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**Annual Performance Progress Report (APPR) for Fiscal Year (2012-2013)**

**Please contact Sharon Huck with any questions at (503) 378-2432**

## **Executive Summary:**

### **Scope of Report Addressed by KPM:**

The Oregon Department of Public Safety Standards and Training (DPSST) is a cabinet level State agency with a staff of 300+ full-time and part-time employees engaged in establishing and maintaining physical, intellectual, and ethical fitness for certified public safety officers within the state of Oregon. DPSST's duties include:

- Certifying public safety officers.
- Preparing, instructing, evaluating, and certifying public safety training programs and instructors.
- Operating basic training academies for police, corrections, telecommunications, and parole and probation disciplines.
- Providing limited regional/advanced training programs and support.
- Inspecting, reviewing and ensuring compliance with standards and training requirements as defined in ORS 181.610-690.
- Administering public and private polygraph examiner, private investigator, and private security licensing programs as defined in ORS 703.010-325 and ORS 181.870-991.
- Administering the Public Safety Memorial Fund as defined in ORS 243.950-974.

These programs directly involve over 600 local and state public safety agencies, 1,200 private agencies and approximately 35,000 individuals. Specific programs addressed within the context of the Key Performance Measures (KPM's) are:

- Academy Training Programs (Basic Police, Corrections, Parole and Probation, etc.)
- Regional/Advanced Criminal Justice Training Programs
- Fire Service Training Programs
- Professional Standards (Standards and Certification) Programs
- Private Security Programs
- Records
- Overall Constituent/Customer Service

The agency is beginning to track new KPM's that more accurately capture the performance of our Training and Private Security Divisions. Beginning July 1, 2013, the Training Division began assessing the Corrections Officer Training Program by comparing the scores of tests given at the beginning and completion of the Basic Corrections class. Also beginning July 1, Private Security eliminated two survey-based KPM's and began collecting data on a new, data-driven measure, that more accurately reflects Private Security's goal of industry professionalism.

The 2013 Legislature passed House Bill 3194, which introduced a number of comprehensive reforms to Oregon's public safety system. The bill created the "The Center for Policing Excellence" at DPSST. The primary purpose of the center is to make policing in Oregon more effective and efficient. To accomplish this, the Center will develop and disseminate updated skills in policing to officers, managers and administrators. Additionally, House Bill 3194

restored DPSST's Leadership Training Program and the Regional Criminal Justice Training Program.

The 2013 Legislature also extended the legislative sunset for the Department of Corrections (DOC) to deliver basic training to their corrections officers under DPSST oversight.

### **The Oregon Context:**

There are no primary links to the Public Safety category of Oregon Benchmarks; however, DPSST's measures do correspond with the Oregon's strategic vision of, "Safe, caring and engaged communities."

DPSST's KPM's are primarily linked to the agency's mission, which is, "To promote excellence in public safety by delivering quality training and by developing and upholding professional standards."

The agency has varying degrees of influence on the components of its mission. Excellence in public safety is affected by many factors outside of DPSST's control. These factors include the overall crime rate, unemployment rates, and the availability of appropriate facilities for offenders or those in need of treatment.

Various issues also impact the officers that DPSST trains and oversees. These factors include the applicant pool, background investigations, and hiring decisions. Additionally, officers are affected by other influences, such as salaries, their agencies' personnel policies and budgetary resources, as well as the communities they serve.

DPSST and the Board on Public Safety Standards and Training (BPSST) have the statutory responsibility for various aspects of public safety training statewide, as well as for developing and upholding professional standards for the various public safety disciplines. Board oversight helps to ensure that standards are consistent with state and national trends in the public safety professions. The Board also addresses stakeholder needs and local agency resource limitations.

The capabilities and readiness of the students have a significant impact on the effectiveness of training programs. This is another area over which DPSST has little control. Key components in the delivery of quality training include curriculum, instructors, facilities, equipment, and training duration. Our ability to impact each of these components depends on the resources allocated to allow the agency to make needed improvements and to respond to current events, as well as state or national trends.

## **KPM Performance Summary:**

**KPM #1:** “Average increase in Police Officer Trainee test scores based on assessments at entry and completion of Police Basic Training.”

KPM #1 was implemented in 2009 to more accurately capture the performance of Academy Training. The measure is based on the average increase in class’ pre and post-test scores.

The target for KPM #1 was adjusted in 2012 to 30%. Initially, it was set at 50%, prior to any data collection. After gathering initial data, pre-test scores were much higher than anticipated, so a target of 50% was unattainable. For 2013, test score improvement was 27.72%.

**KPM#2:** “Percentage of attendees who ranked the usefulness of DPSST Criminal Justice Regional Training courses at or above “6” on a scale of 1-7.”

