

PUBLIC SAFETY STANDARDS and TRAINING, DEPARTMENT of
Annual Performance Progress Report (APPR) for Fiscal Year (2014-2015)

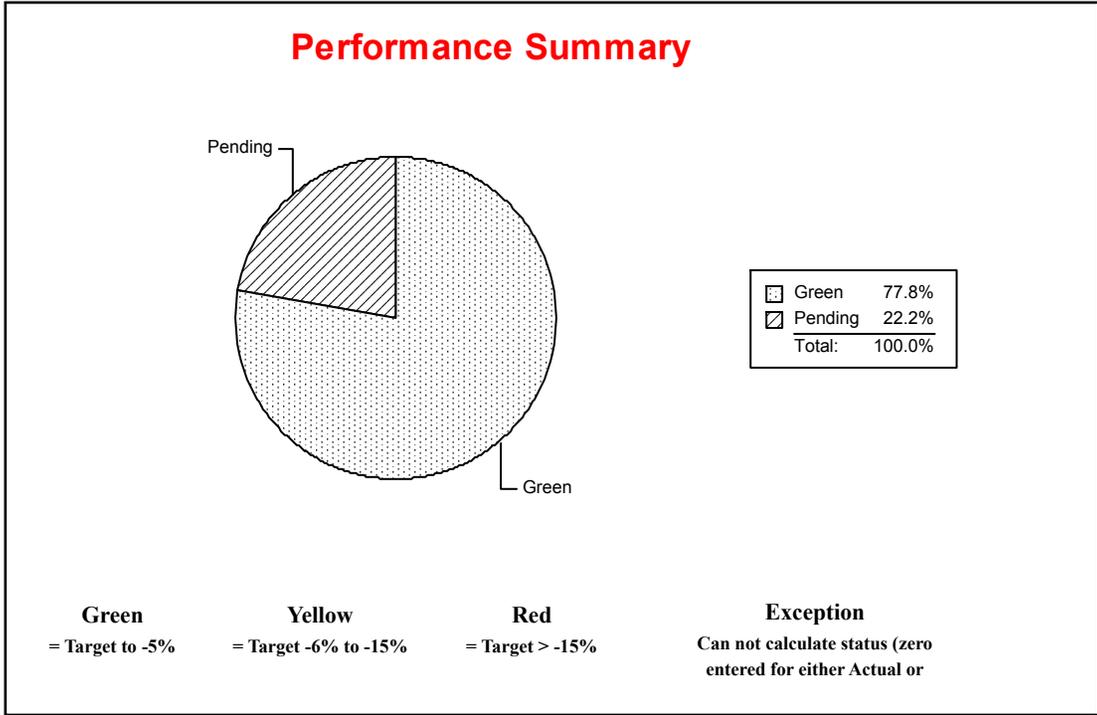
Original Submission Date: 2015

Finalize Date: 9/28/2015

2014-2015 KPM #	2014-2015 Approved Key Performance Measures (KPMs)
1	Average increase in Police Officer Trainee test scores based on assessments at entry and completion of Police Basic Training.
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. (Added per 2003 legislative direction)
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)
4	Percentage of revocation or denial actions appealed that are upheld at the appellate level.
5	Average increase in Corrections Officer Trainee test scores based on assessments at entry and completion of Corrections Basic Training.
6	The percent of revocations or denials of private security certification or licensure resulting from disqualifying violations upheld after the contested case process.
7	Percent of constituents that "Agree" or "Strongly Agree" that the process for requesting and receiving training profiles was quick and easy."
8	Percent of customers rating satisfaction with agency services "good" or "excellent" for: timeliness, accuracy, helpfulness, expertise, information availability.
9	Average increase in the Center for Policing Excellence test scores based on assessments at entry and completion of Supervisory Leadership Academy and Organizational Leadership & Management Academy. This KPM is designed to measure the DPSST training designed for and provided to Oregon's law enforcement officers in an effort to improve the effectiveness and efficiency of the criminal justice system.

New Delete	Proposed Key Performance Measures (KPM's) for Biennium 2015-2017
	Title: Rationale:

PUBLIC SAFETY STANDARDS and TRAINING, DEPARTMENT of		I. EXECUTIVE SUMMARY	
Agency Mission: The Mission of the Department of Public Safety Standards and Training (DPSST) is to promote excellence in public safety by delivering quality training and by developing and upholding professional standards.			
Contact: Linsay Hale		Contact Phone: 503-378-2427	
Alternate: Eriks Gabliks		Alternate Phone: 503-378-2332	



1. SCOPE OF REPORT

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; and 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, 1200 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; and overall constituent/customer service. The agency is continuing to track new KPM's that more accurately capture the performance of our Training and Private Security Divisions. The Center for Policing Excellence is analyzing test scores based on assessments at the entry and completion of the Supervisory Leadership Academy and the Organizational Leadership and Management Academy. Additionally, Private Security began collecting data regarding the percent of revocations or denials of private security certification or licensure resulting from disqualifying violations upheld at the contested case process.

