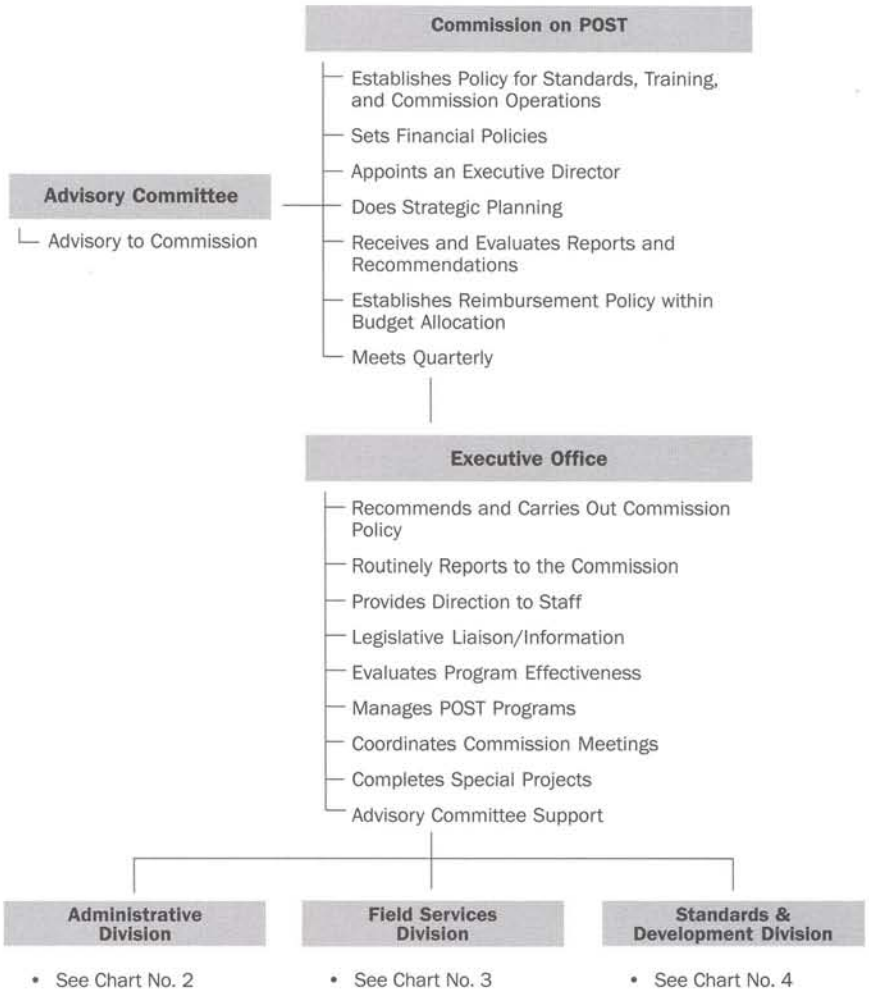
Additional research is necessary to identify costs for implementation and alternative funding sources.

APPENDIX E
THE POST ORGANIZATION AND STRUCTURE

The POST organization functions under the direction of an Executive Director appointed by the Commission. Overall policy direction is provided by the Commission. POST's programs are conducted pursuant to the following organizational charts depicting its nine bureaus and numerous functions:

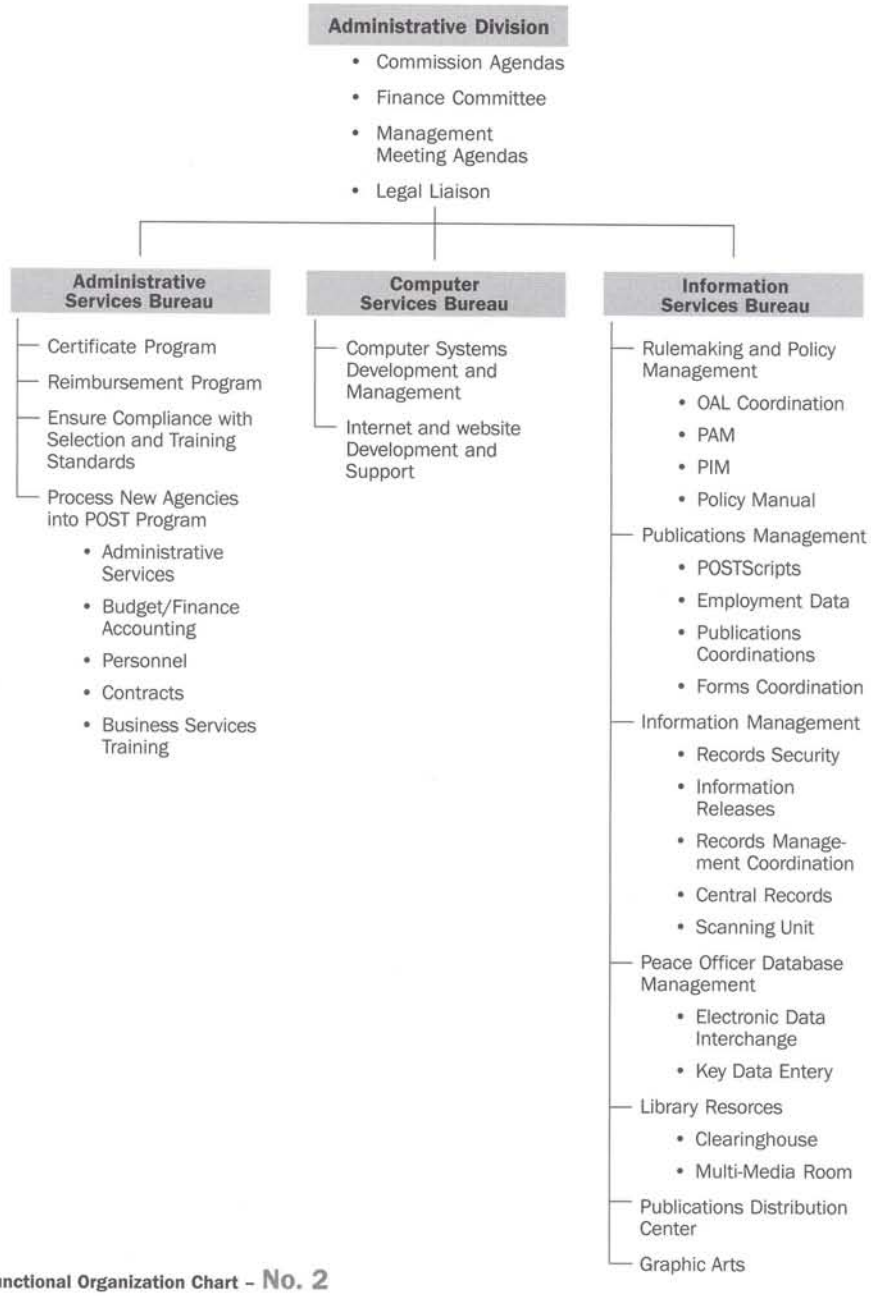
Please view charts on the following pages.