The performance of Criminal Justice Regional Training courses has been very high and consistent over the past reporting periods. For 2012-2013, participant ratings for the usefulness of the training at a “6” or above were 93%. This is a 5% increase from 2011-2012.

**KPM #3:** “Percentage of attendees who ranked the usefulness of DPSST Fire Service Regional Training Courses at or above “6” on a scale of 1-7.”

KPM #3 declined slightly since the last reporting period, with 91.5% of participants rating the usefulness of regional fire training courses as at least a “6” out of a maximum of “7.” However, Fire Service Training still exceeds its target of 90%.

**KPM #4:** “Percentage of revocation or denial actions appealed that are upheld at the appellate level.”

KPM #4 continues to reach its target of 100%, as it has since 2008.

**KPM #5:** “Average increase in Corrections Officer Trainee test scores based on assessments at entry and completion of Corrections Basic Training.”

This is a new KPM beginning July 1, 2013. Data is being collected and will be reported in 2014.

**KPM #6:** “The percent of the total number of individuals renewing their private security certifications who have not incurred a disqualifying violation within the current or preceding year.”

This is a new KPM beginning July 1, 2013. Data is being collected and will be reported in 2014.

**KPM #7:** “Percent of constituents that “Agree” or “Strongly Agree” that the process for requesting and receiving training profiles was quick and easy.”

For the reporting period, 100% of respondents “Strongly Agree” or “Agree” that the process for requesting information is quick and easy, and the records are received timely, which exceeds the target of 90%.

**KPM #8:** “Percent of customers rating satisfaction with agency services "good" or "excellent" for timeliness, accuracy, helpfulness, expertise, information availability.

Customer service ratings began in 2006. Full customer service surveys are completed every even-numbered year. For 2012, performance indicators increased overall in all categories.

Since this survey is administered every even-numbered year, there will be no report for this measure in 2013.

**Challenges:**

The downturn in Oregon’s economy continues to affect the state and local public safety agencies whose basic training we provide, as well as our budget and staffing levels. Hiring within law enforcement is still slow state wide; however, DPSST did conduct two more classes during the reporting period, with an increase in the number of students attending from 180 to 230. DPSST did not experience training backlogs; however, reductions in 2012 meant the loss of highly qualified full-time staff members and an increased reliance on part-time trainers. If the demand for Basic Police classes continues to rise, current full- and part-time staffing levels may not be sufficient to continue meeting customer demand for state-mandated Basic training.

**Resources Used and Efficiency:**

The 2011-13 Legislatively Approved Budget was \$45,011,345 (total funds), including \$11,283,810 for debt service related to construction of the Oregon Public Safety Academy. Revenue resources used for the 2011-13 biennium include:

CFA: \$26,467,542

FIPT: \$3,933,605

PS/PI: \$2,026,612

Telecom: \$447,958

Campus Public Safety: \$213,966

OLCC Training: \$154,496

Traffic Safety: \$375,841

HIDTA: \$50,000

Fire Training: \$57,513

**\*Reporting period July 1, 2011 to June 30, 2013.**

## **Individual KPM Information:**

### **KPM#1:**

“Average increase in Police Officer Trainee test scores based on assessments at entry and completion of Police Basic Training.”

### **Goal:**

Effectively train Police Officers to state standards.

### **Oregon Context:**

Agency Mission and goals, specifically goal #1: We will lead the nation in building safe, livable communities through high quality and effective public safety training.

### **Oregon Benchmark:**

Oregon Benchmark.

### **Data Source:**

The data is obtained from a knowledge test given to students at the entry to the basic course and from the final examination at completion of the basic course.

### **Owner:**

Academy Training, Captain Teresa Plummer, 503-378-2191.

### **Our Strategy:**

This KPM was added by Legislative action in 2009, in an effort to accurately capture the performance of Academy Training. The focus for the initial work on this measure is the Basic Police course. DPSST staff developed a test for entry at the Basic Police course and a corresponding test at the completion of the Basic Police course. We have entry scores for six classes that graduated prior to July 1, 2013. This measure has been expanded to the Basic Corrections course, which will report pre and post-test comparisons in 2014.

### **About the Targets:**

The target was arbitrarily set at 50%, prior to any data collection. A reasonable sampling of initial entry scores showed that an improvement of 50 percentage points was unrealistic and unattainable. DPSST was approved to change the target to 30% in 2012.

### **How We Are Doing:**

As anticipated, we are seeing significant increases in test scores from entry to completion of the Basic Police course, reflecting an increase in knowledge. The average score on the comparison questions at graduation was 84.91%, for an average student improvement during the current reporting period of 27.72%. Students are clearly increasing their knowledge during the Basic Police course.

**How We Compare:**

Comparable information on the performance of other public safety training academies is difficult to obtain. We have no comparable information on the performance of other academies or courses.

