

PUBLIC SAFETY STANDARDS and TRAINING, DEPARTMENT of

Annual Performance Progress Report (APPR) for Fiscal Year (2007-2008)

Proposed KPM's for Biennium (2009-2011)

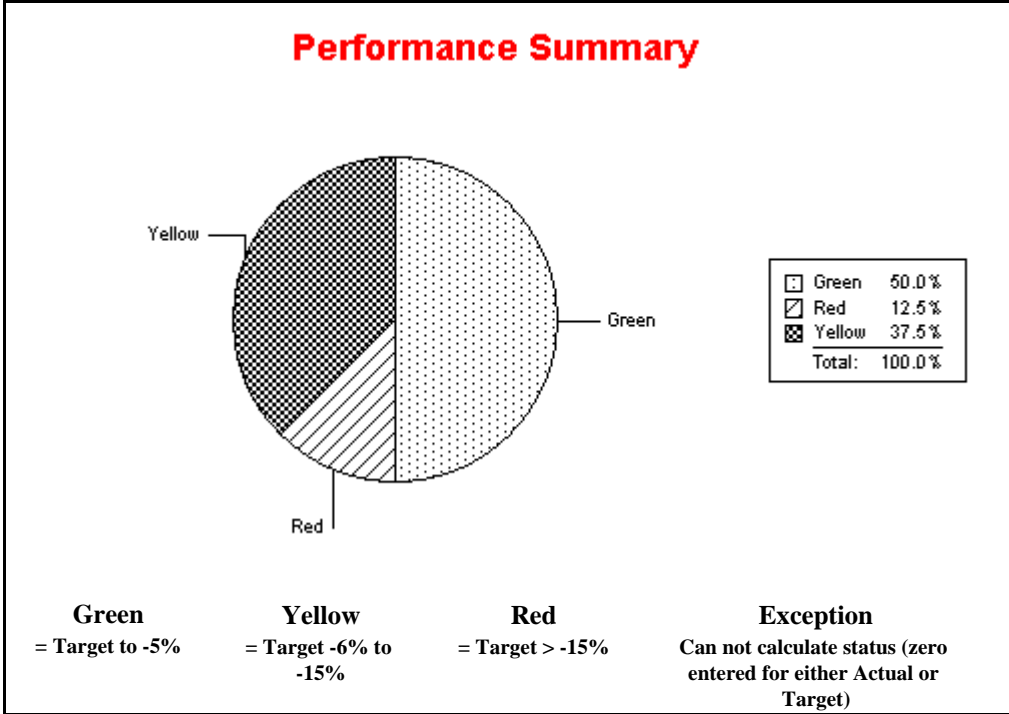
Original Submission Date: 2008

2007-2008 KPM #	2007-2008 Approved Key Performance Measures (KPMs)
1	Average level of officer performance as determined by their agency after successful completion of Basic Training. Scale is 1-7.
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	Percentage of private security managers/instructors who rank overall industry professionalism at or above "4" on a scale of 1-5. (Added per 2003 legislative direction)
6	Percentage of private security managers/instructors who rank overall employee professionalism at or above "4" on a scale of 1-5. (Added per 2003 legislative direction)
7	Percent of constituents that rank the accuracy and availability of records as "Above Average."
8	Percent of customers rating satisfaction with agency services above average or excellent for: timeliness, accuracy, helpfulness, expertise, information availability.

New Delete	Proposed Key Performance Measures (KPM's) for Biennium 2009-2011
NEW	<p>Title: Average improvement in trainee officer knowledge and performance based on assessments at entry and completion of Basic Training.</p> <p>Rationale: This performance measure is an assessment of the improvement made in police officer knowledge and performance (application of knowledge and skills), as a result of the public safety officer's basic training course.</p> <p>Officers are tested at the beginning of their basic training course to determine the level of their knowledge in the critical aspects of their job. This score is compared to the score on the final examination administered upon completion of the basic coursework. Questions for both tests are drawn from banks of test questions developed and maintained by DPSST Curriculum staff. The difference in the test scores reflects the improvement in the officer's knowledge as a result of completion of the basic training course.</p> <p>Basic courses are increasing the use of practical or scenario training as a more effective teaching methodology. Officers progress from simple to more complex problems in scenario training during their basic courses. When adequate resources (budget and staffing) are available in the future, we will develop an evaluation of officer's performance in the scenarios based on a matrix of knowledge and skills that each scenario is designed to assess. The improvement in the officer's performance from early scenarios to final scenarios also reflects the impact of the basic training course.</p> <p>At this time, we are developing the processes to gather the necessary data for this performance measure for the Basic Police course, starting with the pre-test and post-test to assess the level of knowledge before and after training. This course is the most complex requires more resources than the other basic courses, and has incorporated more scenario based training than the other courses. Once we have developed and implemented this measure for the Basic Police course, we will develop similar measures for the other basic courses.</p> <p>The targets are only an estimate at this time. We have no current data on which to base a good target, so we established a target based on a best estimate.</p>