2. 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 where 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.

3. 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. For 2015, test score improvement was 39%.

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 high and our percentage increased from 85% in 2014 to 92% in 2015.

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 remained steady since the last reporting period, with 93% of participants rating the usefulness of regional fire training courses as at least a "6" out of a maximum of "7." Fire Service Training is still exceeding 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." DPSST began collection data for this new KPM on July 1, 2013. For this reporting period, the average increase in the class' pre and post-test scores was 54%.

KPM #6: "The percent of revocations or denials of private security certification or licensure resulting from disqualifying violations upheld after the contested case process." This is a new KPM for the 2015 reporting period.

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, and information availability. Customer service ratings began in 2006 and are administered every even-number year. There is no data to report for 2015. KPM #9: "Average increase in the Center for Policing Excellence test scores based on assessments at entry and completion of Supervisory Leadership Academy and Organizational Leadership & Management Academy." This is a new KPM for 2015.

4. CHALLENGES

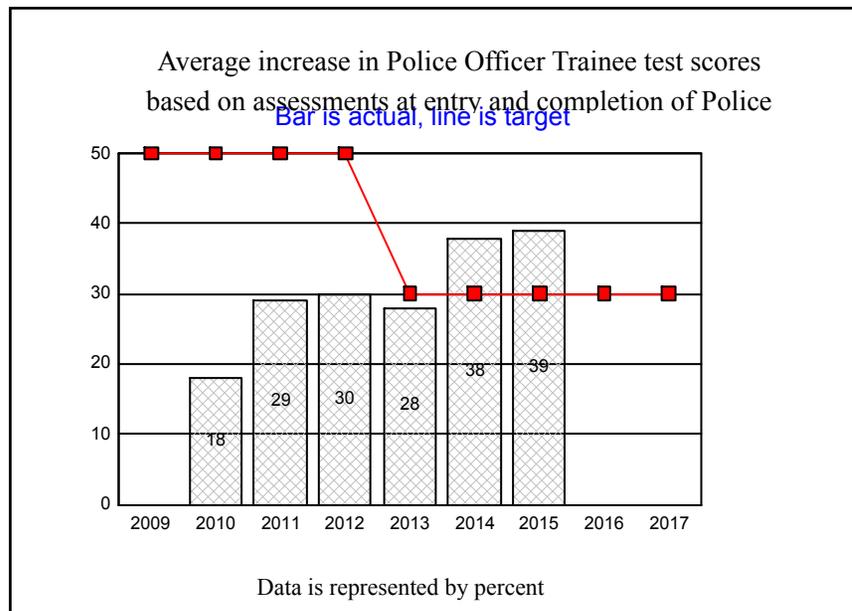
During this reporting period, DPSST conducted six basic police classes, with a total of 240 students attending. While the number of basic police classes remained the same, the number of enrolled students increased to the maximum capacity for each class (40 students.) The increase in basic police student attendance is correlated to filling increased vacancies within agencies due to turnover and retirement. Similarly, the corrections basic classes remained consistent with the previous reporting period. DPSST held three basic corrections classes during 2014 to 2015, with a total of 120 students. Initially, only two corrections classes were scheduled for the reporting period; however, a class was added to accommodate an increase in training requests. DPSST is monitoring agency hiring trends to ensure that there are enough basic training courses scheduled in 2015- 2017 to meet the demands of the industry.

5. RESOURCES AND EFFICIENCY

The 2015-17 legislatively approved budget is \$50,936,945 (total funds), including \$9,550,476 for debt service related to construction of the Oregon Public Safety Academy. Revenue resources used for the 2015-17 biennium include: CFA: \$27,379,003; FIPT: \$4,505,545; PS/PI: \$2,241,240; Telecom: \$576,403; OLCC Training: \$154,498; Traffic Safety: \$379,841; HIDTA: \$240,000; Fire Training: \$258,893; HIDTA FF: \$3,765,685 *Reporting period July 1, 2015 to

June 30, 2017.

KPM #1	Average increase in Police Officer Trainee test scores based on assessments at entry and completion of Police Basic Training.	2009
Goal	Effectively train police officers to state standards.	
Oregon Context	Agency Mission.	
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 Roger Eaton, 503-378-2426.	



1. 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 into the Basic Police course and a

corresponding test at the completion of the Basic Police course. We have entry scores for five classes that graduated prior to July 1, 2015.

2. ABOUT THE TARGETS

The target for this KPM is 30%.

