

ANNUAL PERFORMANCE PROGRESS REPORT - EXECUTIVE SUMMARY

TIME PERIOD: FISCAL YEAR 2003 – 2004

- The following table summarizes the progress of the Department of Public Safety Standards and Training in meeting its Performance Target Achievements during the current reporting period:

Performance Target Achievement	#
Total Number of Key Performance Measures (KPMs)	6
# of KPMs at target for most current reporting period	4
# of KPMs not at target for most current reporting period	2

- Degree and type of agency influence on agency’s chosen benchmarks and high-level outcomes:**

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:

- 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.
 - 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.
 - 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.
- Summarize the year’s successes and barriers to achieving performance measure targets:**
 - Successes:
 - A key success for DPSST during 2004 was the development of additional key performance measures to comply with legislative guidance provided during the 2003 legislative session. The agency developed surveys to help us assess how well we are doing in meeting our new targets. In addition to providing us with data for our KPMs, surveys also provide us with additional constituent input to assist us with

overall program management. This year's data provide benchmarks for our new measures, offering a snapshot of where we are as we begin to measure these new areas.

- It was extremely gratifying that initial KPM data confirms that the agency's criminal justice and fire service regional training courses are highly valued by those who attend them. These programs' performance exceeded their ambitious targets by an average of 18%. With a score of "4" indicating "useful" and "7" indicating "very useful," 86% of fire service constituents and 91% of criminal justice constituents consider the training that they received at a level of "6" or "7."

Barriers to achieving targets vary:

- Although DPSST meets its current target for officer preparedness after completion of basic training, lack of appropriate facilities and instructor resources prevents us from increasing our performance target beyond its current level. When we can implement a longer program of more effective training for the various disciplines in the new Oregon Public Safety Academy, we anticipate increasing our targets for this critical performance measure.
- Our ability to maintain accurate "master" records for Oregon's public safety officers depends on both internal and external factors. Internally, staffing shortages mean that we operate with an ongoing backlog of training records and that we have been unable to implement an ongoing, consistent quality assurance program. However, accuracy of records also depends on receiving current and accurate training information from constituent agencies. These agencies also operate with staffing shortages, so we do not always receive current information in a timely manner.
- DPSST has set very high targets for delivery of regionally delivered criminal justice and fire service courses. A wide variety of courses are offered regionally, including courses that are mandated for officers to take on a recurring basis. DPSST did exceed its initial targets for its new regional training measures. However, it may not be reasonable to expect that officers who are required by state or local regulation to take the same "maintenance training" course on numerous occasions will continue to rate it at a level of 6 or 7. Program managers will monitor trends on a course-by-course basis.
- The program regulating private security providers in Oregon is relatively new, having been created by the 1995 Oregon legislature. Our new KPMs for this program will monitor progress towards the private security industry's long-range goal of increased industry and officer professionalism. We set ambitious, long-range targets for our new performance measures, which we did not achieve in the first six months of tracking these measures. This initial data does provide important benchmark information. However, the ability to meet the measures' targets is impacted by many factors outside of the control of the program. These include market competitiveness, market perceptions, and the salaries that are offered within the profession. Based on the benchmark data, it may be appropriate to revise our year-by-year targets for these measures.

- **Future challenges:**

Of the many challenges facing DPSST in the future, two are of critical importance to the agency's public safety mission. The first is completion of the new Oregon Public Safety Academy in 2006. This new Academy offers the potential for substantial improvements in the effectiveness of public safety training. However, training at the new facility will require significantly greater staffing and funding resources. The second, related challenge is funding limitation within the Criminal Fine and Assessment Account. Debt service and training in the new facility will require significantly more resources. As we pursue our mission it is essential that these needs not come at the expense of basic training for Oregon's other public safety disciplines or the regional training that is so critically needed by officers in every area of the state.

ANNUAL PERFORMANCE PROGRESS REPORT - PART I, MANAGING FOR RESULTS
TIME PERIOD: 2003 – 2004 (PARTIAL YEAR ONLY DUE TO CHANGE FROM CALENDAR YEAR TO FISCAL YEAR FORMAT)

Agency: The Department of Public Safety Standards and Training	Date Submitted:	Version No.1:
Contact: Marilyn Lorance	Phone: 503-378-2089	
Alternate: Craig Prins	Phone: 503-378-2083	