New Delete	Proposed Key Performance Measures (KPM's) for Biennium 2009-2011
DELETE	Title: Average level of officer performance as determined by their agency after successful completion of Basic Training. Scale is 1-7. 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: Jeanine Hohn		Contact Phone: 503-378-4404	
Alternate: Eriks Gabliks		Alternate Phone: 503-378-2332	



1. SCOPE OF REPORT

The Oregon Department of Public Safety Standards and Training is a cabinet level State agency with a staff of 400+, engaged in establishing and maintaining physical, intellectual and ethical fitness for certified public safety officers within the state of Oregon. DPSST certifies public safety officers; prepares, instructs, evaluates and certifies public safety training programs and instructors; operates basic training academies for police, corrections, telecommunications, and parole and probation disciplines; provides regional/advanced training programs and support; inspects, reviews and insures compliance with standards and training requirements as defined in ORS 181.610-690;6; administers public and private polygraph examiner, private investigator, and private security licensing programs defined in ORS 703.010 – 325 and ORS 181.870 – 991; and administers 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 are:

- Academy Training Programs (Basic Police, Corrections, Parole and Probation, etc.).
- Regional/Advanced Criminal Justice Training Programs
- Revocation and Denial of Certification
- Fire Service Training Programs
- Private Security Programs
- Records
- Overall constituent/customer service

2. THE OREGON CONTEXT

There are no Primary Links to the Oregon Benchmarks. DPSST's Key Performance Measures (KPMs) are 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:

- a. 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. Many factors impacting the officers that DPSST is charged to train and oversee are also outside of the agency's control. These include the applicant pool; background investigations, hiring decisions and salaries offered by individual agencies; and the personnel policies and practices, and budgetary resources of the agencies and communities in which officers serve.
- b. DPSST and the Board on Public Safety Standards and Training are given statutory responsibility for various aspects of public safety training statewide. Key components in delivery of quality training include curriculum, instructors, facilities, equipment, and training duration. Our ability to impact each of these components depends on allocation of resources to allow the agency to make needed improvements and to respond to current events and state or national trends. The capabilities and readiness of the students have a significant impact on the effectiveness of training programs, and DPSST has little control over this factor in the training equation.
- c. DPSST and the Board on Public Safety Standards and Training are given statutory responsibility for developing and upholding professional standards for the various public safety disciplines. Board oversight helps to insure that standards are consistent with state and national trends in the

public safety professions, stakeholder needs, and local agency resource limitations.

3. PERFORMANCE SUMMARY

Overall, and in spite of significant organizational change and disruption, performance indicators show either a stable or increasing trend.

Six of the eight primary KPM's are either stable or showing improvement for this rating period.

KPM #8 (customer service ratings) is new for 2006, and current data for 2008 is not yet available. Progress in this area is unclear.

KPM #1 (Basic course student performance) was determined not to reflect the outcomes of training, and it has been revised. The revised measure, although better, still does not accurately reflect the outcomes of the training provided. DPSST staff is currently developing a "pre-test post-test" type measure, in order to better assess the actual impact of the basic academy courses. We plan to implement the measure on a trial basis early in 2009.

4. CHALLENGES

In 2006 DPSST took residence in its new facility in Salem, and in 2007 the Academy started delivery of the enhanced Basic Police course. This transition was accompanied by a significant increase in employees, and the development and implementation of new curriculum. The new facility facilitates the use of scenario-based training, with realistic physical simulation environments, such as the City Streets training venue. The net result of these major changes and the expansion from 10 to 16 weeks of training for new officers was an increase in the volume and complexity of training provided. Although the effectiveness of the new training venues and approach has been difficult to assess, anecdotal information from constituents is that the new Basic Police curriculum is significantly more effective.

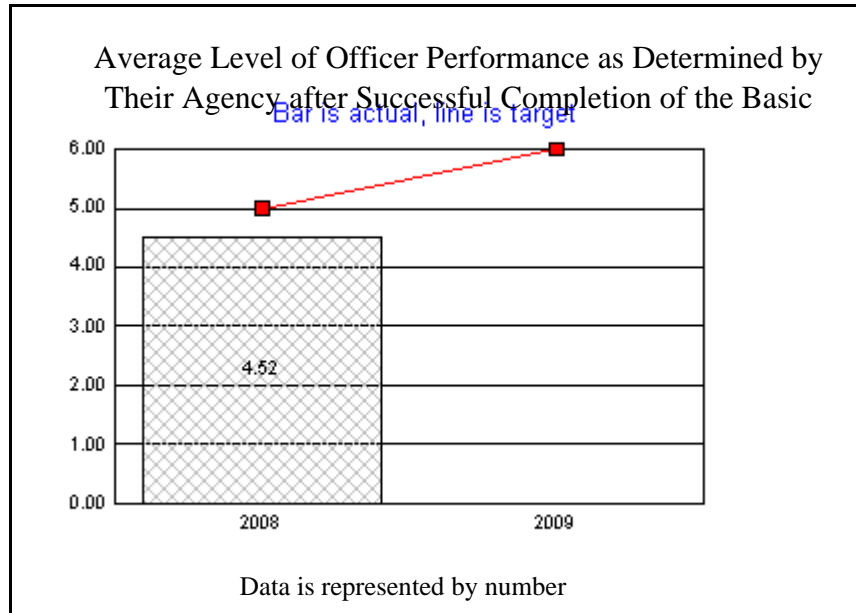
The major challenge facing DPSST in the immediate future is to develop an evaluation of the enhanced Basic Police curriculum, as well as curriculum taught the other public safety disciplines, to determine "what works, what doesn't, and what's promising" in order to enhance the effectiveness of the training delivered by DPSST.