3. 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 student improvement during the current reporting period was 39%. The students are clearly increasing their knowledge during the Basic Police course.

4. 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.

5. FACTORS AFFECTING RESULTS

During the previous KPM reporting period, DPSST found that entry test averages were significantly higher than anticipated. Based on this information, the pre and post-tests were improved to demonstrate a true beginning to end academic improvement. During the current KPM reporting period, the average increase in test scores was 39%, an increase of 1%.

6. WHAT NEEDS TO BE DONE

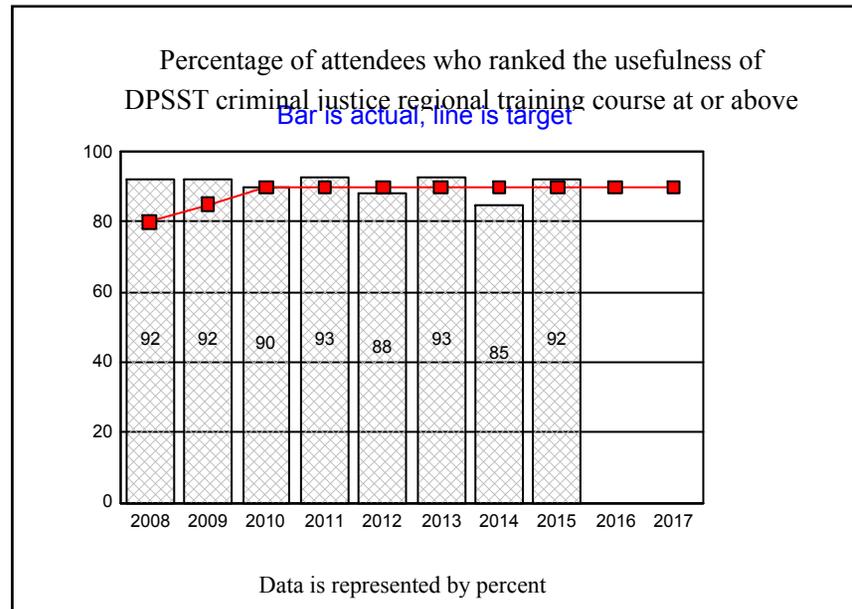
DPSST implemented a skill assessment pilot program called Law Enforcement Skills Assessment Score (LESAS) for the basic police and corrections classes to

determine each student's level of performance, growth and learning. The assessment is based upon objective rubrics identifying specific, observable behaviors. These rubrics are utilized in an iPad application that collects the data. The pilot program has proved to be successful. DSST will continue to utilize the data to evaluate learning trends.

7. 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 2014-2015 fiscal year.

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. (Added per 2003 legislative direction)	2004
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.	
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.	



1. OUR STRATEGY

Continue to develop high quality training curriculum. Invest in on-going instructor update training. Utilize best practices in course design and delivery and have

regular and clear communication with constituents on needs/offerings.

2. ABOUT THE TARGETS

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

3. HOW WE ARE DOING

Performance through a variety of regional training offerings has remained high and our percentage increased from 85% in 2014 to 92% in 2015. DPSST conducted 171 classes during 2014 to 2015 reporting period. Of those classes, 13 ranked lower than "6" on average. The classes that fell below the average of "6" were classes that were not within DPSST's sphere of influence or taught by DPSST personnel. Of the 171 classes sanctioned and taught by DPSST staff, nine classes received a rating lower than "6."

4. HOW WE COMPARE

The Federal Law Enforcement Training Center (FLETC) serves as standard to measure our performance. Their standard is, "The percentage of students that express excellent or outstanding on the Student Quality of Training Survey." Their baseline for 2007 was 74% and their actual score was 79.75%. DPSST's Regional training consistently and markedly exceeds this standard.

5. 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. These courses are primarily developed and delivered by DPSST full and part-time staff. 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. Many smaller agencies, particularly those outside the Portland metro area, rely on DPSST's regional and advanced training to comply with the maintenance requirements.

