



INSTRUCTOR GUIDE

2011

"Beyond your responsibility as a Subject Matter Expert--you are a role model."

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MISSION STATEMENT:

“The mission of the Oregon Department of Public Safety Standards and Training is to promote excellence in public safety through the development of professional standards and the delivery of quality training.”

DPSST MOTTO:

- Serve with Honor
- Defend with Courage
- Train with Passion

ACADEMY STAFF:

Director of Training

This position develops and implements division goals and objectives, along with managing the design, presentation, and evaluation of programs through subordinate managers and/or staff. Insures these programs meet required standards of quality; relevance; currency of content; and other agency guidelines, policies, and standards. Ensures state and federal mandates and standards are met.

Academy Training Supervisor/ Curriculum Supervisor

This position oversees the delivery of statewide, statutorily mandated, basic training programs for police, corrections, telecommunications, campus public safety, parole and probation officers. Ensures basic programs have adequate staffing, proper equipment is in place and operational, safety protocols are in place and followed, and training is conducted in accordance with approved lesson plans. Supervisor assigns and reviews work of staff and part-time instructors and adjusts work assignments and schedules to maintain adequate staffing levels. This position ensures student discipline, morale, and welfare and conducts and coordinates investigations of student or outside instructor misconduct. This Supervisor reports investigation findings orally and in writing to Training Director. Personally develops, or ensures that the section staff develops, curriculum for various public safety disciplines and that all produced materials are of the highest and most professional standard. Responsible to ensure that information developed for the DPSST Field Training Manuals are consistent with the needs of respective disciplines. This position ensures that all curriculum materials used by the Training Division are current by conducting or directing frequent material reviews. Supervisor solicits input from staff and constituents and works with subject matter experts to incorporate new or upgraded materials into the curriculum. Selects and convenes workgroups as necessary to review, discuss, and develop curriculum.

Skills Supervisor

This position oversees the delivery of statewide, statutorily mandated, basic, and advanced survival skills training in high liability areas including Firearms, Defensive Tactics, Building Searches, and the Physical Fitness program. This position ensures programs are adequately staffed, proper equipment is in place and operational, safety protocols are in place and followed, and training is conducted in accordance with approved lesson plans. Ensures that Inventory Control, Vehicle Inventory Maintenance, and Firearms Inventory and Maintenance programs are maintained in accordance with Standard Operating Procedures and DAS guidelines. This position ensures compliance with Department rules, policies, and procedures by assigned staff.

Tactical Supervisor

This position oversees the delivery of statewide, statutorily mandated, basic, and advanced tactical skills training in high liability areas including Emergency Vehicle Operations, Vehicle Stops, and Scenario Training. This position ensures programs are adequately staffed, proper equipment is in place and operational, safety protocols are in place and followed, and training is conducted in accordance with approved lesson plans. Ensures that Inventory Control, Vehicle Inventory Maintenance, and Firearms Inventory and Maintenance programs are maintained in accordance with Standard Operating Procedures and DAS guidelines. This position ensures compliance with Department rules, policies, and procedures by assigned staff.

Regional / Advanced Supervisor

This position evaluates regional training needs of law enforcement, corrections, communications, and parole and probation agencies statewide. Identifies and implements training strategies and resources to assist in meeting identified needs. This position supervises and coordinates cost-effective delivery of regional training programs on a statewide basis.

Academy Operations Manager

This position supervises Academy Operations personnel and manages dormitory building staff that assigns rooms, handles linen control issues, deals with rotation of rooms, and maintains contact with custodial staff through the Training Director. This Manager has overall responsibility for the smooth operation of student movement at the academy. This position supervises basic and advanced mandated training logistics by working with operational staff and training coordinators including scheduling of instructors; facilitating student enrollment; maintenance and scheduling of facilities and classrooms, vehicles and training equipment; making lodging registrations and coordinating meal planning and parking issues at DPSST.