5. RESOURCES AND EFFICIENCY

The 2007-09 Legislatively Adopted Budget is \$48,948,835 (total funds), including \$11,388,968 for debt service related to construction of the Oregon Public Safety Academy. Revenue resources to be used for the 2007-09 biennium include:

General Fund = 23.09%
Other Funds, Criminal Fines and Assessment Account (CFAA) = 60.74%
Other Funds, Fire Insurance Premium Tax (FIPT) = 8.94%
Other Funds, Private Security/Private Investigator Fees = 3.26%
Other Funds, Telephone Excise Tax = 0.88%
Other Funds, Traffic Safety Training Grant = 0.69%
All Other Revenue = 2.40%

KPM #1	Average level of officer performance as determined by their agency after successful completion of Basic Training. Scale is 1-7.		2002
Goal	Effectively train public safety officers to state standards.		
Oregon Context	Agency Mission		
Data Source	Field Training Officer Survey Report		
Owner	Academy Training ‘ Cameron Campbell ‘ 503-378-2188		



1. OUR STRATEGY

‘Learner-centered’ training models, conceptual objectives, and higher-level experiential learning tools.

2. ABOUT THE TARGETS

Field training officers are asked to rate (scale is 1 - 7) trainee performance, post-academy on a variety of job tasks. A rating of "4" or better is considered very good.

3. HOW WE ARE DOING

A rating of 4.0 represents acceptable performance by the officer, indicating that the officer was acceptably trained to the applicable state standards. Our performance shows that on average, officers were trained to acceptable levels. However this is an aggregate measure for all disciplines and all topic areas within each basic program, so the measure itself does not identify differences by discipline area or by specific topics that were marked as above or below a score of "4" Average performance continues to be above the target currently set for this measure. The 16-week program started January of 2007. The data reflects very positive changes in several key areas (Attitude - acceptance of feedback, and Investigative Skills). The program is still too new for conclusive data on any needed changes. We also identified a flaw in our data collection methodology. We were asking Field Training Officers to rate trainee performance post-academy, but we provided them with Standardized Rating Guidelines designed for solo (post field training) officers. This problem, along with the issue of the differing levels of knowledge and skills that recruit officers have upon entry to the Academy, will be addressed with the proposed revisions to this measure.

4. HOW WE COMPARE

The Federal Law Enforcement Training Center (FLETC) serves as the outstanding standard against which to measure our performance. FLETC is "recognized as, and is, the most effective law enforcement training organization in the world. â€”through its high level of professionalism, the FLETC has established the standard against which other law enforcement training programs measure themselves." The FLETC basic training courses utilize "state of the art Unified Training Principles and the Adult Learner Model methodology to educate all law enforcement officers. All students train through lecture, laboratory and practical exercises, which simulate actual law enforcement situations." FLETC offers "relevant, real-world training offered through innovative and experienced instructors, exceptional course materials, and state-of-the-art facilities." In short, FLETC has the programs and infrastructure in place that DPSST is just now preparing to implement in a more limited way in 2007. FLETC has developed a relevant performance measure in its 2004-2009 Strategic Plan. This measure is a percentage of federal supervisors who agree that "FLETC graduates were highly prepared to perform their law enforcement functions." The FLETC target for this measure was 73%. The actual measure was 90%. Our analysis of our performance compared to that of FLETC shows that we have some work to do.

5. FACTORS AFFECTING RESULTS

Previous analysis of the underlying data for individual disciplines and topics revealed that the areas that are most in need of improvement are those

that are dependent upon adequate venues and sufficient time for hands-on scenario training. The first steps to address these deficiencies have been addressed for police officers, with the completion of the new Oregon Public Safety Academy and the delivery of the 16-week basic police curriculum. DPSST is currently working with its constituent audience to address deficiencies in the other disciplines, and will continue to evaluate the effectiveness of the current 16-week curriculum and make adjustments as indicated.