COMMUNICATION AND DECISION MAKING



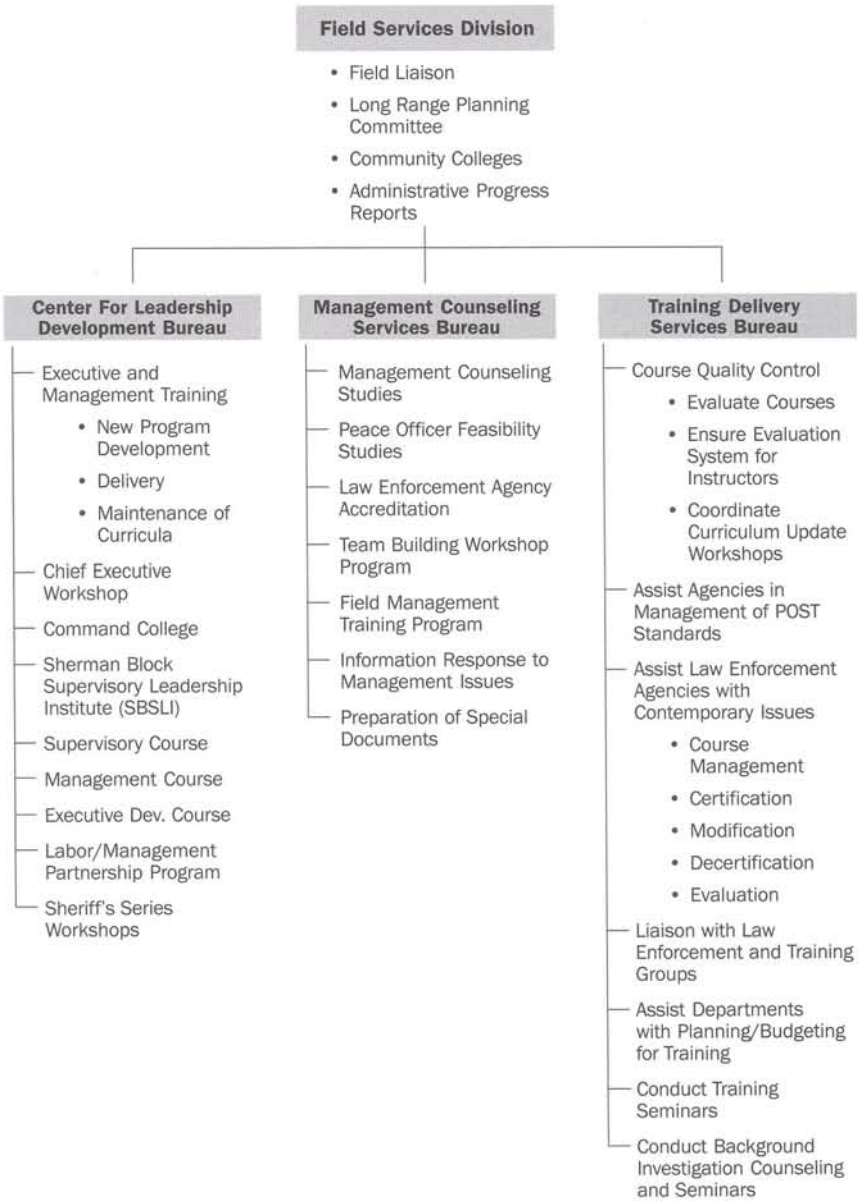
Functional Organization Chart – No. 1

ADMINISTRATIVE FUNCTIONS



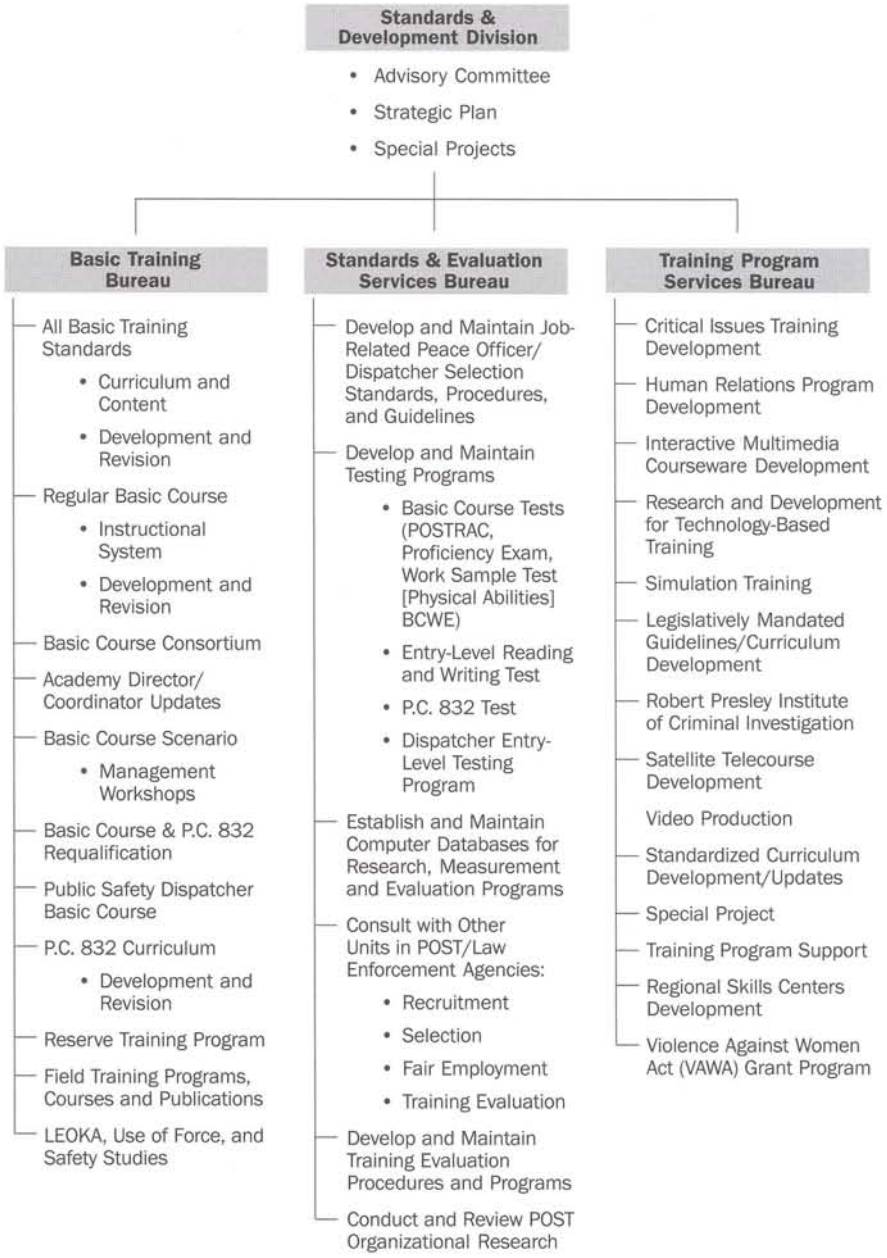
Functional Organization Chart – No. 2

FIELD SERVICES



Functional Organization Chart - No. 3

RESEARCH AND DEVELOPMENT



Functional Organization Chart – No. 4