Agency Name: Department of Public Safety Standards and Training	Agency No.: 25900
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The following questions shed light on how well performance measures and performance data are leveraged within your agency for process improvement and results-based management.	
1 How were staff and stakeholders involved in the development of the agency's performance measures?	Four new performance measures were developed during 2003, in response to legislative direction given during the 2003 legislative session. Program managers and staff from each of the affected programs led the development of the measures. In addition to providing data for Key Performance Measures (KPMs), surveys were developed to give managers additional information related to instructor skill and expertise and to overall customer service within the particular program.
2 How are performance measures used for management of the agency?	KPMs are used to provide a "big-picture" look at how well the agency is fulfilling the components of its statutory mission. Underlying data is also valuable in other ways, such as identifying specific training or instructor issues. The agency has a number of output measures in place as well, which are used to identify trends and monitor workload.
3 What training has staff had in the use of performance measurement?	Informal training was a component of the discussions that took place as we developed new performance measures for the agency. It was also included as we reviewed and developed proposals for updates to our current measures. Our performance measure coordinator participated in several seminars and work sessions related to performance measures. Several of our supervisors and managers have had previous training and experience in the use of performance measurement as a component of performance management and process improvement.
4 How does the agency communicate performance results and for what purpose?	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.
5 What important performance management changes have occurred in the past year?	DPSST is continuing to take steps to integrate performance measurement with our long-term strategic planning for the agency. Performance measures are in place or proposed that will help us monitor the four major strategic goal areas identified by our constituents. We are requesting approval of additional performance measures in 2005-07. These additional measures will improve the effectiveness of our performance-based management of all major components of the agency's operations. Areas where we are not currently able to meet performance targets have been examined and we have developed policy packages as needed to facilitate improvement in those areas.

ANNUAL PERFORMANCE REPORT- PART II, KEY MEASURE ANALYSIS

TIME PERIOD: FISCAL YEAR 2003 – 2004

Agency Name: The Department of Public Safety Standards and Training		Agency No.: 25900								
Key Performance Measure (KPM)		1999	2000	2001	2002	2003	2004	2005	2006	2007
# 01- Level of officer performance as determined by their agency after successful completion of Basic Training.	Target	N/A	N/A	N/A	4.0	4.0	4.0	4.0	4.0	4.0
	Data	N/A	N/A	N/A	4.49	4.47	4.69			

Data Source: Survey of officers' Field Training Officers

Key Performance Measure Analysis

To what goal(s) is this performance measure linked?

This performance measure is linked to the agency goal of effectively training Oregon's public safety officers to state standards.

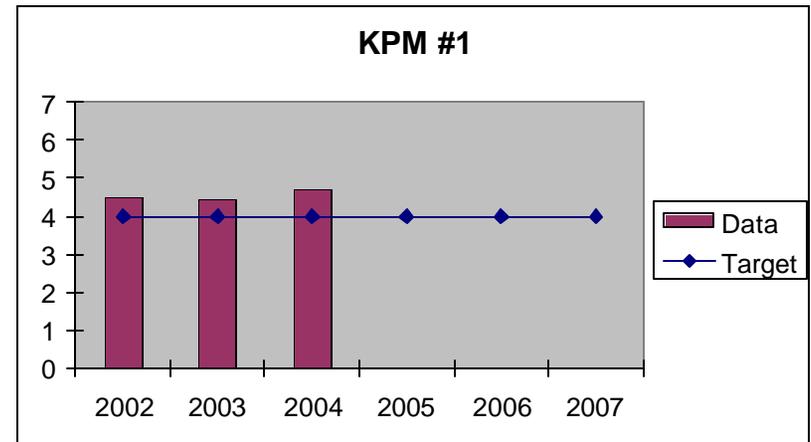
What do benchmark (or other high-level outcome) data say about Oregon relative to the goal(s)? What is the impact of your agency?

DPSST's performance measures are tied to the agency's mission, rather than to statewide benchmarks. This measure reflects DPSST's ability to deliver quality training that prepares Oregon's public safety officers to assume the complex and challenging duties of their professions. Our agency has direct statutory responsibility for this training.

How does the performance measure demonstrate agency progress toward the goal?

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 areas or by specific topics that were marked as above or below a score of "4." For example, during 2004 the Basic Police surveys average a score of 4.23, while the Basic Corrections program has an average rating of 5.15. The variation among individual topic areas is also very instructive. For example, within Basic Police training the areas of: Attitude (5.8), Relationships with citizens (4.85), Relationship with ethnic other than self (4.65), and Ability to conduct an unknown risk vehicle stop (4.45) rank high. However, the areas of: Criminal code reflected in field performance (4.03), Organization and detail in report writing (4.03), Investigative skills (4.05), Officer safety – in general (4.03), Control of conflict physical skill (4.00), and Problem solving and decision making (4.05) rank low.

It is through analysis of the underlying data for individual disciplines and topics that we can truly assess the effectiveness of our Basic Training programs. The list of topics identified above clearly shows that the areas that are most in need of improvement are those that most depend on adequate venues and sufficient time for hands-on, scenario-based training. These deficiencies have already been identified as lacking in the current 10-week Basic Police Training. A substantive portion of the 16-week course will address these and other areas through a significant increase in the amount of scenario-based training. This data helped validate shortcomings in the current training program.



Compare actual performance to target and explain any variance.

Average performance continues to be above the target currently set for this measure. We will not increase the target prior to 2007, because our training in the most needed subject areas cannot be improved in any significant way until the new Academy is complete. When hands-on scenario training venues, additional instructors, and other needed resources are available, the needed training improvements can be implemented and we will increase our performance targets.

NOTE: 2004 data is for 01/04 through 06/04 only, due to change from calendar year to fiscal year reporting.

Summarize how actual performance compares to any relevant public or private industry standards.