Class Training Coordinators

This position primarily oversees basic classes and students through observation, counseling, maintaining discipline, providing identification and intervention of student misconduct. Acts as a positive role model and motivates class members to form a positive, cohesive team. Conducts preliminary student investigations of misconduct and recommends a course of action. This position communicates with employing agency heads (or designee) on student progress and issues that arise during the training course. Identifies, tracks, and coordinates remediation in student deficiencies. Reviews and approves written examinations prior to examinations being administered. Coordinators remain current on progress of students in survival skills and tactical areas. This position provides oversight of instructors who teach, including introductions prior to training, liaison with the Curriculum Unit, and mentoring based on student feedback and personal observations. Coordinates documentation of class-related issues and submits for entry into the class file. This position coordinates and conducts graduation ceremonies and class projects.

Legal Services Coordinator

The Legal Services Coordinator serves the Academy and the instructor by researching current legal issues and updating curriculum relating to legal issues. Instructors will work with the Legal Services Coordinator on training related to legal issues.

Payroll Technician

This position responds to employee questions about payroll, retirement, and insurance processes. This duty requires phone or personal contact of the Accounting Tech 3 on a regular basis with employees of other units. This position explains insurance options and changes in those options to new hires and employees during open enrollment. This position counsels employees about insurance options. Processes and monitors requests for Hardship Leave Donations and maintains Hardship Leave accounts.

Accounting Technician

This position serves the Academy and the Instructor by ensuring timely response to submittal of contract payments and reimbursement for travel or other expenses. Instructors will submit all reimbursements with their monthly timesheets; however, the Accounting Technician for follow-up inquiries may contact instructors.

CATEGORIES OF INSTRUCTORS

DPSST Agency Part-Time Instructors

1. Instructors who have successfully completed the State of Oregon hiring process and are part-time employees of DPSST.

2. These employees are bound by the same employment rules as other unrepresented state employees while working at DPSST. To review the State Personnel Rules and Policies, use the Website:
<http://www.oregon.gov/DAS/HR/index.shtml>.
3. Lodging, Meals, Mileage: To review the State of Oregon travel guidelines, use the Website:
<http://www.oregon.gov/DAS/SCD/SARS/policies/oam/40.10.00.PO.pdf>, select Chapter 6, Travel. You will need Adobe to download. Adobe is available on the Website.
4. Lodging: Instructors wishing to stay overnight at the Academy must contact the Scheduling Specialist to reserve a dorm room. Lodging is provided for Instructors while teaching at the Academy if your home is more than 75 miles from the Academy. There are only a limited number of available rooms due to the increased number of students being trained.
5. Meals: Meals are provided for Instructors while teaching at the Academy if your home is more than 75 miles from the Academy and you are in overnight status.
6. Mileage: Mileage is reimbursed from your home or agency (whichever distance is less) to the Academy at the current State per mile rate. You must complete a POV Request form to request use of your personal vehicle to be reimbursed for mileage.

Contract Instructors

Contract Instructors are persons who provide a scope of work not accessible by a public safety part-time or public safety volunteer instructor, under a written agreement with the Department.

Volunteer Instructors

1. Volunteer instructors are instructors who are not being paid for services by anyone.
 - (a) **Off-duty volunteers:** Volunteers who are employed by a public safety agency in the state of Oregon, and who are volunteering his or her services, during off-duty time, for a stipend for lodging, mileage, and meals must comply with their employer's off-duty employment policies at all times. Volunteers who are employed by a public safety agency must receive approval from their employing agency and this approval needs to be on file with Human Resources at DPSST. These volunteers are eligible for reimbursement of mileage, meals, and lodging. These volunteers shall complete a Travel Reimbursement Request, listing complete information, to include the Class Discipline and Class Number (Example: Basic Police #253) if they are requesting reimbursement.

- (b) **Conditions of Volunteer Service:** As a person working in a State of Oregon agency, a volunteer must understand the extent to which he or she is covered by State of Oregon insurance for liability and personal injury/illness.