**Factors Affecting Results:**

Upon review of both the pre and post-tests, a decision was made to present the exact same question on both of the tests. It was determined that with a minimum of 16 weeks between the tests and no review of the pre-test with recruits, the integrity of the tests would not be compromised. We have seen a slight drop, 1.63%, in the average score of the initial test, but can attribute this to consistency in the complexity of the questions being asked on the test.

**What Needs to Be Done:**

The agency is currently developing methods to acquire entry and exit data for skills based and scenario based training. Currently, our Survival Skills unit is beta-testing an initial entry skill test using technology being developed for use on iPads. The most influential factor in this process is that both the pre and post-test will be administered by the same evaluator. The Tactical Training Unit is working on scoring rubrics to be used by evaluators to collect data. We hope to have both of these assessment tools in place by the end of this fiscal year.

**About the Data:**

The data is based on pre-test and post-test scores on tests administered to all Basic Police students completing Basic training during the 2012-2013 fiscal year.

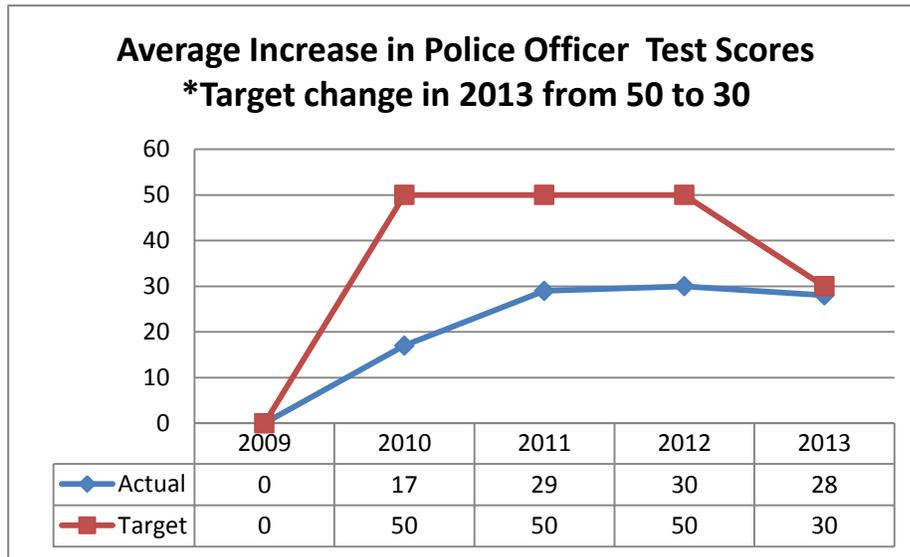
**Management Comments:**

The changes made to the pre and post-tests being administered to the Basic Police Academy recruits appear to have been effective. We believe that as we continue to collect data, the scores we are seeing will continue to balance out. The addition of skills and scenario assessments will provide valuable information as to how the knowledge being acquired translates into functional application. We would expect, as more data is obtained, to find a direct link between knowledge and application.

**Measure Since:**

2009

**KPM #1 Graph Data**



**KPM#2:**

Percentage of attendees who ranked the usefulness of DPSST Criminal Justice Regional Training courses at or above “6” on a scale of 1-7.

**Goal:**

Percentage of attendees who ranked the usefulness of DPSST criminal justice regional training courses at or above "6" on a scale of 1-7.

**Oregon Context:**

Agency Mission.

**Oregon Benchmark:**

Oregon Benchmark.

**Data Source:**

All course participants individually surveyed at conclusion of each regional criminal justice training program (rating "6" + scale 1-7.)

**Owner:**

Todd Anderson, Training Division Director, 503-378-3312.

**Our Strategy:**

Build and maintain lists of quality instructors, utilize best practices in course design and delivery, and have regular and clear communication with constituents on needs/offerings.

### **About the Targets:**

Participants in regional training programs are required to evaluate every program, according to their perception of its usefulness. Seventy percent (70%) of participants rating usefulness as a "6" out of a maximum of "7" would be considered very good.

### **How We Are Doing:**

Performance through a variety of regional training offerings has remained very high and consistent over the past reporting periods. For 2012-2013, participant ratings were 93%.

### **How We Compare:**

The Federal Law Enforcement Training Center (FLETC) serves as the outstanding standard against which to measure our performance. Their standard is 58% of participants rating the training at "acceptable or higher." DPSST's Regional training offerings consistently and markedly exceed this standard.