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. . . . 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 the percentage of federal supervisors who agree that “FLETC graduates were highly prepared to perform their law enforcement functions.” FLETC will gather data from “a Continuous Validation Survey completed by federal supervisors approximately 9-10 months after graduation from the FLETC.” It does not appear that they have actually conducted any measurement at this point, but their FY2005 target is 58%. The DPSST performance measure is not structured to be directly comparable to the FLETC measure. We did, however, analyze our data to be comparable to FLETC’s measure and found that 65% of the students would be rated at “acceptable” or better (numerically four or higher) and 17% would be rated above “acceptable” (numerically five or higher).

What is an example of a department activity related to the measure?

Because this measure encompasses all the basic training programs at DPSST, a majority of our department’s activity is related to it. A “typical” basic course includes 35-40 students in a residential academy. Academy duration is 10 weeks for Basic Police, five weeks for Basic Corrections, four weeks for Basic Parole and Probation, and two weeks for Basic Telecommunications. Curricula, instructor and student resources, and testing materials must be developed for each of the classes in each Basic course. For example, there are approximately 50 classes in the current Basic Police Course. In addition to classroom time, students spend varying amounts of time traveling to remote venues throughout the Willamette Valley in order to accommodate at least a minimal level of practical, hands-on exercises.

What needs to be done as a result of this analysis?

The analysis supports that we are minimally meeting the needs of our constituency as far as training officers to an “acceptable” level. This meets the state mandate for DPSST to establish and train to state standards consistent with available funding. However, “acceptable” public safety training is not adequate public safety training. The public safety professions are critical to the overall safety and livability of all Oregonians. DPSST has both an obligation and a strong commitment to train these officers to the highest level possible within a training environment. With a new facility and an expanded program, we will be able to train them to a level that begins to meet that obligation.

ANNUAL PERFORMANCE REPORT- PART II, KEY MEASURE ANALYSIS
 TIME PERIOD: FISCAL YEAR 2003 – 2004

Agency Name: The Department of Public Safety Standards and Training		Agency No.: 25900								
Key Performance Measure (KPM)		1999	2000	2001	2002	2003	2004	2005	2006	2007
# 02- Constituent satisfaction with access and availability of records	Target	N/A	N/A	N/A	N/A	90% "Average" or above	80% "Above Average"	80%	90%	90%
	Data					96.6%	78.5%			

Data Source: Survey of individuals requesting records

Key Performance Measure Analysis

To what goal(s) is this performance measure linked?

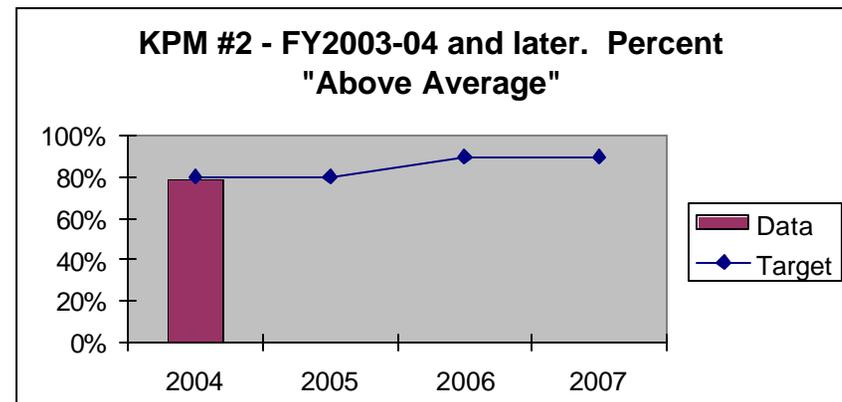
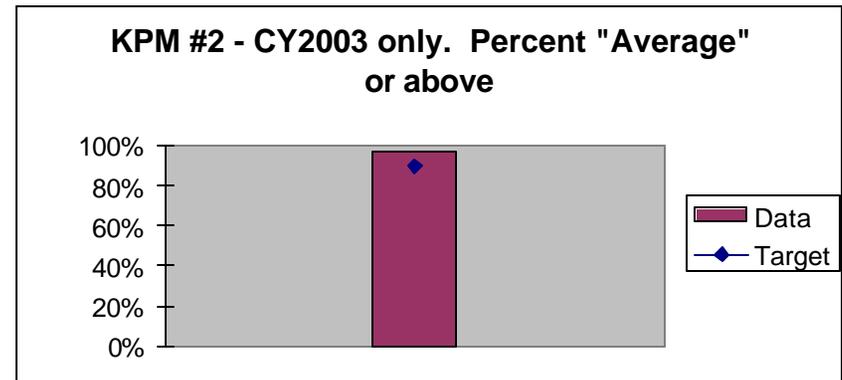
This performance measure is linked to the agency goal of providing accessible, accurate records for all of our constituents .

What do benchmark (or other high-level outcome) data say about Oregon relative to the goal(s)? What is the impact of your agency?

DPSST’s performance measures are tied to the agency’s mission, rather than to statewide benchmarks. Accurate, comprehensive officer training records are essential components in our overall mission to promote excellence in public safety. They document the training associated with minimum standards, professional development, and levels of professional certification, and may be used as evidence in court. They ensure that officers are complying with maintenance training requirements. This measure offers a direct analysis of this critical component of our mission.