Agency Loaned Instructors

Agency Loaned Instructors are Instructors employed by an agency, such as a city or county police department and are working at DPSST on that agency's time. These instructors must remain in compliance with their employer's employment policies at all times. **Instructors working on agency time must have received approval from their employing agency and this agreement needs to be on file with Human Resources at DPSST.**

INSTRUCTOR CERTIFICATION

Persons providing instruction at DPSST are required to comply with the Instructor Certification Policy adopted by DPSST.

To instruct a DPSST approved course, the instructor must be certified to instruct the particular unit of instruction. If the instructor is going to lead a number of certified instructors providing instruction in a particular unit of instruction, the instructor must be certified as a lead instructor in the particular unit of instruction. NOTE: the only exception to this requirement is instructors who are teaching and being evaluated by a certified instructor, lead instructor, or Training Supervisor.

Instructor certifications are good for a maximum of two (2) years, and then the instructor must attend a refresher course to maintain their certification.

Contact Standards and Certification for information on instructor certification.

FORM "Instructor/Speaker Profile" provides information that will be used to introduce instructors and establish their credibility. Accurate information regarding the instructor's education, training, and background and work experience is essential. This form should be updated on a regular basis.

TIMEKEEPING AND EXPENSES

Timesheets

DPSST Agency Part-Time Instructors are paid based on the timesheet they submit on the last day of each month. It is the Instructor's responsibility to ensure the timesheet is accurately completed, has been signed by the instructor, and has the appropriate Project or Timesheet Code.

Timesheets are maintained in the Instructor Support Room (E-105C). Located within this room is an instructor binder with all applicable Business Services data to include examples of paperwork.

Monthly Instructor Attendance Log

To complete the verification for payment, the **FORM “Monthly Instructor Attendance Log”** must match the timesheet. This Log is located in the Instructor Support Room (E-105C) next to the timesheets or online at <http://www.oregon.gov/DPSST/AT/InstructorTools.shtml>. Instructors are to fill in one sheet per month and attach it to the timesheet with a paper clip. All time listed on the timesheet must be accounted for on the Attendance Log.

Reimbursement of Meals, Mileage, or Lodging

An instructor may request reimbursement by completing the **FORM “Travel Expense Detail Sheet.”** The “Reason for Travel” must include the Class and Class number being taught, example: “Basic Police #253 Defensive Tactics”

ACADEMY VEHICLES

Occasionally, there will be a need for instructors to use DPSST agency vehicles. When this need arises, the instructor will contact Academy Training to sign out a vehicle.

Instructors will abide by all traffic laws of the state of Oregon, be courteous, and be defensive drivers, when operating DPSST Agency vehicles. Instructors are required to have a valid Driver’s License on their person while operating a DPSST Agency vehicle.

When an instructor has returned the DPSST Agency vehicle to the Academy, he or she will complete the **FORM “Vehicle Maintenance Log.”**

PARKING PERMITS

Instructors will be issued a staff-parking permit. Each instructor will be expected to display this permit in his or her car at all times while on Academy grounds.

LIABILITY COVERAGE

All Qualified, Certified, and Lead instructors are provided liability coverage as follows:

❑ Tort Liability

Qualified, Certified, and Lead instructors will be protected from civil liability for injuries or damages to the person or property of others, subject to the following general conditions:

- The instructor is teaching in unit they are qualified to instruct; and
- The instructor is working on a state agency task assigned by an authorized agency supervisor; and
- The instructor limits his or her actions to the duties assigned; and
- The instructor performs the assigned task in good faith, and does not act in a manner that is reckless or with the intent to inflict harm to others.

The conditions and limits of this protection are as stated in the Oregon Tort Claims Act, ORS 30.260-300, and Oregon Department of Administrative Services Risk Management Division Policy Manual, 125-7-202.

□ **Motor Vehicle Liability**

If an instructor uses a personally owned vehicle in the course of his or her duties, the instructor is required to have automobile liability insurance to provide the primary coverage for any accidents involving that vehicle. State provided auto liability coverage would apply on a limited basis only after the primary coverage limits have been used.