### **Factors Affecting Results:**

Our analysis of the underlying data for the regional courses continues to show that the highest ranked courses tend to be the skills-based courses, such as firearms, active shooter, defensive tactics, emergency vehicle operation, and the computerized use of force decision making course. We continue to try and offer more courses that officers need to maintain perishable skills. Perishable skills are skills that are seldom used and deteriorate if not practiced, but have disastrous consequences if the officer is not able to perform them (firearms skills, driving skills, defensive tactics, and use of force decision-making.) Additionally, certified police positions have maintenance training requirements, and many smaller agencies, particularly those outside the Portland metro area, rely on DPSST's regional and advanced training to comply with the maintenance requirements. In the past few years, the number of training opportunities offered by the Regional Criminal Justice Training program decreased substantially as the result of funding reductions. However, the "Oregon Excellence in Policing" package that was passed by the 2013 Legislature added two Regional Training Coordinators and two Leadership Training Coordinators back to the program. These additional positions will allow DPSST to increase regional and leadership training opportunities throughout the state.

### **What Needs To Be Done:**

Criminal justice professionals must maintain their skills for their own safety and the safety of the communities they serve. DPSST's ongoing specialized and advanced regional training courses that require specific training equipment not available to many agencies, is critical for criminal justice professionals. There is an unmet demand for courses dealing with significant emerging issues, such as dealing with the mentally ill. The legislative re-authorization of DPSST's Leadership Training Program will allow DPSST to utilize two new positions to develop current curriculum and provide training for the Supervision and Mid-management courses. DPSST anticipates implementing this training in 2014 to meet the needs of our law enforcement partners.

### **About the Data:**

The data is from the Oregon Fiscal Year (July through June) reporting period. Data is based on survey responses from students participating in training offered through the Regional and Advanced Training section.

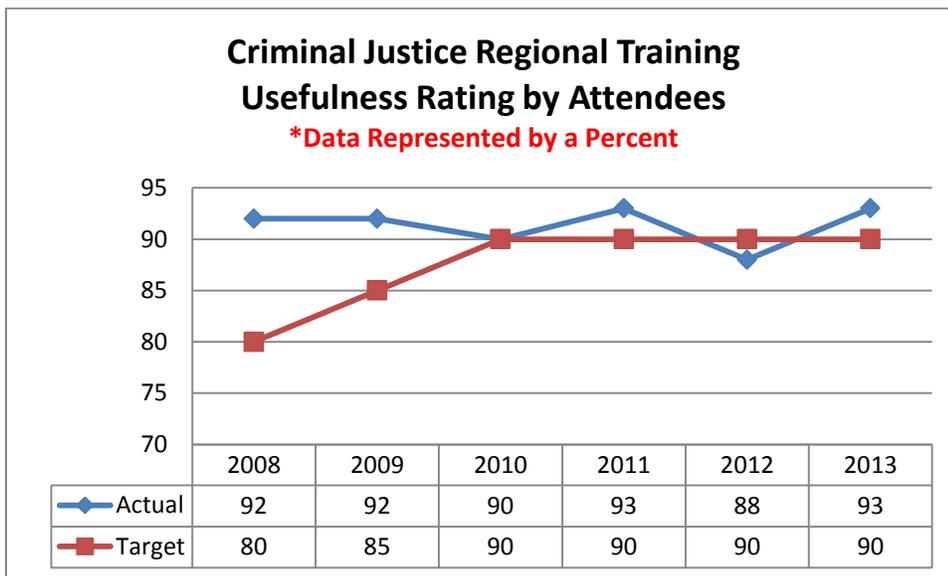
**Management Comments:**

Students continue to rate the usefulness of Regional and Advanced Criminal Justice Training courses very high. Criminal justice employees continue to request training, particularly in areas regarding perishable skills and other high liability topics. With the addition of two Regional Training Coordinators and two Leadership Training Coordinators, we will be able to significantly enhance the number of regional trainings delivered, as well as provide current Supervision and Mid-Management courses. Further, the Center for Policing Excellence will not only provide the necessary leadership training, but will begin the new era of data-led policing. The leaders of Oregon’s law enforcement agencies must understand data-led policing to enable their line-level police officers to comprehend its purpose and implement its practices.

**Measure Since:**

2004.

**KPM #2 Graph Data:**



**KPM#3:**

Percentage of attendees who ranked the usefulness of DPSST Fire Service Regional Training Courses at or above “6” on a scale of 1-7 (Added per 2003 Legislative direction.)

**Goal:**

Provide useful Fire Service Regional Training Courses.

**Oregon Context:**

Agency Mission.

**Oregon Benchmark:**

Oregon Benchmark.

**Data Source:**

All course participants individually surveyed at conclusion of each regional fire service training program (rating "6" + scale 1-7.)

**Owner:**

Fire Service Training, Mark Ayers (503)378-2726.

**Our Strategy:**

Build and maintain lists of quality instructors, utilize best practices in course design and delivery, regular and clear communication with constituents on needs/offerings, all with the goal of providing cost effective training to ensure the safety of fire service professionals and the communities they serve.

**About the Targets:**

Participants in fire training programs are required to evaluate every program according to their perception of its usefulness.

**How We Are Doing:**

Performance through a variety of regional fire training offerings has remained very high and extremely consistent over the reporting periods. Once again, in 2012-2013, over 91.5% of participants rated the usefulness of regional fire training courses as at least a "6" out of a maximum of "7," reflecting the quality of training provided.