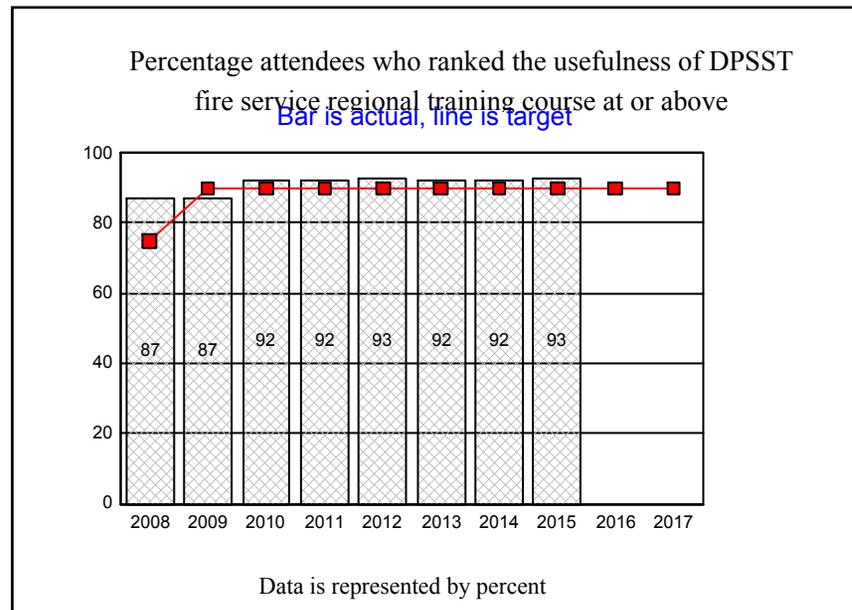
6. WHAT NEEDS TO BE DONE

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 are critical for criminal justice professionals that require specific training equipment not available to many agencies. There is an unmet demand for courses dealing with significant emerging issues, such as dealing with the mentally ill and active shooter training.

7. 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/Advanced Training section.

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)	2004
Goal	Provide useful Fire Service Regional Training Courses.	
Oregon Context	Agency Mission.	
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, Rich Daniel (503) 373-0394.	



1. OUR STRATEGY

Build and maintain lists of quality instructors. Utilize best practices in course design and delivery. Provide regular and clear communication

with constituents on needs/offerings, with the goal of providing cost-effective training to ensure the safety of fire service professionals and the communities they serve.

2. ABOUT THE TARGETS

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

3. HOW WE ARE DOING

Performance through a variety of regional fire training offerings has remained extremely high and exceptionally consistent over the reporting periods. In 2014-2015, 93% 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.

4. 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 .

5. FACTORS AFFECTING RESULTS

The section provided delivery of entry-level, specialized, leadership, and maintenance training, while developing and implementing training strategies that maximized resources, while meeting local and state training requirements.

6. WHAT NEEDS TO BE DONE

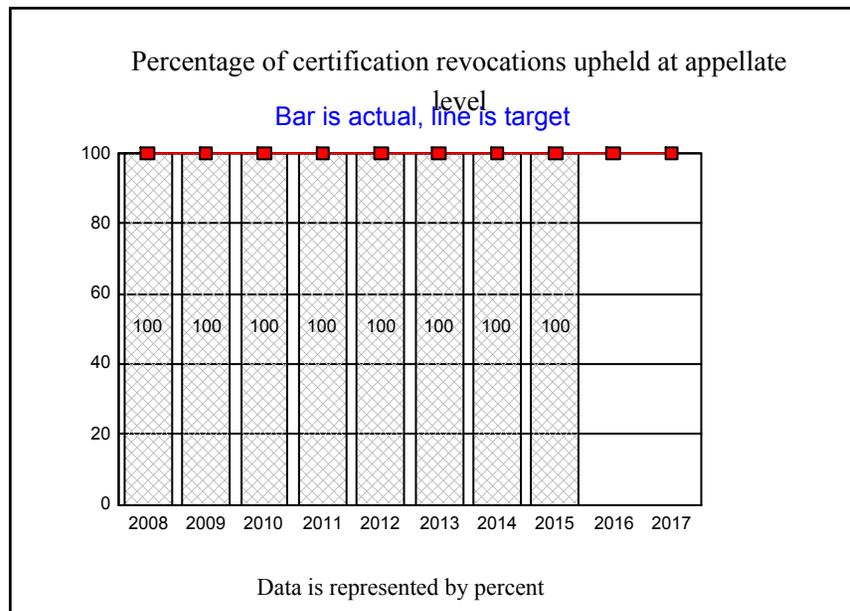
Since 2009, DPSST has been conducting Skid Avoidance for Fire Apparatus Drivers (SAFAD) training throughout the State of Oregon. The 20,000 pound Ford F650 Crew Cab truck, the first in the country to be configured as such, pulls its own support trailer and travels throughout the state offering much sought

after skid truck training. Because of this high demand and aging equipment, DPSST has been awarded a grant for a second Skid Truck through the Assistance to Firefighters Grant (AFG) program. In addition to the SAFAD Skid Truck, DPSST will respond to the increasing need for Wildland Fire Fighting by offering coursework and certification in 2016.

7. ABOUT THE DATA

Oregon Fiscal Year (July through June) data.