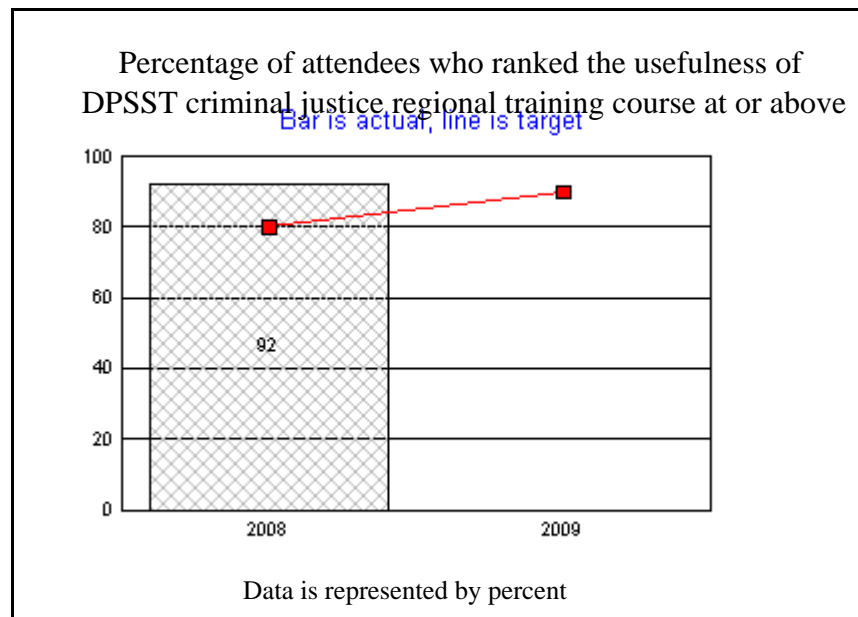
6. WHAT NEEDS TO BE DONE

The analysis provides support for the enhanced basic police course, but there are still unresolved issues. The current 16-week course meets the state mandate for DPSST to establish and train to minimum state standards consistent with available funding. DPSST has both an obligation and a strong commitment to train all public safety officers to the highest level possible within a training environment. We will need to continue to work closely with our police constituents to explore ways that we can maximize the training value within the 16-week basic police course. In addition, we will work with our constituents in the other public safety fields - Corrections, Telecommunications, Parole and Probation, and fire - to ensure that DPSST will be able to train all public safety officers to the highest level possible within a training environment. In addition, we will be proposing a revision to this measure to address some of the validity issues that have been identified for this measure.

7. ABOUT THE DATA

Oregon Fiscal Year reporting - Data is accurate to within appropriate tolerances (-/+ 5-7%). We strive towards 100% sample rates for reliability. The current KPM measurements are not designed for de-aggregation in most cases.

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	Regional/Advanced Training - Suzy Isham - 503-378-2327	



1. 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/offering.

2. ABOUT THE TARGETS

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

3. HOW WE ARE DOING

Performance through a variety of regional training offerings has remained very high and extremely consistent over the three reporting periods.

4. 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." Regional training offerings consistently and markedly exceed this standard.

5. FACTORS AFFECTING RESULTS

Our analysis of the underlying data for the Regional course offerings show that although the satisfaction overall in the trainings is high, the highest ranked courses tend to be more of the skills-based courses, e.g.: firearms, active shooter, defensive tactics, emergency vehicle operation, and the computerized use of force decision making course. Regional/Advanced Training is also offering more courses that officers need to maintain perishable skills - those skills which are used seldom and deteriorate if not practiced, but the consequences of the officer not being able to perform are disastrous (like firearms skills, driving skills, defensive tactics, and use of force decision-making). We are also trying to expand the training offered in dealing with the mentally ill, use of force, and other high risk activities. This performance measure indicates that DPSST does well in delivering specialized courses.

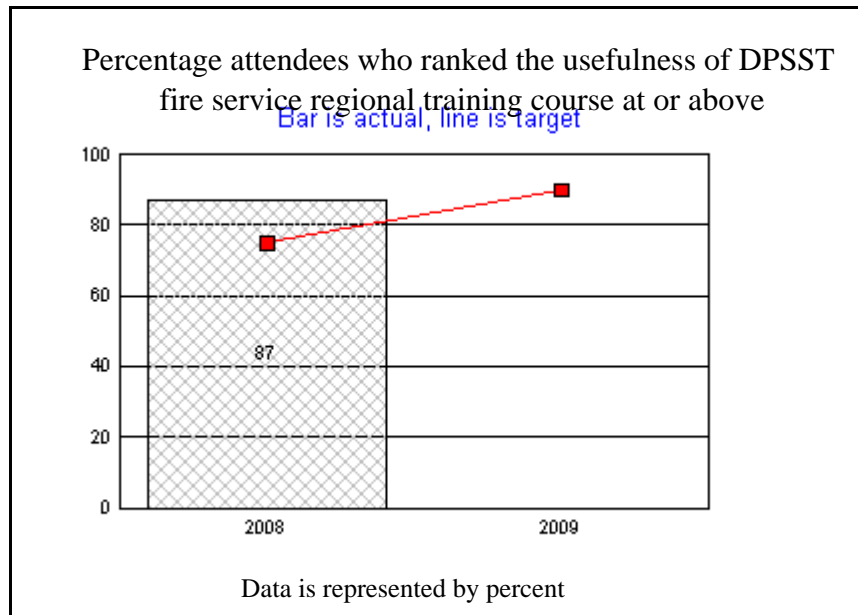
6. WHAT NEEDS TO BE DONE

Criminal justice professionals place importance upon ongoing, specialized and advanced training such as is offered through our regional training program, particularly for skills-based courses that require specialized training equipment not available to many agencies and training to maintain perishable skills. There is significant unmet demand for leadership development courses and courses dealing with significant emerging issues (dealing with the mentally ill for example).

7. ABOUT THE DATA

Oregon Fiscal Year reporting - Data is accurate to within appropriate tolerances (-/+ 5-7%). We strive towards 100% sample rates for reliability. The current KPM measurements are not designed for de-aggregation in most cases.