**How We Compare:**

The National Fire Academy serves as the outstanding standard against which to measure our performance. Their comprehensive measurement system reveals general, "course was useful" rating by participants (for off-site training) at "acceptable or higher" of +/- (5%) 90%. DPSST fire training offerings are at par with this aggressive national standard.

**Factors Affecting Results:**

DPSST was able to deliver quality training to all regions within Oregon despite having two training positions unfilled for the latter part of 2012 and into the first seven months of 2013. As part of our strategic planning process, staff introduced a new program delivery that resulted in increased demand from our constituent base (vehicle propane prop.)

**What Needs to Be Done:**

The Skid Truck program continues to receive accolades from constituent fire agencies but we are still plagued with logistical issues. The challenge with this particular program is the actual operating space needed to deliver the training. Over the past year we have worked closely with Tualatin Valley Fire & Rescue to establish a training area big enough to accommodate the program and we will deliver the driver part of the program in September of 2013 (hosted by Northwest Natural Gas.) Additionally, we secured the Ontario Airport earlier in 2013 and, for the first time ever, delivered the program to the Snake River Valley Training Association (Ontario, surrounding communities and mutual aid departments.)

**About the Data:**

Oregon Fiscal Year (July through June) data.

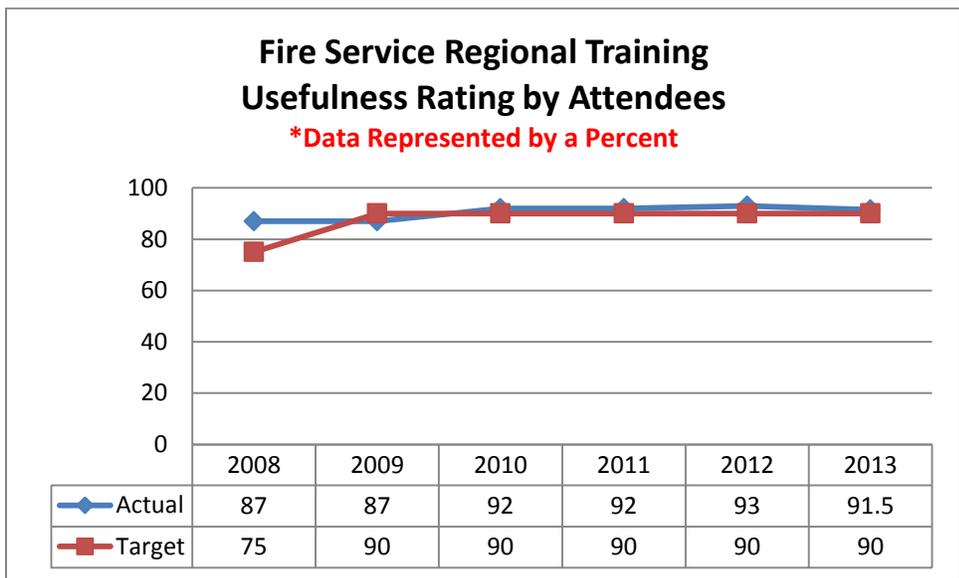
**Management Comments:**

Students rate the usefulness of basic and advanced fire training very high and continue to request additional offerings particularly in areas where liability is high and skills perish with minimal use or practice. DPSST staff has worked with constituent agencies (over the past two years) to determine their most demanding needs and we have made a concentrated effort to address these issues. As we progress through the remainder of 2013 and into the 2014 calendar year, our fire training section will continue to provide relevant and timely training within the State of Oregon.

**Measure Since:**

2004.

**KPM #3 Graph Data:**



**KPM#4:**

Percentage of revocation or denial actions appealed that are upheld at the appellate level.

**Goal:**

100% of certification revocations upheld at the appellate level.

**Oregon Context:**

Agency Mission.

**Oregon Benchmark:**

Oregon Benchmark.

**Data Source:**

Public record - State of Oregon Appellate Courts.

**Owner:**

Linsay Hale, Standards and Certification 503-378-2427.

**Our Strategy:**

Closely adhere to administrative rule and statute relating to revocation and denial standards, in consultation with Oregon DOJ.

**About the Targets:**

DPSST takes its responsibilities in the area of certification standards very seriously. The agency understands that its decisions help to determine an individual's ability to enter or remain in the public safety professions, and our decisions directly impact the professionalism of the public safety disciplines involved. The agency's target is that 100% of any revocation decisions appealed to the Oregon Court of Appeals be upheld by the Court. This target is a reflection of the seriousness with which DPSST and its policy body, the Board on Public Safety Standards and Training, undertake action to deny or revoke public safety certifications.

**How We Are Doing:**

During the 2012-2013 reporting period, DPSST's results were 100%. Three cases are pending with the Court of Appeals.