KPM #4	Percentage of revocation or denial actions appealed that are upheld at the appellate level.	2005
Goal	100% of certification revocations upheld at the appellate level.	
Oregon Context	Agency Mission.	
Data Source	Public record - State of Oregon Appellate Courts.	
Owner	Lindsay Hale, Standards and Certification, 503-378-2427.	



1. OUR STRATEGY

Closely adhere to administrative rule and statute relating to revocation and denial standards, in consultation with Oregon DOJ. Work with the Board, DOJ and constituents to ensure the integrity of the denial and revocation standards is maintained at all times.

2. 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.

3. HOW WE ARE DOING

During the 2014-2015 reporting period, DPSST's results were 100%. Two cases are pending with the Court of Appeals, down from four cases in the previous reporting period. (One case has been dismissed by the Department and one Board decision was upheld by the Court of Appeals.)

4. HOW WE COMPARE

DPSST has identified a similar KPM being measured by the Oregon DOJ. Oregon DOJ measures the percentage of legal cases where 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%, 2013; 95%, 2014; 93%.

5. FACTORS AFFECTING RESULTS

As stated above, DPSST and the Board take their responsibilities 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. A process has been developed to allow for an opportunity for affected officers to provide more focused mitigation for consideration, increasing the perception of fairness in the process. This allows the relevant policy bodies to make their recommendations and decisions within the correct framework of laws and administrative rule.

6. WHAT NEEDS TO BE DONE

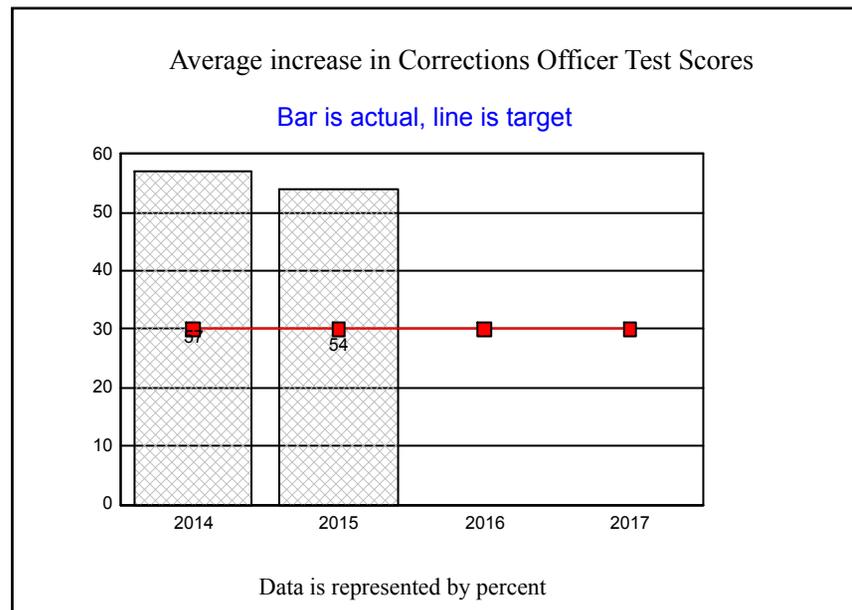
This Performance Measure may seem insignificant because of the small number of cases involved, but it is a significant reflection of not only the quality of case preparation by DPSST staff, but also of the credibility of DPSST as a regulatory agency. The ability of the agency and constituent groups to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

It should be noted that the current standards have been in place for over eight years. DPSST has recently received permission from the Police, Corrections and Telecommunications Policy Committees to form a multi-disciplined workgroup to review the denial/revocation standards for the criminal justice disciplines. The workgroup will be asked to ensure that the standards remain relevant and appropriate and to recommend adjustments as necessary.

7. ABOUT THE DATA

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

KPM #5	Average increase in Corrections Officer Trainee test scores based on assessments at entry and completion of Corrections Basic Training.	2013
Goal	Effectively train corrections officers to state standards.	
Oregon Context	Agency Mission.	
Data Source	The data is from a knowledge test given to students at entry to the basic course and from a final examination at completion of the basic course.	
Owner	Academy Training, Captain Roger Eaton, 503-378-2426.	



1. OUR STRATEGY

In January of 2012, the Basic Corrections Officer Training Program was increased from five weeks to six weeks. In July of 2014, DPSST began gathering data from pre and post-test scores. Data was gathered from three corrections classes that graduated prior to July 1, 2015.

2. ABOUT THE TARGETS

The target for this measure is set at 30%.

3. HOW WE ARE DOING

We are seeing significant increases in test scores from entry to completion of Basic Corrections Local courses. The highest pre-test score was 95%. The average student improvement during the current reporting period was 54% (54.40%) Students are clearly increasing their knowledge during the Basic Corrections Local courses.

4. HOW WE COMPARE

There are no meaningful comparables.