□ **Volunteer Injury Coverage**

Workers' compensation is not provided; however, the agency has an injury protection plan to cover injuries of authorized instructors. It is limited to only injuries due to an accident while performing instructor duties. The state will pay medical treatment bills, disability, and death and dismemberment benefits to the limits and under the terms and conditions described in Oregon Department of Administrative Services Risk Management Division Policy Manual, 125-7-204. If an instructor is injured in a private vehicle, the private vehicle owner's insurance is responsible for the medical bills.

□ **Reporting Responsibility**

Any time an instructor, while performing assigned duties, is involved in any accident or exposed to a situation that has the potential for liability, the instructor must inform the Academy Training Supervisor as soon as possible. Additionally, a DPSST **FORM "Incident Report"** must be submitted to the appropriate supervisor within 24 hours.

INSTRUCTOR EVALUATIONS

Student/Instructor Evaluation

Instructor evaluations are now being completed using a program called "STARS." Please note that student comments are not altered, so the comments you receive are as the students typed them.

Instructor Certification Review

Instructor Certification Review for a specific unit of instruction is completed by a Training Supervisor. A copy of the Review is provided to the instructor and forwarded to the Director of Training for authorization to recertify.

INSTRUCTOR PROFESSIONAL ETHICS

Instructor as a Role Model

Instructors are expected to be positive and motivate students toward learning and professionalism. Instructors should encourage students to take pride in doing their work well while demonstrating respect for those with whom they work and supervise. As a role model, the Academy encourages Academy Staff and Instructors to share the noon meal with the students they serve.

Instructor Professionalism

Instructors are expected to maintain a professional demeanor whenever they are representing the Department. Instructors will be polite, courteous, and treat others with respect—regardless of who they are. Any breach of professional standards is grounds for immediate revocation of Instructor Certification.

Instructors are never (during class or on break) to use offensive jokes, words, gestures, stories, or comments that could reasonably offend any person or group of people. There shall be no visual harassment, offensive touching, jokes, comments, compliments, pet names, cartoons, or other depictions which could be considered to be offensive in nature (either before, during, or after class). It is incumbent on each instructor to show respect for students, their employer, other members of the criminal justice system, and the public.

Teamwork and Loyalty

Instructors shall expect the loyalty and services of all Academy Staff--just as we expect your loyalty. Differences of opinions will be discussed in private and not around students. We are all part of the team that serves students with stimulating instruction, respect, and discipline.

Instructor Expectations

Certain conduct is specifically prohibited and will result in immediate corrective action by Academy Staff.

- Some examples of specifically prohibited conduct include (but are not limited to):
1. Harassment of any person based on perceived gender, race, religion, ethnicity, sexual orientation, age, or disability.
 - a. Definition of Harassment:

Harassment is defined as unwelcome comments, gestures, visual or aural representations or physical contacts of a discriminatory or sexual nature that interfere with a person's work or academic performance and/or create an intimidating, hostile, or offensive work environment.

- b. Examples of harassing behaviors include, but are not limited to,
1. Close surveillance or monitoring of a person's activities or social contacts.
 2. Sexually suggestive or discriminatory comments, jokes, innuendoes, or gestures.
 3. Inappropriate comments on a person's physical appearance, characteristics, or clothing (this includes comments on a person's body markings or piercing).
 4. Negative or offensive comments or teasing about a person's gender, race, religion, ethnicity, sexual orientation, age, or disability.
 5. Use of unwelcome nicknames or the use of sexist or demeaning terms.
 6. Inappropriate physical contacts such as hugging, kissing, pinching, or touching.
 7. Public speculation on a person's sexual orientation.
 8. Inappropriate questions about a person's private sexual life or activities.
 9. Use of obscene language.
 10. Display of sexually suggestive or discriminatory literature, drawings, photographs, cartoons, or videotapes.
2. Acts of violence, intimidating or menacing behavior.
 3. Theft.
 4. Any unlawful acts.
 5. Cheating on examinations.
 6. Dishonesty, lying or attempting to conceal violations.
 7. Alcohol possession or use in or on the academy grounds.
 8. Unauthorized use or possession of controlled substances in or on the Academy grounds.
 9. Unauthorized cross-gender visits in dormitory rooms.