How does the performance measure demonstrate agency progress toward the goal?

Because we greatly exceeded any meaningful target as our performance measure was originally structured, we modified our measure for the current reporting period. The restructured scale tracks the percent of “above average” marks that we receive, which is the highest rating in the survey instrument. This modified measure is more consistent with the overall theme of “excellence” in our agency mission. With our response to each record request, we send a survey asking those receiving records to rate how well we have met their needs. Because the surveys given directly to the person making the request and receiving the record, the respondents are well equipped to assess our customer service and the accuracy of our records.



Compare actual performance to target and explain any variance.

The updated target for this performance measure is set at 80% “above average.” The aggregated response is 78.5%, very close to the target. As with our other measures, however, the most valuable information comes from looking at the survey data. Our percent above average varies by category: Timeliness-94%, Accuracy-54%, Readability-73%, and Ease of process-93%. Although an additional 24% of respondents rated records accuracy as acceptable/average, the data indicates that we are not meeting our goal of excellence in this area. However, this is also an area where we depend on information that agencies submit to us for entry into our system. As we reported last year, during late 2003 we brought “view only” access to training records on line for our constituent agencies. We also noted that as a result of this improved access, we expected agencies to realize that the information in some of our records is not current for their employees. We believe that the 54% “above average” score for accuracy is at least partially as a result of this increased ability for officers to examine our records. However, we do not currently have data to identify what percent of records inaccuracies may be due to lack of current training information from constituent agencies, and what percent can be attributed to our ongoing data entry backlog or to data entry errors.

Summarize how actual performance compares to any relevant public or private industry standards.

For comparison purposes we looked at three state boards that have a licensing/regulatory function and have similar customer service performance measures:

Oregon Board of Accountancy (PM 120-4) – “Percent of customers interacting with Board of Accountancy staff who rate services “good” or “excellent” in previous licensing period.

Newly established measure Target for 2005 – 75%

Construction Contractors Board (PM -4)

“Percent of surveyed customers rating agency assistance good or excellent” Newly established performance measure. 2005 target not available.

Board of Examiners of Licensed Dietitians (PM 8330-003) “percent of licensees rating agency service as at least “good”. Newly established performance measure. 2005 target - 50%

While the performance measures used for comparison measure customer service that meets a standard of “good” or “excellent,” DPSST has set higher targets for our performance measure. Our goal is to receive the highest marks from our constituents at least 80% of the time. We will continue to monitor these comparison performance measures as the data is reported in future years.

What is an example of a department activity related to the measure?

DPSST receives many training record requests from our constituent agencies and officers, and from a variety of other sources, including media representatives and attorneys. We assess each request individually in order to ensure that applicable public records laws and rules are followed, and then we provide the requested information by e-mail, fax, or mail. The ability to send records by e-mail helps ensure prompt responses.

What needs to be done as a result of this analysis?

The data associated with this measure shows that our customer service focus is excellent. Our process is easy, and we respond in a timely manner. However, the data also indicates that work is needed to ensure that our records are up-to-date and accurate. Ongoing staffing shortages mean that there is a consistent data entry backlog that ranges from six weeks to six months (depending on the type of data being entered). These shortages also mean that we have been unable to develop and implement an ongoing, consistent quality assurance program to ensure agreement between our electronic database records and our paper (hard) files. Unless the Certification and Records unit receives additional staff (as requested in our Agency Request Budget), this is not expected to change. However, we will continue to work with our constituent agencies to ensure that we have received the most current records that accurately depict each public safety officer’s training and employment history. We will also continue to examine our internal processes to ensure that new data is entered correctly.

ANNUAL PERFORMANCE REPORT- PART II, KEY MEASURE ANALYSIS

TIME PERIOD: FISCAL YEAR 2003 – 2004

Agency Name: The Department of Public Safety Standards and Training		Agency No.: 25900								
Key Performance Measure (KPM)		1999	2000	2001	2002	2003	2004	2005	2006	2007
# 03- 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)	Target	N/A	N/A	N/A	N/A	N/A	70%	70%	75%	75%
	Data						91%			

Data Source: Survey of course participants

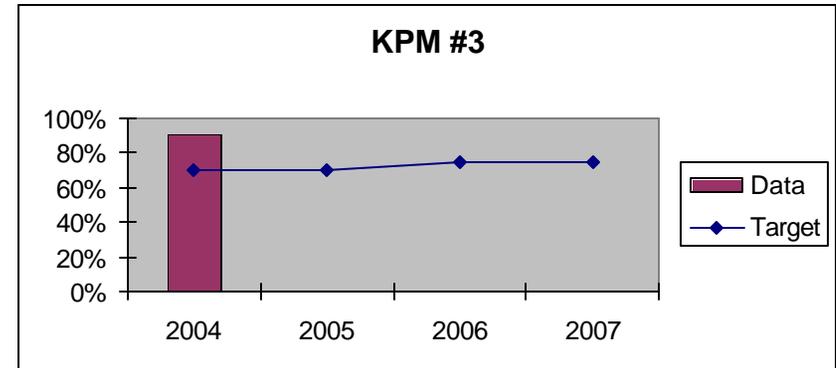
Key Performance Measure Analysis

To what goal(s) is this performance measure linked?