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 -Terry Riley - 503-378-2219	



1. 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.

2. ABOUT THE TARGETS

Participants in fire training programs are required to evaluate every program according to their perception of its usefulness. 70% of participants rating usefulness as a "6" out of a maximum of "7" is considered excellent.

3. HOW WE ARE DOING

Performance through a variety of regional fire training offerings has remained very high and extremely consistent over the three reporting periods.

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

Two additional fire training coordinators were added during this rating period and a new program (Firefighter Mayday program) was implemented. This is new information the Oregon Fire Service has not seen before. It has been very well received.

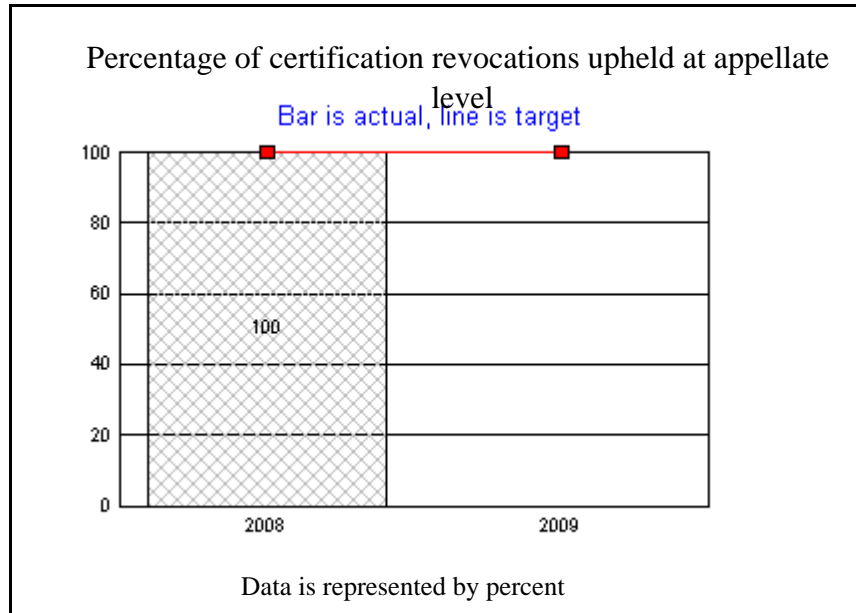
6. WHAT NEEDS TO BE DONE

The Firefighter Mayday program directly relates to the survivability of a firefighter in an entrapment or similar immediate rescue situation; this will continue to be a priority. The purchase of a 53-foot Mobile Fire Training Unit will have a significant impact on our training offerings. Additional training will include live-fire training (increasing more difficult to acquire at the local level).

7. ABOUT THE DATA

Oregon Fiscal Year reporting - Data is accurate to within appropriate tolerances (-/+ 5-7%). We strive towards 100% sample rates for reliability. The current KPM measurements are not designed for de-aggregation in most cases. 1753 evaluations compiled between July 1, 2007 and June 30, 2008 resulting in a 87% rating for evaluation score of a 6 out of 7.

KPM #4	Percentage of revocation or denial actions appealed that are upheld at the appellate level.	2005
Goal	100% of certification revocations upheld at appellate level	
Oregon Context	Agency Mission	
Data Source	Public record - State of Oregon Appellate Courts	
Owner	Theresa King, Standards and Certification 503-378-2305	



1. OUR STRATEGY

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

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

Two cases were appealed to the Court of Appeals in 2007, and DPSST prevailed on one, which is now on appeal to the Oregon Supreme Court. The other case is still pending decision from the Court of Appeals.

4. HOW WE COMPARE

No comparable benchmarks are available

5. 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 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.

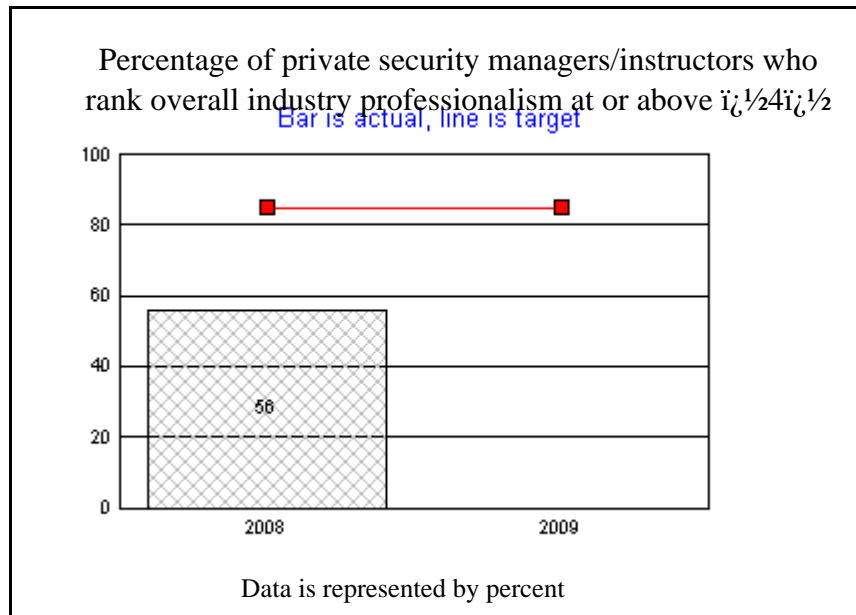
6. WHAT NEEDS TO BE DONE

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.