5. FACTORS AFFECTING RESULTS

Pre-test averages continue to be higher than anticipated. During the previous KPM reporting period, the pre and post-tests were reviewed and the tests were improved to provide a clearer representation of knowledge improvement. While the 2015 average increase in pre and post-tests scores fell slightly, DPSST continues to exceed our target of 30%.

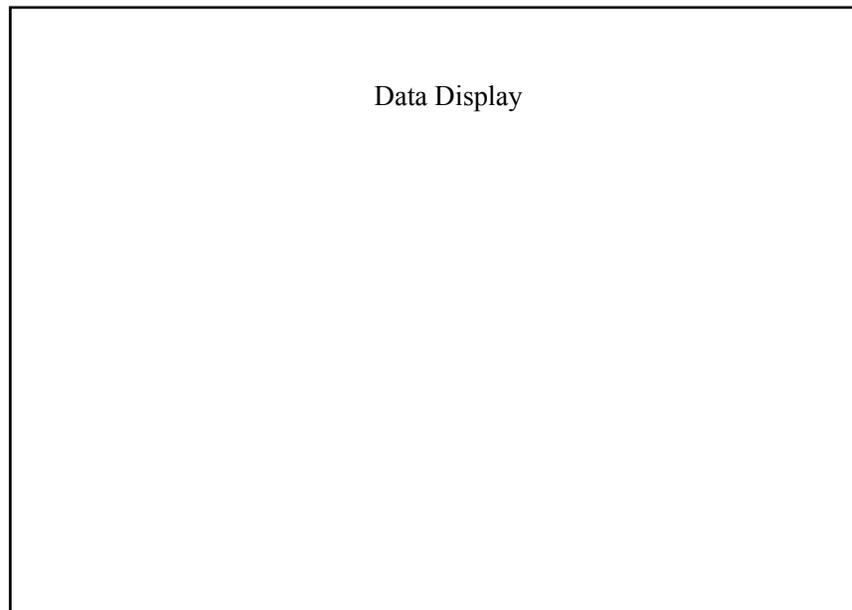
6. WHAT NEEDS TO BE DONE

Currently, DPSST is implementing a skill assessment pilot program for the basic police and corrections classes to determine each student's level of performance, growth and learning. The assessment is based upon objective rubrics identifying specific, observable behaviors. These rubrics are utilized in an iPad application that collects the data. If the pilot is successful, DPSST will utilize the data to evaluate learning trends.

7. ABOUT THE DATA

Oregon Fiscal Year (July through June) reporting.

KPM #6	The percent of revocations or denials of private security certification or licensure resulting from disqualifying violations upheld after the contested case process.	2015
Goal	Increase the professionalism of the private security industry and its employees.	
Oregon Context	Agency Mission.	
Data Source	The Private Security Section collects statistical data regarding revocation and denial of private security certification and licensure and the outcomes of any resulting contested cases.	
Owner	Linsay Hale, Standards and Certification, 503-378-2432.	



1. OUR STRATEGY

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

constituents to ensure the integrity of the denial and revocation standards is maintained at all times

2. ABOUT THE TARGETS

This is a new KPM for 2015. No target has been established.

3. HOW WE ARE DOING

This is a new KPM for 2015.

4. HOW WE COMPARE

This is a new KPM for 2015.

5. FACTORS AFFECTING RESULTS

This is a new KPM for 2015.

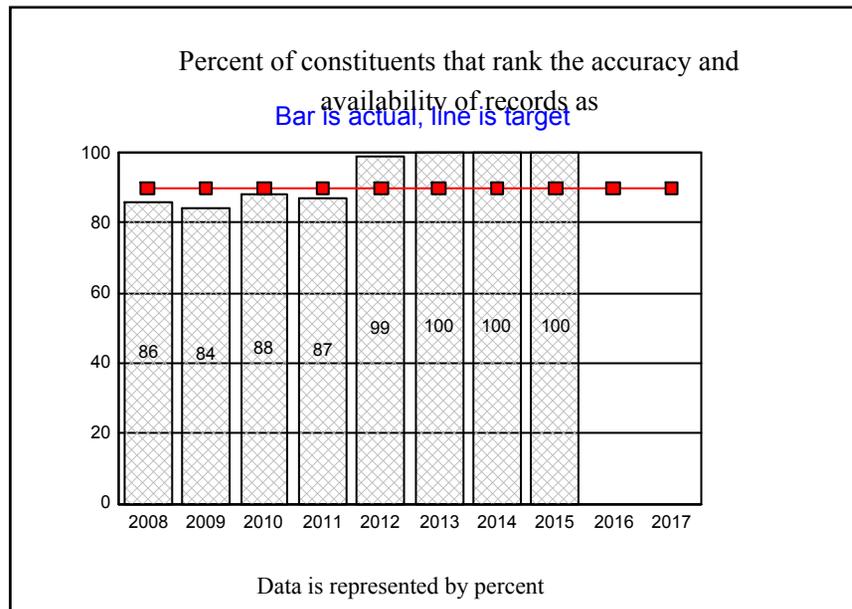
6. WHAT NEEDS TO BE DONE

This is a new KPM for 2015.