This performance measure is linked to the agency goal of delivering quality training that will improve the job performance of criminal justice professionals.

What do benchmark (or other high-level outcome) data say about Oregon relative to the goal(s)? What is the impact of your agency?

DPSST’s performance measures are tied to the agency’s mission, rather than to statewide benchmarks. This measure offers a direct analysis of a critical component of our mission – the delivery of quality training as a means to promote excellence in public safety in Oregon. Nationally, ongoing training has been linked to effectiveness and safety of criminal justice professionals in the performance of their jobs.



How does the performance measure demonstrate agency progress toward the goal?

This is a new performance measure for DPSST (added per 2003 legislative direction). A survey is distributed to attendees at the conclusion of applicable regional training courses. The survey asks attendees to rate the degree to which they believe that the training course just attended will be useful to them in the performance of their jobs. They are asked to rate the training on a scale of 1 – 7 (1 = not useful; 4 = useful; 7 = very useful). Because those attending regional training courses are generally criminal justice professionals already working in their fields, they are well equipped to assess whether the courses that we provide are meeting their needs. Measuring how highly course attendees rate the training shows us the degree to which we are providing them with new skills that they need, or with opportunities to enhance and maintain skills already possessed. In either case, the job performance of criminal justice professionals is improved.

Compare actual performance to target and explain any variance.

Since this is a new performance measure, we set the target at 70%. Actual figures from our initial data collection period show that 91% of the survey respondents rated the training at or above a “6”. This is a clear indication of both the urgent, ongoing need for relevant criminal justice training beyond what is obtained through basic training, and the quality of the training offered to meet the need through DPSST’s regional training program.

Summarize how actual performance compares to any relevant public or private industry standards.

For comparison purposes we looked at three sources:

1. Oregon Department of Community Colleges and Workforce Development (PM 586-6) and (PM 586-7)
 (PM 586-6) – “Percent of participants ranking Workforce Investment Act funded current workforce trainings good or better”
 2003 Target – 89% Actual – 92%

 (PM 586-7) – “Percent of companies ranking training they received through community college Business and Industry Training System (BITS) as good or better”
 2003 Target – 93% Actual – 98%
2. Oregon Department of Education (PM 58100-13)
 “Percent of teachers, principals and/or staff who participate in trainings who rate trainings as good or excellent” New performance measure
3. Federal Law Enforcement Training Center (PM “Student quality of training survey: advanced training.”)
 Percentage of advanced training students who rate their training experience as satisfactory or higher. 2001* Target – 90% Actual – 100%
 * - Last year for which data was available

The performance measures used for comparison measure training that meets a standard of “good” or “satisfactory.” However, DPSST has set a higher standard for this performance measure. Our overall agency mission is to promote excellence in public safety. Therefore, we measure the percentage of attendees who rate the usefulness of the training received at or above a “6” on a scale of 1 – 7 (1 = not useful, 4 = useful, 7 = very useful). Our target for this performance measure was 70%. Our actual performance was 91%.

NOTE: During 2004 the percentage of attendees who rated the training at or above “Useful” (equivalent to the standards we are using for comparison) was 99.2%.

What is an example of a department activity related to the measure?

DPSST regional training coordinators receive many training requests from our constituent agencies. The regional training coordinator assess the need for the training throughout the region. If it is determined that the need exists, the regional coordinator will locate a training site, schedule the instructor(s) and make any lodging arrangements, advertise the course, arrange for registrations to be accepted, arrange for student manuals or other handout material to be printed, make sure the necessary specialized equipment is delivered to the training site (often towed to the site in DPSST regional training trailers), be at the training site the first day for student check-in, be at the training site the last day to process the roster and pass out evaluation surveys.

What needs to be done as a result of this analysis?

The high marks given to the DPSST regional training courses is an indication of the importance that criminal justice professionals place upon ongoing, specialized and advanced training such as is offered through our regional training program. The scores are consistent with other constituent feedback and survey responses. Criminal justice agency heads have strongly indicated their need for more of these courses, and particularly for hands-on courses that require specialized, training equipment not available to many agencies. This performance measure indicates that DPSST does well in delivering specific courses -- we simply must do more of it while keeping the quality at its current high level.

ANNUAL PERFORMANCE REPORT- PART II, KEY MEASURE ANALYSIS

TIME PERIOD: FISCAL YEAR 2003 – 2004

Agency Name: The Department of Public Safety Standards and Training		Agency No.: 25900								
Key Performance Measure (KPM)		1999	2000	2001	2002	2003	2004	2005	2006	2007
# 04- 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)	Target	N/A	N/A	N/A	N/A	N/A	70%	70%	75%	75%
	Data						86%			

Data Source: Survey of course participants

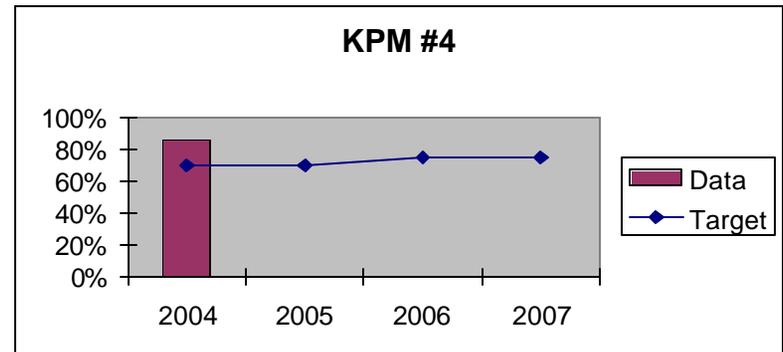
Key Performance Measure Analysis

To what goal(s) is this performance measure linked?