Relationships and Courtesy Address

Recognizing there is a power differential between the student and the instructor, it is expected that instructors will maintain a professional relationship with students and any social contact between an instructor and students will be for

benefit of the Department and contribute to the training mission. Questions or request for clarifications on this subject will be directed to the Training Coordinator or the Academy Training Supervisor.

Instructors shall address students by their rank and last name, such as "Deputy Hill," or "Officer Smith." Students shall address Instructors by both rank and last name, or as "Ms." or "Mr." and last name. The professional address of "Sir" or "Ma'am" may also be used.

When away from the students, Instructors and Academy Staff may use first names.

ALLEGATIONS OF INSTRUCTOR MISCONDUCT

Complaint Process

The following procedure will be used when a student feels that Academy Staff, Instructors or other students, have subjected him or her to inappropriate conduct, either verbal or physical.

1. Immediately report the incident to the Training Coordinator or Supervisor if the inappropriate conduct was by a member of the Training Division Staff. A student may report inappropriate conduct to other available Academy Staff, if necessary. If the offensive conduct occurs after class hours, immediately notify Academy Staff and report any dangerous or threatening conduct to the Duty Officer or Student Services.
2. If the inappropriate conduct is occurring or has just occurred Academy Staff will intervene at once to stop the offensive conduct.
3. Academy Staff receiving a complaint of inappropriate conduct will document the complaint in writing and immediately forward to the appropriate Supervisor. The Supervisor will conduct an inquiry and/or assign the complaint to a Training Coordinator for investigation--unless extenuating circumstances exist.

DPSST Staff Response and Investigation Process for Allegations of Academy Rules Violations by Instructor

If any member of DPSST staff receives information accusing an instructor of violating Academy rules, the following procedure will be used:

1. The staff member receiving the allegations will document information received and forward it to the Director of Training (or designee). The Director of Training (or designee) will also notify Human Resources of the allegations.
2. The Director of Training (or designee) will investigate the alleged rules violation. The investigation will be started within 24 hours of receiving the

- report, unless extreme extenuating circumstances exist, in which case the investigation will be initiated as soon as possible.
3. Academy Staff investigating an allegation of rules violation will notify the Instructor's employing Agency that an investigation is being conducted.
 4. Results of the investigation will be addressed, in writing, as to the validity of the allegations.
 5. The Director of Training (or designee), will provide written notice to the accused Instructor of the allegations made against him or her, the findings of the investigation, and advise the accused Instructor of the opportunity to be heard and to contest the allegations. Human Resources will review and approve the wording of this notice prior to delivery to the accused Instructor.
 6. The Director of Training (or designee) will conduct a hearing with the student present and shall consider the results of the investigation and statements by the accused.
 7. Academy Staff will advise the instructor's employing agency of the findings of the investigation.
 8. If the allegation is sustained, the Academy Training Supervisor will recommend sanctions to the Director of Training.
 9. The Director of Training will impose appropriate sanctions.
 10. If the reporting students or disciplined person disagrees with the results of the investigation or the sanctions imposed, he or she may appeal to the Director of DPSST.

Sanctions, which may be taken, are:

- Counseling
- Suspension
- Dismissal

INSTRUCTIONAL ENVIRONMENT

Student Learning and Participation

Using your own professional style of discipline, you are responsible to ensure students stay fully awake in class, do not talk out of turn, are seated at assigned desks, have no food or drink (except bottled water or coffee in lidded cups) in the classroom, take part in the learning process, and show respect for all others.

The learning environment of the Academy is moving toward placing responsibility on the student for his or her learning and to learn through scenario-based training. A significant element of this scenario-based training requires the instructor to divide the class into "squads" (pre-established squads) to use critical thinking skills to problem solve scenarios and to report to the class the recommended course of action. Another element of the students taking

responsibility for their own learning involves preparation prior to class. This may be through reviewing material or through research projects. As current modules are updated, instructors will be provided with additional information on this training methodology.