**How We Compare:**

DPSST has identified two similar KPM's being measured by other Oregon agencies: The Commission on Judicial Fitness and Disability measures the percent of Commission recommendations to the Supreme Court upheld versus the total number of recommendations forwarded to the Supreme Court. The most recent result is 100% for 2010.

The Oregon Department of Justice measures the percentage of legal cases in which the state's position is upheld. The most current results are as follows: 2006, 94%; 2007, 91%; 2008, 91%; 2009, 96%; 2010, 96%; 2011; 95%, 2012; 94%.

**Factors Affecting Results:**

As stated above, DPSST and the Board take their responsibilities in this area very seriously. Cases are evaluated with great care before a determination is made to prepare them for committee and Board review. An administrative closure process is utilized for cases where there is insufficient evidence of conduct that warrants consideration of denial or revocation action. Cases brought forward to the committees and Board have a well-developed record of the conduct involved and clearly outline the particular standards against which conduct is to be measured. This allows the relevant policy bodies to make their recommendations and decisions within the correct framework of laws and administrative rules.

**What Needs to Be Done:**

This Performance Measure may seem insignificant because of the small number of cases involved, but it is a significant reflection of not only the quality of case preparation by DPSST staff, but also of the credibility of DPSST as a regulatory agency. The ability of the agency and constituent groups to establish and enforce standards greatly enhances the level of

professionalism of the various public safety disciplines, and contributes to the public trust and confidence that professional standards are upheld.

**About the Data:**

Oregon Fiscal Year reporting - Data is based on the exact number of cases.

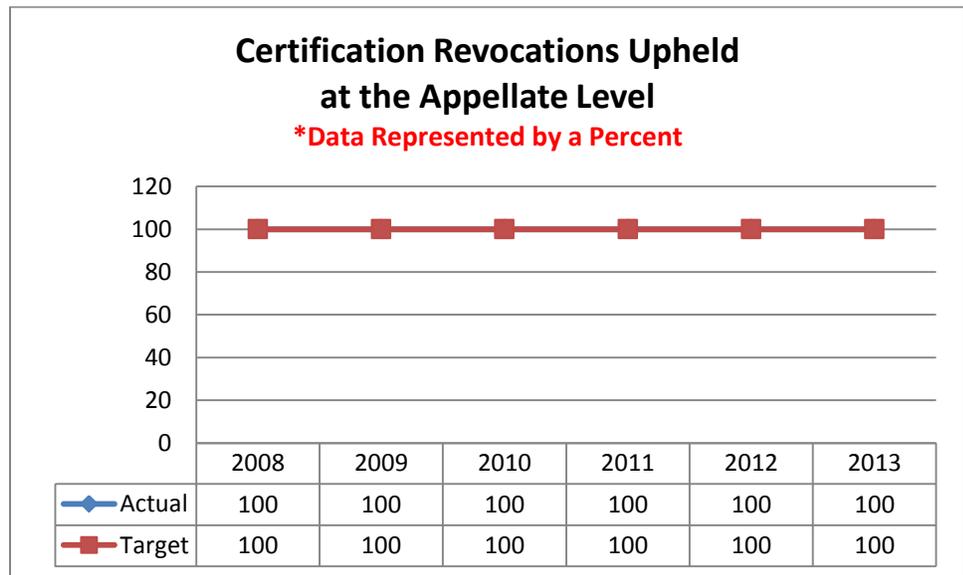
**Management Comments:**

This measure is dependent upon the quality of DPSST investigations and professional services provided by DOJ. This measure is critical to the credibility of the standards set and professionalism of officers working in their respective fields. The Standards and Certification staff continue to do an excellent job in preparing and presenting cases for denial or revocation.

**Measure Since:**

2005.

**KPM #4 Graph Data:**



**KPM#5:**

Average increase in Corrections Officer Trainee test scores based on assessments at entry and completion of Corrections Basic Training.

**Goal:**

Effectively train Corrections Officers to state standards.

**Oregon Context:**

Agency Mission and goals, specifically goal #1: We will lead the nation in building safe, livable communities through high quality and effective public safety training.

**Oregon Benchmark:**

Oregon Benchmark.

**Data Source:**

The data for this measure is collected from pre and post-testing of Corrections Officer Trainees.

**Owner:**

Academy Training, Captain Teresa Plummer, 503-378-2191.

**Our Strategy:**

In January of 2012, the Basic Corrections Officer Training Program was increased from five weeks to six weeks. This measure will allow DPSST to further quantify the effectiveness of Basic Training in key portions of the curriculum in another law enforcement discipline.

**About the Targets:**

After preliminary analysis of pre and post-tests, the target for this measure is set at 30%.

**How We Are Doing:**

This is a new KPM for 2013. We will report additional data in 2014.