This performance measure is linked to the agency goal of delivering quality training that will improve the job performance of fire service professionals.

What do benchmark (or other high-level outcome) data say about Oregon relative to the goal(s)? What is the impact of your agency?

DPSST’s performance measures are tied to the agency’s mission, rather than to statewide benchmarks. This measure offers a direct analysis of a critical component of our mission – the delivery of quality training as a means to promote excellence in public safety in Oregon. Nationally, ongoing training has been linked to effectiveness and safety of fire service professionals in the performance of their jobs.



How does the performance measure demonstrate agency progress toward the goal?

Our goal is to provide quality training that will improve the job performance of fire service professionals. The resources to accomplish that goal are always scarce. Decisions to allocate resources to meet the goal must be based on some set of priorities. Efficiency and effectiveness are two important priorities for the allocation of resources. This measure focuses on the desired outcome - whether our fire service training courses are effective tools for improving the job performance of fire service professionals.

At the end of each training session, course attendees are given an evaluation form and asked to rate the training on a scale of 1 – 7 (1 indicating not useful, 4 indicating useful, and 7 indicating very useful). Because those attending regional training courses are generally fire service professionals already working in their field, they are well equipped to assess whether the courses that we provide are meeting their ongoing training needs. This measure allows us to measure our practices and processes against pre-determined objectives, while at the same time providing us with timely, relevant, and concise information to help assess progress toward the goal.

Compare actual performance to target and explain any variance.

The current performance measure will permit DPSST to credibly demonstrate and communicate our progress in achieving this important goal. We set the target for this new performance measure at 70%. Data from our initial data collection period indicate that 86% of the survey respondents rated the training at or above a “6”—or “very useful.” This rating exceeded agency expectations and indicates that the quality of offered training is high and is well received by the fire professionals attending.

Summarize how actual performance compares to any relevant public or private industry standards.

For the purposes of comparison, we reviewed three sources:

- A. Oregon Department of Community Colleges and Workforce Development (PM 586-6 and PM 586-7)
- B. Oregon Department of Education (PM 58100-13)
- C. Federal Law Enforcement Training Center (PM “Student Quality of Training Survey: Advanced Training)

(PM 586-6): “Percent of participants ranking Workforce Investment Act funded current workforce trainings good or better”

2003 Target: 89%
Actual Data: 92%

(PM 586-7): “Percent of companies ranking training they received through community college Business and Industry Training System (BITS) as good or better”

2003 Target: 93%
Actual Data: 98%

(PM 58100-13): “Percent of teachers, principals and/or staff who participate in trainings who rate trainings as good or excellent”

New Performance Measure: No Data

(PM “Student quality of training survey: Advanced training”)– Percentage of advanced training students who rate their training experience as satisfactory or higher.

2001 Target (last year of available data): 90%
Actual Data: 100%

The performance measures used for comparison measure whether training meets a standard of “good” or “satisfactory.” However, DPSST has set a higher standard for this performance measure. Our overall agency mission is to promote excellence in public safety. Therefore, we measure the percentage of attendees who rate the usefulness of the training received at or above a “6” on a scale of 1 – 7. Our target for this performance measure was 70%. Our actual performance was 86%.

NOTE: During 2004 the percentage of attendees who rated the training at or above “Useful” (equivalent to the standards we are using for comparison) was 96.1%.

What is an example of a department activity related to the measure?

DPSST’s regional fire training coordinators facilitate regional delivery of entry-level, specialized, leadership and maintenance training to the Oregon Fire Service. The goal of the unit is to develop and implement training strategies that maximize scarce resources and meet local and state training needs. The state of Oregon is divided into 22 regional fire training associations. Each association works with DPSST to identify the various training needs within their region. DPSST assists these regional associations to identify local/regional/statewide training resources, training for trainers (both classroom and skills), training coordination and facilitation, and technical support. Working closely with these agencies, it is the responsibility of the DPSST training coordinator to identify potential training topics relevant to local jurisdictions, locate a training site, schedule instruction time to conduct the training, advertise the course, arrange for registration, arrange for all teaching materials and/or curriculum, and deliver the class. In most cases the fire training coordinator actually delivers the training. Once training is completed, the coordinator will process paperwork and forward to the proper agencies.

What needs to be done as a result of this analysis?