The Training Coordinator (or student leader designee) will check attendance, tardiness, and student's appearance. Instructors are to refer all disciplinary matters to the Training Coordinator promptly.

Performance Objectives and Student Responsibility

Instructors shall cover every performance objective (P.O.) thoroughly and add no content elements beyond the P.O.'s except in response to student's class-related questions. Student's questions about P.O.'s shall be handled by directing the question back to other students to answer, until the complete response is elicited. Periodic or end-of-class reviews of key points of instruction are beneficial. It is never acceptable to simply "give answers" to performance objectives.

Curriculum Check-Out

Curriculum cabinets are installed on the second floor in C Building outside the Director of Training's office. Instructors arriving to teach a class will check-in with Academy Training and obtain the 3-ring binder containing the curriculum and supporting materials (such as videos or PowerPoint presentations).

Curriculum Changes

Curriculum changes must be pre-approved using the **FORM "Curriculum Change Request Form."** The Academy is legally required to retain all alterations to course materials. This process will track those changes to ensure a complete and accurate course is archived.

Do not rely on Academy copying services unless your handouts are received at the Academy two weeks in advance.

Reporting Student Injuries / Damage to Equipment

The **FORM "Incident Report"** is used any time a student, or staff, becomes injured, ill, is involved in an accident, damages equipment or has a near miss during training. All injuries or illnesses shall be reported immediately and the employing agency of the student shall be faxed the information.

Prior to attendance at DPSST, the student's physician has attested that the student is able to perform all of the essential tasks of a police officer or corrections officer. If the medical condition of the student changes prior to the

Academy, it is the student's responsibility to notify their agency and DPSST. If this change is brought to the attention of DPSST staff or instructors, and the student cannot perform the essential tasks or the training, which will enable them to perform the essential tasks, the student will be sent to a physician for an evaluation. If, in the opinion of the physician, the student cannot perform those tasks, the employing agency of the student will be notified and the student may be removed from the Academy until they can perform the essential tasks or the training. Other options may include the student attending a future class if there is a short duration for healing.

If the student is injured at the Academy, staff will seek the physician's recommendations for future physical exertion and seek to accommodate the student by identifying future training after a medical release is given.

Breaks, Lunch, and Duration of Class

Respect for students and the learning process will be reflected in your high expectations of them. Begin class on time and expect them to be seated when you begin class. Advise students of the time that the class will begin after each break and lunch period. Students are expected to time their own breaks—do not call them to class. Lunch periods are normally sixty minutes and breaks are about ten minutes for each hour of instruction.

Instructors are responsible for the entire duration of the class time allotted. If an instructor completes required training prior to the end of the allotted time, that instructor shall make every effort to continue the learning process—based on the material covered—through group discussion, scenario-based discussion, or team exercises. After class, the instructor shall notify the Training Coordinator who will submit the issues to the Academy Training Supervisor for future discussion.

Instructor/Student Attire

1. Instructor Attire

- (a) Academic instructors (classes taught in the classroom) are expected to wear professional attire or their agency uniform. Athletic shoes of any kind are not considered formal.
- (b) Skills instructors are expected to wear the DPSST red polo shirt and navy blue BDU's (or 5-1-1 Tactical Pants, Navy Blue).

2. Student Attire

Training Coordinators and instructors are expected to ensure students are in appropriate attire during class (See Student Rules & Regulations for appropriate dress code).

Student Conduct

Instructors will support and enforce student conduct expectations. A focus on excellence, pride, and teamwork should be encouraged during all learning processes. Academy Resource Guides are available to instructors to review all requirements and processes the student will abide by while at the Academy.

The **FORM “Training Event Report”** is available in each classroom and Academy Training. Instructors are encouraged to record positive and negative conduct or behavior from students. This often will result in a clear pattern that is then shared with the employing agency.

INSTRUCTOR UNIFORMS

Instructors will be issued appropriate uniforms as determined by their Supervisor.