**How We Compare:**

There are no meaningful comparables.

**Factors Affecting Results:**

This is a new KPM for 2013. We will report additional data in 2014.

**What Needs To Be Done:**

This is a new KPM for 2013. We will report additional data in 2014.

**About the Data:**

Oregon Fiscal Year (July through June) reporting.

**Management Comments:**

This is a new KPM for 2013. We will report additional data in 2014.

**Measure Since:**

New Measure.

**KPM Graph Data:**

None.

**KPM#6**

The percent of the total number of individuals renewing their private security certifications who have not incurred a disqualifying violation within the current or preceding year.

**Goal:**

Increase the professionalism of the Private Security Industry and its employees.

**Oregon Context:**

Agency Mission.

**Oregon Benchmark:**

Oregon Benchmark.

**Data Source:**

The Private Security Section collects statistical data regarding new and existing Private Security applicants. This data includes information about new applicants that are denied and renewal applicants that are denied.

**Owner:**

Private Security, Brian Henson, 503 378-2888.

**Our Strategy:**

DPSST establishes and maintains the standards and qualifications for training and licensing for the Private Security industry and its employees. This KPM is derived from data that is collected by DPSST. The data will indicate that renewal applicants are continuing to uphold standards to retain their certification.

**About the Targets:**

After a preliminary analysis of collected data, the target for this measure is set at 98%.

**How We Are Doing:**

This is a new KPM for 2013. We will report additional data in 2014.

**How We Compare:**

This measure is similar to one reported by the Texas Department of Public Safety Private Security Bureau. Their projected compliance rate for 2011 through 2015 is 99%.

**Factors Affecting Results:**

This is a new KPM for 2013. We will report additional data in 2014.

**What Needs To Be Done:**

This is a new KPM for 2013. We will report additional data in 2014.

**About the Data:**

Oregon Fiscal Year (July through June) reporting.

**Management Comments:**

This is a new KPM for 2013. We will report additional data in 2014.

**Measure Since:**

New Measure

**KPM Graph Data:**

None.

**KPM#7**

Percent of constituents that “Agree” or “Strongly Agree” that the process for requesting and receiving training profiles was quick and easy.

**Goal:**

Provide accessible records for all DPSST constituents and the public in a timely manner.

**Oregon Context:**

Agency Mission.

**Oregon Benchmark:**

Oregon Benchmark

**Data Source:**

Survey of constituents requesting records.

**Owner:**

Standards and Certification, Linsay Hale, 503-378-2427.

**Our Strategy:**

Professional program administration, emphasizing ongoing education, technical assistance and meaningful compliance efforts.

**About the Targets:**

Individuals requesting a copy of officer records are sent a brief customer satisfaction survey periodically during the year. This survey allows Standards and Certification program staff to assess the quality of our responses to information requests on an ongoing basis. The current target is for 90% of respondents to agree or strongly agree that the process for obtaining these records is quick and easy.

**How We Are Doing:**

For the current reporting period, 100% of respondents “Strongly Agree” (95.5%) or “Agree” (4.5%) that the process for requesting information is quick and easy. Additionally, 100% of respondents “Strongly Agree” (96.6%) or “Agree” (3.4%) that the records are received timely.

**How We Compare:**

Although all state agencies are required to report on overall customer satisfaction, DPSST has not been able to identify other agencies that measure responsiveness to public records requests. We continue to believe that it is an important agency measure of responsiveness and transparency, both to our direct customers and to other stakeholders statewide. The Construction Contractors Board does measure the percent of contractors satisfied with the agency’s processing of license and renewal information, with the following results: 2007, 98%; 2008, 97%; 2009, 94%; 2010, 96%; 2011, 96%, 2012, 96%.

**Factors Affecting Results:**

With the mechanical changes made to the KPM during the last reporting period, this measure is now a true customer service measure, reflecting DPSST’s goal of transparency and accessibility, both for members of the public and for DPSST’s public safety customers.

**What Needs to Be Done:**

With the assistance of a temporary part-time position, the backlog of training records needing data entry has been drastically reduced, improving not only the currency of the information reflected on officers’ training profiles, but also DPSST’s ability to provide agencies with timely reports regarding their officers’ compliance with statewide maintenance training requirements. Although this element is not a formal element of this KPM, it remains an important internal customer service goal.

**About the Data:**

Oregon Fiscal Year (July through June) data. Measure is based on responses from users of services from the Standards and Certification section.