The high marks given to the DPSST fire service training courses indicate the importance that fire service professionals place upon ongoing, specialized and advanced training such as is offered through our fire service training program. The scores are consistent with other constituent feedback and survey responses. Fire service agency heads have strongly indicated their need for more of these courses, including hands-on courses that require specialized training equipment not available to many agencies. This performance measure indicates that DPSST does well in delivering specific courses - - we simply must do more of it while keeping the quality at its current high level.

ANNUAL PERFORMANCE REPORT- PART II, KEY MEASURE ANALYSIS

TIME PERIOD: FISCAL YEAR 2003 – 2004

Agency Name: The Department of Public Safety Standards and Training		Agency No.: 25900								
Key Performance Measure (KPM)		1999	2000	2001	2002	2003	2004	2005	2006	2007
# 05- 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)	Target	N/A	N/A	N/A	N/A	N/A	80%	80%	85%	85%
	Data						55%			

Data Source: Periodic survey of industry managers and instructors attending recurring training course

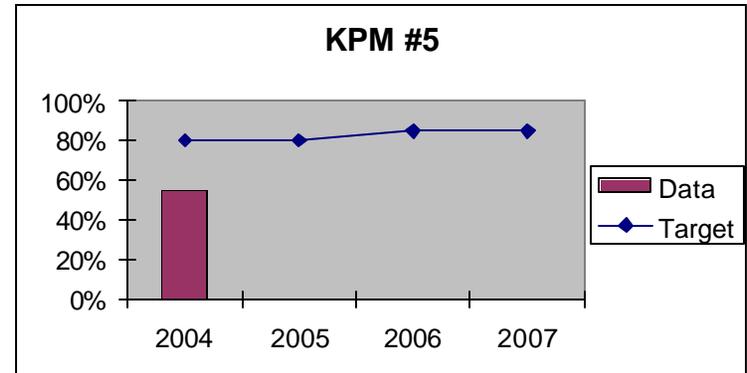
Key Performance Measure Analysis

To what goal(s) is this performance measure linked?

This performance measure is linked to the agency goal of increasing the professionalism of the private security industry.

What do benchmark (or other high-level outcome) data say about Oregon relative to the goal(s)? What is the impact of your agency?

DPSST’s performance measures are tied to the agency’s mission, rather than to statewide benchmarks. This measure offers a direct analysis of the critical component of our mission, the effectiveness of training and standards required for certification and licensure of private security providers. DPSST works closely with the industry through the Private Security Policy Committee to establish and enforce standards, and to develop and update training materials and requirements. However, overall industry professionalism is also affected by many factors outside of our control. These include market competitiveness and perceptions, salary ranges within the industry, and applicant pools.



How does the performance measure demonstrate agency progress toward the goal?

This is a new performance measure for DPSST (added per 2003 legislative direction). At the conclusion of a recurring training course required for private security professionals holding Executive, Supervisory, or Instructor positions, we distribute a survey that asks them to rate the overall professionalism of the industry. They are asked to rate the training on a scale of 1-5 (1 = very dissatisfied, 3 = satisfied, 5 = very satisfied). Because those attending regional training courses are professionals already working in their fields, they are well equipped to make this assessment. Measuring how highly course attendees rate the industry’s professionalism will show us the degree to which the standards and training affect the professionalism of the industry over time.

Compare actual performance to target and explain any variance.

This is a new performance measure. In the absence of any data, we set our initial target at 4. Actual figures from our initial data collection period show that 91% of constituents rate the overall professionalism of the industry at 3 or above, while 55% rate it at 4 or above. This year’s data provides us with the initial benchmark against which to measure progress in future years.

Summarize how actual performance compares to any relevant public or private industry standards.

In researching other relevant standards we contacted 31 other states, and inquired about their regulations related to the private security industry. Of those 30 states, 19 had regulatory standards in place. However, none of those 19 states has any relative measure against which we can compare our performance.

The Harris Poll provides a statistical “snapshot” of how well various segments of private industry meet the needs of their consumers. It is based on a “Good Job,” “Bad Job,” or “Uncertain” rating. The poll shows that of the 15 industries represented, the top 5 ranked segments received a 77% “good job” rating. While this is a limited comparison not linked to any individual firm’s performance measurement or performance management, it does indicate that DPSST’s ratings of 91% at “3” or above and 55% at “4” or above are not out of line with other segments of industry. It also shows that our long-range target is aggressive but not out of reach.

What is an example of a department activity related to the measure?

DPSST’s Private Security program administers the Private Security Service Providers Act, which became law in 1995. The unit focuses on education, assistance, and enforcement to ensure that all segments of the private security industry are aware of, and comply with, this Oregon law. We work closely with the Private Security Policy Committee to set and enforce standards, develop and update curriculum and other components of the program, and investigate alleged violations. We work with the Committee and other 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.

What needs to be done as a result of this analysis?

This performance measure is new and does not yet 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 nine years of private security regulation in Oregon. Initial data also indicates there is still work to be done as we work towards the industry’s long-range goals related to industry and officer professionalism. Based on this initial data, it may make sense for us to adjust our targets for the next few years, so that they are ambitious but achievable within the reporting year.