7. ABOUT THE DATA

This is a new KPM for 2015.

KPM #7	Percent of constituents that "Agree" or "Strongly Agree" that the process for requesting and receiving training profiles was quick and easy."	2003
Goal	Provide accessible records for all DPSST constituents and the public in a timely manner .	
Oregon Context	Agency Mission.	
Data Source	Survey of constituents requesting records.	
Owner	Standards and Certification, Lindsay Hale, 503-378-2427.	



1. OUR STRATEGY

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

2. 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 for 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.

3. HOW WE ARE DOING

For the current reporting period, 100% of respondents “Strongly Agree” (88.4%) or “Agree” (11.6%) that the process for requesting information is quick and easy. Additionally, 100% of respondents “Strongly Agree" (98%) or "Agree" (2%) that the records are received timely.

4. 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. 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%; 2013, 96%.

5. FACTORS AFFECTING RESULTS

Survey responses remained consistent during this reporting period. DPSST will continue to monitor responses.

6. WHAT NEEDS TO BE DONE

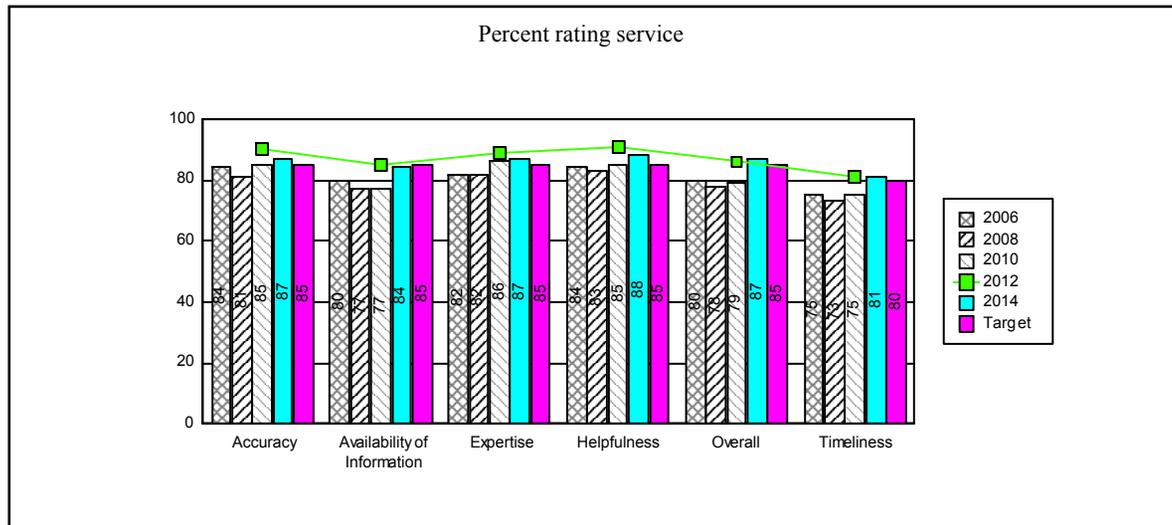
DPSST will continue to strive to exceed our target of 90% by providing excellent customer service. We will also continue to diligently request constituent

feedback to ensure excellence is maintained.

7. 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.

KPM #8	Percent of customers rating satisfaction with agency services "good" or "excellent" for: timeliness, accuracy, helpfulness, expertise, information availability.	2006
Goal	To provide overall excellent customer service to our constituents .	
Oregon Context	Agency Mission.	
Data Source	Survey of constituents.	
Owner	DPSST, Linsay Hale, 503-378-2427	



1. 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.

2. ABOUT THE TARGETS

Since this survey is administered every even-numbered year, there will be no report for this measure in 2015.

3. HOW WE ARE DOING

DPSST continues to do a good job of meeting constituent needs.

4. HOW WE COMPARE

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

5. FACTORS AFFECTING RESULTS

There is no data to report for 2015.