7. ABOUT THE DATA

Oregon Fiscal Year reporting - Data is accurate to within appropriate tolerances (-/+ 5-7%). We strive towards 100% sample rates for reliability. The current KPM measurements are not designed for de-aggregation in most cases

KPM #5	Percentage of private security managers/instructors who rank overall industry professionalism at or above "4" on a scale of 1-5. (Added per 2003 legislative direction)	2004
Goal	Increase the professionalism of the Private Security Industry and its employees	
Oregon Context	Agency Mission	
Data Source	Survey of private security managers/instructors.	
Owner	Private Security - Brian Henson - 503-378-2888	



1. OUR STRATEGY

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

2. ABOUT THE TARGETS

We have set our target at 4, striving for better than average results. Our data shows that 88% of constituents rate the overall professionalism of the industry at 3 or above, while 48% rate it at 4 or above.

3. HOW WE ARE DOING

Less than half our constituents see the professionalism of their industry at better than average, though the overall average industry rating of 3.65 for fiscal year 2005-2006 indicates an upward trend towards greater industry satisfaction. This year shows a slight increase from the previous reporting period.

4. HOW WE COMPARE

There are no meaningful comparatives.

5. FACTORS AFFECTING RESULTS

There are some indications of survey error (inverting rating scale) sufficient to skew results. This is being studied to determine scope and needed changes.

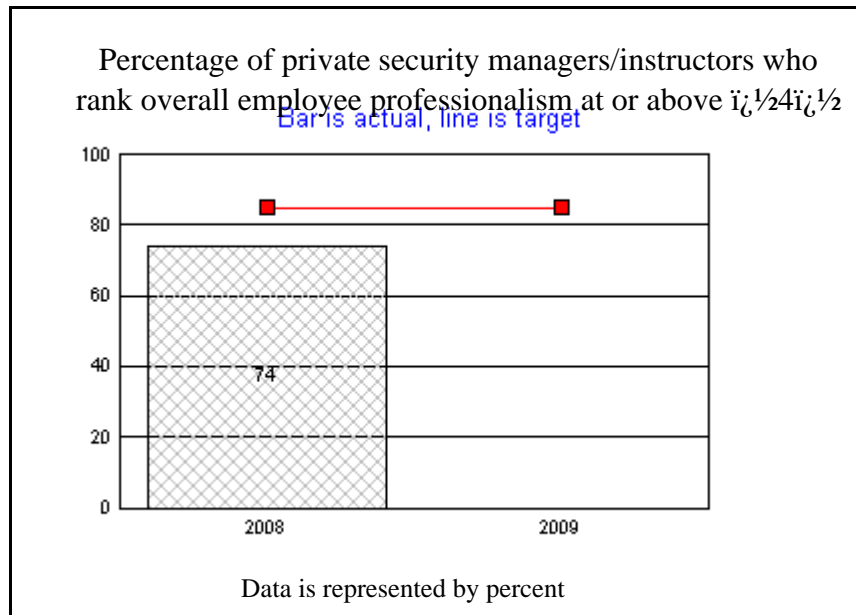
6. WHAT NEEDS TO BE DONE

This is the third year for this KPM. The results are inconclusive and not yet sufficient to give an analysis of our ability to affect the professionalism of the industry over time by implementing and enforcing standards and providing training. However, it is encouraging to see that the vast majority of the professionals surveyed are "satisfied" or better with industry professionalism after the first ten years of private security regulation in Oregon. The data indicates there is work to be done as we work towards the industry's long-range goals related to industry and officer professionalism. Based on the first four years data, our target though ambitious is achievable within the next five years.

7. ABOUT THE DATA

Oregon Fiscal Year reporting. We strive towards 100% sample rates for reliability. The current KPM measurements are not designed for de-aggregation in most cases.

KPM #6	Percentage of private security managers/instructors who rank overall employee professionalism at or above "4" on a scale of 1-5. (Added per 2003 legislative direction)	2004
Goal	Increase the professionalism of the Private Security Industry and its employees	
Oregon Context	Agency Mission	
Data Source	Survey of private security managers/instructors.	
Owner	Private Security - Brian Henson - 503-378-2888	



1. OUR STRATEGY

Clear focus on education, assistance, and enforcement to maximize industry awareness and compliance with the law. Cooperatively work to set and enforce standards, develop and update curriculum and other components of the program, and investigate alleged violations. Engage with constituents to identify and provide local/regional/statewide-training resources, training for trainers (both classroom and skills), training coordination and

facilitation, and technical support. We also research and identify trends in the administration of other states' regulatory programs.

2. ABOUT THE TARGETS

At the conclusion of a recurring training course required for private security professionals holding Executive, Supervisory, or Instructor positions, participants are surveyed and asked to rate the overall professionalism of the private security officers working within the industry on a scale of 1-5 (1 = very dissatisfied, 3 = satisfied, 5 = very satisfied).