ANNUAL PERFORMANCE REPORT- PART II, KEY MEASURE ANALYSIS

TIME PERIOD: FISCAL YEAR 2003 – 2004

Agency Name: The Department of Public Safety Standards and Training		Agency No.: 25900								
Key Performance Measure (KPM)		1999	2000	2001	2002	2003	2004	2005	2006	2007
# 06- 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)	Target	N/A	N/A	N/A	N/A	N/A	80%	80%	85%	85%
	Data						51%			

Data Source: Periodic survey of industry managers and instructors attending recurring training course

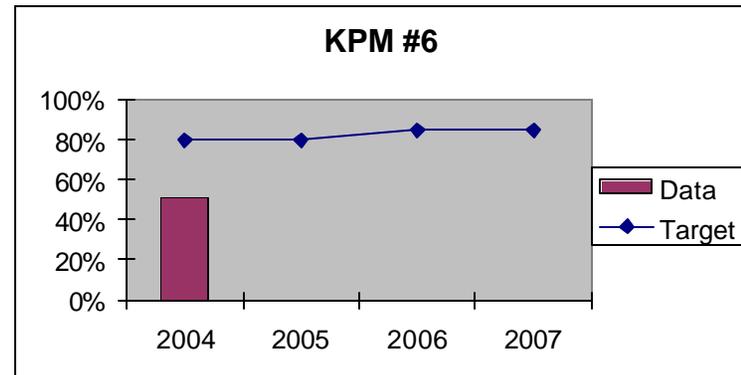
Key Performance Measure Analysis

To what goal(s) is this performance measure linked?

This performance measure is linked to the agency goal of increasing the professionalism of the private security industry.

What do benchmark (or other high-level outcome) data say about Oregon relative to the goal(s)? What is the impact of your agency?

DPSST’s performance measures are tied to the agency’s mission, rather than to statewide benchmarks. This measure offers a direct analysis of the critical component of our mission, the effectiveness of training and standards required for certification and licensure of private security providers. DPSST works closely with the industry through the Private Security Policy Committee, to establish and enforce standards, and to develop and update training materials and requirements. However, overall officer professionalism is also affected by many factors outside of our control. These include market competitiveness, salary ranges within the industry, and applicant pools.



How does the performance measure demonstrate agency progress toward the goal?

This is a new performance measure for DPSST (added per 2003 legislative direction). At the conclusion of a recurring training course required for private security professionals holding Executive, Supervisory, or Instructor positions, we distribute a survey that asks them to rate the overall professionalism of the private security officers working within the industry. They are asked to rate the training on a scale of 1-5 (1 = very dissatisfied, 3 = satisfied, 5 = very satisfied). Because those attending regional training courses are professionals already managing, supervising, or instructing private security officers, they are well equipped to make this assessment. Measuring how highly course attendees rate officer professionalism will show us the degree to which the standards for certification affect the professionalism of the industry over time.

Compare actual performance to target and explain any variance.

This is a new performance measure. In the absence of any data, we set our initial target at 4. Actual figures from our initial data collection period show that 92% of constituents rate overall officer professionalism at 3 or above, while 51% rate it at 4 or above. This year’s data provides us with the initial benchmark against which to measure progress in future years.

Summarize how actual performance compares to any relevant public or private industry standards.

In researching other relevant standards we contacted 31 other states, and inquired about their regulations related to the private security industry. Of those 30 states, 19 had regulatory standards in place. However, none of those 19 states has any relative measure against which we can compare our performance.

The Harris Poll provides a statistical “snapshot” of how well various segments of private industry meet the needs of their consumers. It is based on a “Good Job,” “Bad Job,” or “Uncertain” rating. The poll shows that of the 15 industries represented, the top 5 ranked segments received a 77% “good job” rating. While this is a limited comparison not linked to the performance of any particular group of employees, we believe it is reasonable that perceptions of employee performance will be strongly linked to perceptions about the industry as a whole. The Harris Poll statistics indicate that DPSST’s ratings of 92% at “3” or above and 51% at “4” or above are not out of line with other segments of industry. It also shows that our long-range target is aggressive but not out of reach.

What is an example of a department activity related to the measure?

DPSST’s Private Security program administers the Private Security Service Providers Act, which became law in 1995. The unit focuses on education, assistance, and enforcement to ensure that all segments of the private security industry are aware of, and comply with, this Oregon law. We work closely with the Private Security Policy Committee to set and enforce standards, develop and update curriculum and other components of the program, and investigate alleged violations. We work with the Committee and other 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.

What needs to be done as a result of this analysis?

This performance measure is new and the data does not yet give a clear analysis of our ability to affect officer professionalism by implementing and enforcing standards and providing training. We recognize that our standards are the minimum requirements for certification. Although they do affect the professionalism and quality of officers entering the work force in Oregon, our ability to affect perceptions regarding officer professionalism over time is unclear. However, it is encouraging to see that the vast majority of the professionals surveyed are “satisfied” or better with officer professionalism after the first nine years of private security regulation in Oregon. Initial data also makes clear that there is still work to be done as we work towards the industry’s long-range goals related to industry and officer professionalism. Based on this initial year’s data, it may make sense for us to adjust our targets for the next few years, so that they are ambitious but achievable within the reporting year.