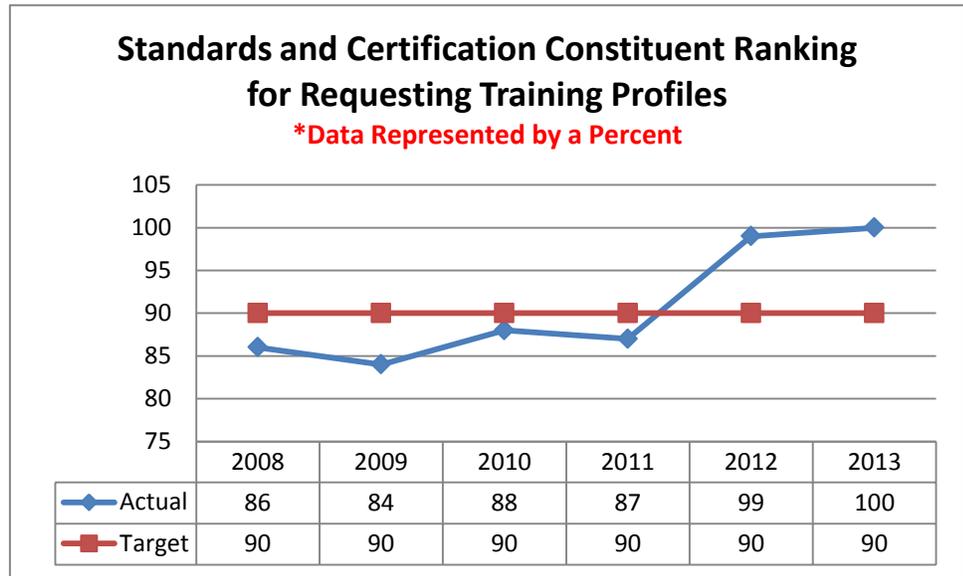
**Management Comments:**

DPSST takes its responsibilities related to transparent and user-friendly public records very seriously. We will closely monitor the results of the revised customer service survey to ensure that we remain responsive in this area.

**Measure Since:**

2003

**KPM Graph Data:**



**KPM#8**

“Percent of customers rating satisfaction with agency services "good" or "excellent" for timeliness, accuracy, helpfulness, expertise, information availability.”

**Goal:**

To provide overall excellent customer service to our constituents.

**Oregon Context:**

Agency Mission.

**Oregon Benchmark:**

Oregon Benchmark.

**Data Source:**

Survey of constituents.

**Owner:**

DPSST, Sharon Huck, 503-378-2432.

**Our Strategy:**

DPSST employs continuous improvement strategies to identify and respond to opportunities to maximize responsiveness to constituent concerns and needs, given the resources available.

**About the Targets:**

Since this survey is administered every even-numbered year, there will be no report for this measure in 2013.

**How We Are Doing:**

Customer service ratings began in 2006. In 2012, performance indicators increased overall in all categories.

**How We Compare:**

There is no comparable data available for similar institutions/items.

**Factors Affecting Results:**

No data to report for 2013.

**What Needs to Be Done:**

No data to report for 2013.

**About the Data:**

No data to report for 2013.

**Management Comments:**

DPSST is excited to initiate the Center for Policing Excellence, as well as to reinstate our Leadership Training Program and the Regional Criminal Justice Training Program. We are hopeful that we will see many positive comments from the 2014 Constituent Survey regarding the new and reinstated training programs.

**Measure Since:**

2006.

**KPM Graph Data:**

No data for 2013.

**Using Performance Data:**

**1. INCLUSIVITY:**

\***Staff:** Current performance measures are reviewed at least annually by key staff.

\* **Elected Officials:** Approving and making changes to legislatively approved performance measures.

\* **Stakeholders:** Reviewing letters, surveys, telephone calls, and emails regarding agency performance issues; face to face meetings with constituents held throughout the state; direct communications with representatives of the various public safety disciplines and their professional organizations.

\* **Citizens:** Reviewing letters, surveys, telephone calls, and emails regarding agency performance issues.

**2 MANAGING FOR RESULTS:**

All data collected is reported to the Board and staff. Individual managers are charged with specific actions to improve results over time.

**3 STAFF TRAINING:**

Staff has received regular updates from management regarding performance issues. New supervisors have received one-on-one training regarding the agency's key performance measures and their relationship to the agency's mission. The agency's management team has received briefings on the agency's key performance measures.

**4 COMMUNICATING RESULTS:**

\* **Staff:** Staff meetings, emails, dissemination of constituent surveys and evaluations. Agency performance measures are posted on the DPSST website to allow constituents and other interested parties to readily monitor our performance. Performance measures are periodically discussed at agency management meetings so that individual section managers have the information they need to review and discuss performance measures with their unit's staff members.

\* **Elected Officials:** Reporting, presentations, and responding to direct inquiries. Agency performance measures are posted on the DPSST website to allow constituents and other interested parties to readily monitor our performance.

\* **Stakeholders:** Presentations and responding to direct inquiries. Agency performance measures are posted on the DPSST website to allow constituents and other interested parties to readily monitor our performance.

\* **Citizens:** Presentations and responding to direct inquiries. Agency performance measures are posted on the DPSST website to allow constituents and other interested parties to readily monitor our performance.