GOAL:

“To conduct a review of the training policies, procedures and practices of DSD. The workgroup will review the effectiveness of its current training program and determine if improvements can be made.”

--Letter to Taskforce Members from Former Sheriff Gary Wilson 31 March 2014
Training Taskforce Team Members

A diverse group of participants from:
- The Mayor’s Office
- The Department of Safety
- Rev. William Golson (GMDMA)
- Mr. Pete Dunbar (Colorado POST)
- Ms. Vivian Stovall (Com’n on Aging)
- Ms. Lorrie Kosinski (Dir. Ofc. Sign Language Services)
- Participants from CAO, DSD, and OHR
Methodology:
How did we get here?

- 15 group meetings between April – August
- 30 hours of group discussion analyzing:
  - agency’s Use of Force policy and trainings;
  - agency’s CIT (Critical Incident Training);
  - DSD’s leadership training;
  - the cost of DSD’s Training Academy and curriculum;
  - the need for POST certification;
Methodology-Cont’d:

- Training for newly hired deputies;
- Review of DSD Department Orders governing training; and

- Presentations by various DSD personnel and a tour of the training academy.
1. Creation of a budget line item for training.
   - Investment in professional development
   - Consistent training leads to better service and performance
   - Organizational needs dictate need for training
   - Public and DSD employees can see the investment made in professional development
Proposed Draft Recommendations

2. Improved performance management training

- Part of professional development of staff
- Better identification of performance issues and establishment of plan for improvement. Helps to set job expectations & hold people accountable.
Proposed Draft Recommendations

3. 100% deputy certification in Crisis Intervention Training (CIT)

- Can reduce appropriate Use of Force (UOF) incidents by deputies
- Better management of inmates
- Currently, only 60% of our deputies have received this training
Proposed Draft Recommendations

4. Increase number of deputies as CIT instructors

- Job growth
- Professional development
- Provide more training courses
5. Increase excited delirium training in CIT

- Addresses critical need to expose deputies on how to appropriately handle these incidents
- Increased number of publicized cases involving excited delirium highlight the need to focus and improve how law enforcement officials understands this condition
Proposed Draft Recommendations

6. Complete an analysis on the effectiveness of CIT in reducing sustained UOF complaints

- Need to determine the ROI of this training compared to the costs of providing the training
Proposed Draft Recommendations

7. Add more sergeants

- Current span of control exceeds best practice of one supervisor for every 3-7 subordinates. **Current ratio is 1:9.24**

- Better supervision will improve ability to assess performance and observe conduct of deputies. Earlier intervention can take place prior to unnecessary incidents taking place

- This requires hiring 21 sergeants at a cost of approximately $2,074,800.
Proposed Draft Recommendations

8. Institute *strategic* job rotation policy as part of Department succession plan

- Increase deputy job engagement through professional development. Will also assist in creating well-rounded deputies who understand all assignments within the department

- Allow more deputies to work in specialized assignments
Proposed Draft Recommendations

9. Create formalized succession plan comprised of training, recruitment and retention components

- Need for formalized mentoring and other on-the-job training to provide opportunities to perform better in current assignment and identify new leaders within DSD
- Plan has to be formalized and part of every performance evaluation. Increases employee engagement
Proposed Draft Recommendations

10. Include knowledgeable stakeholders on Department’s Training Advisory Committee (currently only DSD personnel on this committee)

➢ Provide fresh ideas and perspectives on curriculum training effectiveness and process improvement
Proposed Draft Recommendations

11. Include training on Executive Orders and Career Service Rules in minimum training requirements. Increase this for leadership positions. Include periodic refresher training for all personnel at regular levels.

- Need for more consistent knowledge of procedures and rules
- Periodic training reinforces good policies and procedures
Proposed Draft Recommendations

12. Add current supervisor training in each leader’s performance enhancement plan

- Demonstrates importance of training
- Better accountability
Proposed Draft Recommendations

13. Include mental health training as part of Department’s “special training” curriculum (Currently missing in DO 2520, Section 8.0)

- Required training for an issue that is currently absent from a deputy’s mandatory training
Proposed Draft Recommendations

14. Include special training curriculum for leadership

- Current organizational need to increase training time for DSD leadership.
- Currently: 40 hrs training in-service deputies; 40 hrs training for new sergeants; 8 hrs training for new captains; little information on refresher training.
Proposed Draft Recommendations

15. Where appropriate, include remedial training in discipline

- Should assist in addressing performance deficiencies and decrease the likelihood of the conduct recurring
- Current practice focuses on the penalty as opposed to diagnosing and preventing the source of problem
Proposed Draft Recommendations

16. Allow deputies to access their own training records

- Empower deputies to take ownership with their professional development
- Creates partnership between supervisor/subordinate for employee development.
Proposed Draft Recommendations

17. Increase supervisor training for new sergeants

- Two hours of PEPR is insufficient to be effective
- Need more understanding of employment law
- Some states require 80 hours
- Training needs assessment could identify other topics for training
18. Increase training for new captains

- Incorporate peak performance principles into the project planning, management and implementation portion of the curriculum
- Training needs assessment should be done to insure topics are appropriate and timely
- Current training insufficient for “jr executive”
19. Re-evaluate benefit of CALEA membership

- Too costly compared to value scene by external and internal stakeholders?
- Costs to maintain accreditation too costly compared to the opportunity costs of providing other training or conducting other duties?
- Can the principles of good policies and procedures can still be done?
20. Invest in online training

- Increased flexibility in providing training
- Trainers are nationally recognized experts in their field
- Cost, especially for multi-year agreements seems to be a good use of resources. $18k per year = estimate.
Proposed Draft Recommendations

21. Become POST certified

- Aid in recruitment and retention
- Recognized as best practices for training in industry
- Implement gradually
  - Develop plan to get current staff certified and have academy become POST-approved
  - Become aware of legislative mandates
  - $2,700-$5,000 per deputy for academy training
22. Fully integrate the disciplinary and training functions within DSD to analyze and make improvements where possible

- Do predictive analysis to determine where disciplinary actions could arise
- Analyze recent and past administrative written decisions to aid in this analysis
Next Steps:

1. Analyze feedback received in coming days to make improvements
2. Meet with other taskforce groups to eliminate redundancies and streamline recommendations between the four taskforces
3. Present final recommendations to the Mayor’s Office and outside consultant for further analysis and implementation