3. HOW WE ARE DOING

This the third data cycle for this performance measure. We set our initial target at 4. Actual figures show that 98% of constituents rate overall officer professionalism at 3 or above.

4. HOW WE COMPARE

There are no meaningful comparators

5. FACTORS AFFECTING RESULTS

There are some indications of survey error (inverting rating scale) sufficient to skew results. This is being studied to determine scope and needed changes.

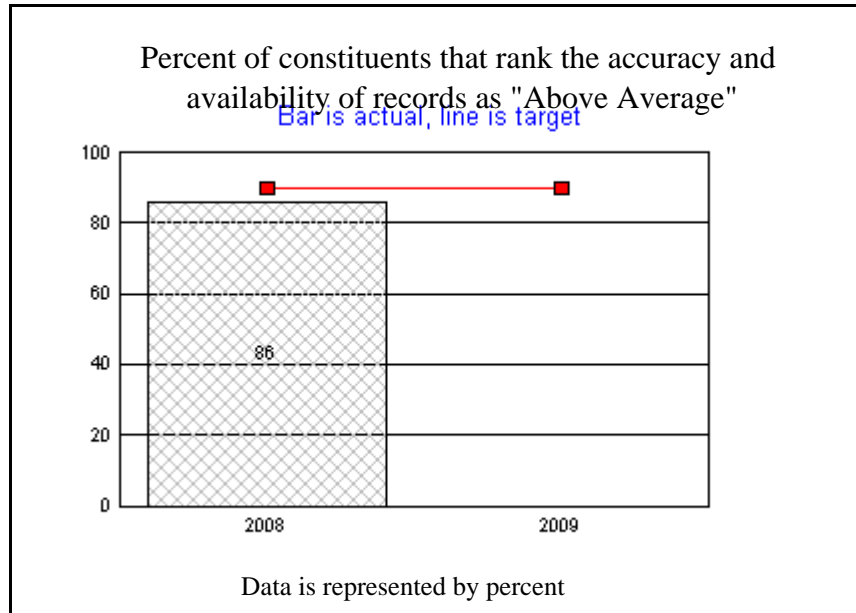
6. WHAT NEEDS TO BE DONE

Measurements suggest that current strategies are paying clear dividend and will continue to be employed

7. ABOUT THE DATA

Oregon Fiscal Year reporting - We strive towards 100% sample rates for reliability. The current KPM measurements are not designed for de-aggregation in most cases

KPM #7	Percent of constituents that rank the accuracy and availability of records as "Above Average."	2003
Goal	Provide accessible and accurate records for all DPSST constituents	
Oregon Context	Agency Mission	
Data Source	Survey of constituents requesting records.	
Owner	Standards and Certification - Marilyn Lorange - 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. This survey allows Standards and Certification program staff to assess the quality of our responses to information requests on an ongoing basis. Consistent with DPSST's overall goal of excellence, the target is quite high. For the 2007-09 biennium, the program's goal was to have 90% of survey responses at the highest level possible in the survey instrument.

3. HOW WE ARE DOING

Current survey results exhibit the same trend as in prior years. DPSST exceeds the 90% target in three of the four questions on the survey. Respondents particularly praise the ease of the process and timeliness of responses. However, responses about accuracy of the records continue to be well under the target of 90%, and bring the overall percentage down to the 86% reported for 2007. Although we continue to improve, this does not meet the higher target that had been set for the current and coming biennium.

4. HOW WE COMPARE

As in the prior reporting period, DPSST's standard for its measure is higher than other state agencies identified for comparison: Oregon Board of Accountancy - Percent of customers interacting with Board of Accountancy staff who rate services "good" or "excellent" in previous licensing period. 2003 Data: 82% 2004 Data: 90% - Board of Examiners of Licensed Dietitians 2003 measure: percent of licensees rating agency service as at least "good". 2003 Data: 77%. Board of Examiners of Licensed Dietitians 2005 measure: overall satisfaction as above average/excellent. 2005 data: 76%. While these comparison performance measures use a standard of "good or excellent," or "above average/excellent," DPSST has set a higher standard for this performance measure. Our goal is to receive the highest marks from our constituents at least 90% of the time. We will continue to monitor these comparison performance measures as the data is reported in future years.

5. FACTORS AFFECTING RESULTS

As discussed above, DPSST failed to meet its target in the area of accuracy of officer records. In many cases, survey respondents identified the reason for their response as the failure of their employing agency to send reports of training in to DPSST so that they could be added to their officers' records. The accuracy of public safety officer records at DPSST depends upon the employing agencies accurate and timely submission of employee records, as well as on the accuracy of staff review and data entry. With the current level of staffing DPSST has been able to enter all the historic backlog of data, and now records are current and entered in a timely manner following the close of each month's data entry cycle.