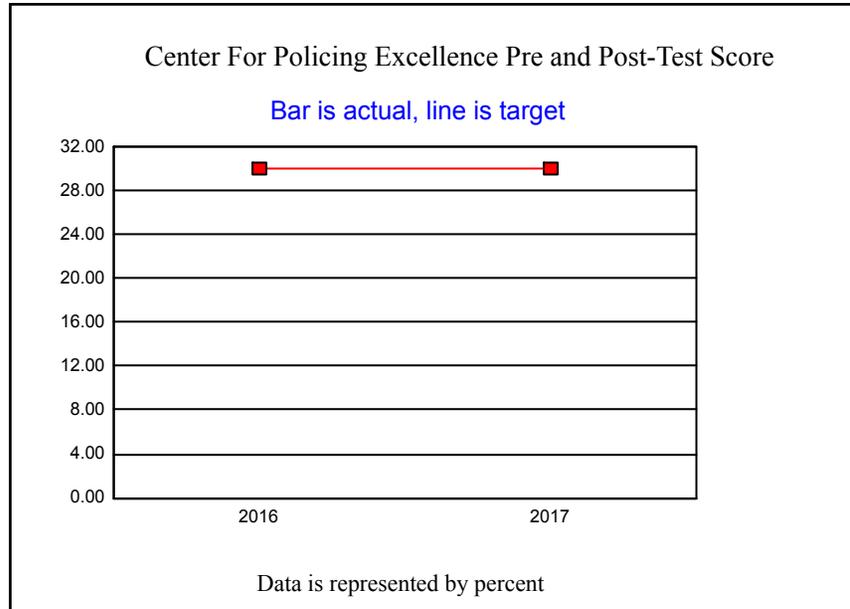
6. WHAT NEEDS TO BE DONE

There is no data to report for 2015.

7. ABOUT THE DATA

There is no data to report for 2015.

KPM #9	Average increase in the Center for Policing Excellence test scores based on assessments at entry and completion of Supervisory Leadership Academy and Organizational Leadership & Management Academy. This KPM is designed to measure the DPSST training designed for and provided to Oregon's law enforcement officers in an effort to improve the effectiveness and efficiency of the criminal justice system.	2014
Goal	The Center for Policing Excellence (CPE) was established by the legislature to improve the effectiveness and efficiency of policing (and other public safety disciplines) through training related to problem solving, leadership and facilitation, effective use of information from reputable research, and identifying and addressing future challenges affecting public safety.	
Oregon Context	There are no primary links to the Public Safety category of Oregon Benchmarks; however this measure does correspond with Oregon's strategic vision of "safe, caring and engaged communities."	
Data Source	The data for this measure is collected from pre and post-testing of attendees at the Supervisory Leadership Academy (SLA) and the Organizational Leadership and Management Academy (OLM) within the Center for Policing Excellence.	
Owner	Ryan Keck, Center for Policing Excellence, 503-373-2173	



1. OUR STRATEGY

CPE currently offers two training courses designed for public safety leaders: the Supervisory Leadership Academy (SLA) for frontline supervisors and the Organizational Leadership and Management Academy (OLM) for middle managers.

CPE measures the average improvement in students' assessment of their own knowledge and skills in critical areas, based on surveys completed at entry and completion of the SLA and OLM courses. The critical areas assessed are derived from CPE's legislative charge and include problem solving, application of credible data and research, and strategies to address future challenges.

2. ABOUT THE TARGETS

There is currently not enough information to determine an appropriate target for this performance measure.

3. HOW WE ARE DOING

The SLA and OLM courses appear to be significantly improving students' assessment of their specific knowledge and skills in identified areas. On average,

students arrive with a minimal to good understanding, and complete training with a good to thorough understanding and the ability to apply that knowledge. Further, the results demonstrate that some of the largest improvements are in critical areas connected with CPE's legislative expectations (problem solving, use of research, addressing future challenges).

4. HOW WE COMPARE

There is no comparable information at this time from other academies or courses.

5. FACTORS AFFECTING RESULTS

Factors affecting these results include students' various backgrounds, educational levels, and years of related experience prior to participating in the SLA or OLM courses. Nevertheless, results indicate positive improvements in all students following training.

6. WHAT NEEDS TO BE DONE

Next steps will be to continue to refine our instructional approach in an effort to further improve the effectiveness of the SLA and OLM courses. Additionally, in order to actualize CPE's larger goal of improving efficiency and effectiveness in public safety, we need to expand the provision of these trainings, or their components, to include executive and line-level professionals.

7. ABOUT THE DATA

This is a new performance measure, so there is no data for this reporting period.

PUBLIC SAFETY STANDARDS and TRAINING, DEPARTMENT of	III. USING PERFORMANCE DATA
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Agency Mission: The Mission of the Department of Public Safety Standards and Training (DPSST) is to promote excellence in public safety by delivering quality training and by developing and upholding professional standards.

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The following questions indicate how performance measures and data are used for management and accountability purposes.
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1. INCLUSIVITY	<ul style="list-style-type: none"> * 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	<ul style="list-style-type: none"> * 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.