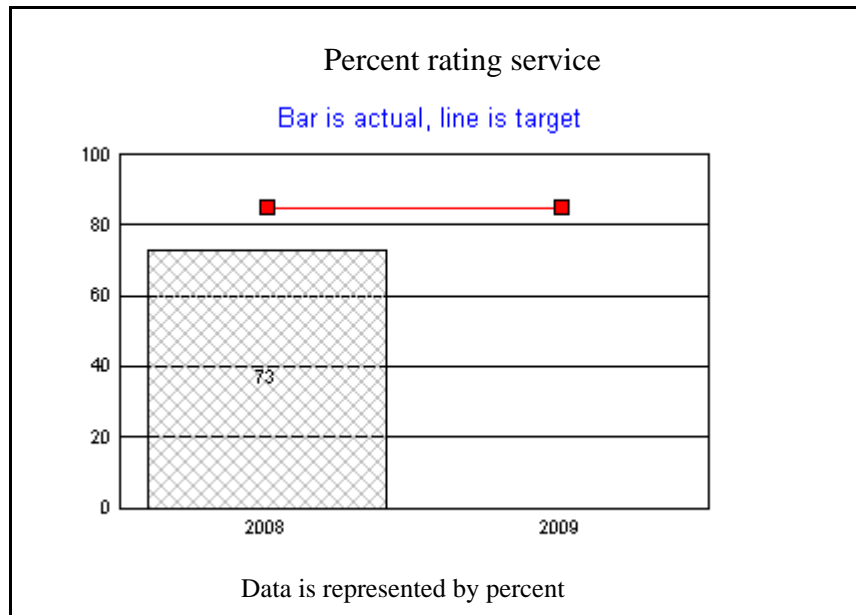
6. WHAT NEEDS TO BE DONE

DPSST has developed a standardized course list, with the input and assistance of representatives from constituent agencies that has significantly improved the ability of DPSST staff to enter and maintain records. DPSST has been working with all constituent agencies to improve the accuracy and timeliness of the information submitted to DPSST, which has had an impact on record submission. We are working toward a system that would allow the electronic submission of documents thereby increasing accuracy and timeliness of records.

7. ABOUT THE DATA

Oregon Fiscal Year reporting - Data is accurate to within appropriate tolerances (-/+ 5-7%). We strive towards 100% sample rates for reliability. The current KPM measurements are not designed for de-aggregation in most cases.

KPM #8	Percent of customers rating satisfaction with agency services above average or excellent for: timeliness, accuracy, helpfulness, expertise, information availability.	2006
Goal	To provide overall excellent constituent services levels.	
Oregon Context	Agency Mission	
Data Source	Survey of constituents records.	
Owner	Agency - Steve Winegar – 503-378-2432 (Changed 9-01-07)	



1. OUR STRATEGY

The Department employs continuous improvement strategies to identify and respond to opportunities to maximize responsiveness to constituent concerns and needs.

2. ABOUT THE TARGETS

This is the second survey of this type we have done. The initial benchmarks are based on the results of the previous survey.

3. HOW WE ARE DOING

Overall we believe that DPSST is doing a good job in meeting constituent needs, based not only on the survey but also from meetings with customers.

4. HOW WE COMPARE

There are no currently available comparables for similar institutions/items and this is our second attempt at a comprehensive survey of this kind.

5. FACTORS AFFECTING RESULTS

During the past two years DPSST implemented the 16 week Basic Police course, which requires more resources. There was a hiring surge on the part of law enforcement agencies and the combination of the two events caused a backlog in recruits waiting to get into the academy. Also in the past two years the Legislature gave the responsibility of licensing private investigators to the Private Security section at DPSST, and that change has presented challenges for both the private investigators and DPSST staff. The results of the initial survey in 2006 were higher, but the response rate was not good (82 responses). The current data is based on responses from over 400 constituents representing all constituencies.

6. WHAT NEEDS TO BE DONE

DPSST is using historical data and projections to plan, schedule and staff an adequate number of basic courses to meet the training needs of the two largest users (police and corrections) to address the timeliness issues raised by those constituents. The “timeliness” issues raised by the Private Security section are primarily the result of factors beyond the control of DPSST; it often take 3-5 months to get the results of required fingerprint checks on applicants for private security licenses. These delays are mentioned frequently by private security constituents, including several respondents to our survey.

7. ABOUT THE DATA

Survey Dates: September 18 – October 3, 2008. Group surveyed: combined list-serve of all DPSST constituents – surveyed electronically using Survey Monkey. Population – 3000+ constituent e-mail addresses maintained by the various disciplines – 416 responses. The responses represent

a broad range of constituents:

- Department of Corrections 2.1%
- Local corrections (county or city) 2.6%
- Fire services 23.7%
- Parole and probation 1.3%
- Police (municipal) 27.2%
- Private security/investigators 24.8%
- Sheriff – police functions 7.4%
- Telecom/EMD 5.3%
- Oregon State Police 1.3%
- Other 4.2%

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.

<p>1. INCLUSIVITY</p>	<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.
<p>2 MANAGING FOR RESULTS</p>	<p>All data collected is reported to the Board and staff. Individual managers are charged with specific actions to improve results over time.</p>
<p>3 STAFF TRAINING</p>	<p>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.</p>
<p>4 COMMUNICATING RESULTS</p>	<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 that they need to review and discuss performance measures with their units' staff members.

* **Elected Officials:** Reporting and presentations, 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