



Oregon Department of Public Safety Standards and Training

*Annual Performance Progress Report (APPR)
Fiscal Year 2006-07*

Submitted: September 30, 2007

Agency Mission

The mission of the Department of Public Safety Standards and Training is to promote excellence in public safety by delivering quality training, and developing and upholding professional standards.

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ABOUT THIS REPORT

PURPOSE OF REPORT

The purpose of this report is to summarize the agency's performance for the 2007 reporting period, how performance data are used and to analyze agency performance for each key performance measure legislatively approved for the 2005-07 biennium. The intended audience includes agency managers, legislators, fiscal and budget analysts and interested citizens.

1. PART I: EXECUTIVE SUMMARY defines the scope of work addressed by this report and summarizes agency progress, challenges and resources used.
2. PART II: USING PERFORMANCE DATA identifies who was included in the agency's performance measure development process and how the agency is managing for results, training staff and communicating performance data.
3. PART III: KEY MEASURE ANALYSIS analyzes agency progress in achieving each performance measure target and any corrective action that will be taken. This section, the bulk of the report, shows performance data in table and chart form.

KPM = KEY PERFORMANCE MEASURE

The acronym "KPM" is used throughout to indicate **K**ey **P**erformance **M**easures. Key performance measures are those highest-level, most outcome-oriented performance measures that are used to report externally to the legislature and interested citizens. Key performance measures communicate in quantitative terms how well the agency is achieving its mission and goals. Agencies may have additional, more detailed measures for internal management.

CONSISTENCY OF MEASURES AND METHODS

Unless noted otherwise, performance measures and their method of measurement are consistent for all time periods reported.

ABOUT THIS REPORT

INTRODUCTION

The Department of Public Safety Standards and Training (DPSST) is pleased to submit its Annual Performance Progress Report (APPR) to the Oregon Progress Board. DPSST is the State's comprehensive standards and training organization serving over 35,000 public and private safety providers. DPSST plans, researches, develops, and delivers quality programs to enhance the ability of emergency services providers to protect life, the environment, and property. DPSST works with the Board on Public Safety Standards and Training to ensure that professional standards adopted by the Oregon Legislative Assembly and the Board are achieved by the agency and its constituents.

DPSST has more than 35 years of experience in providing training to those who protect the citizens of Oregon. Over three hundred instructors serving as part-time faculty support more than 170 full-time faculty and staff members. The programs offered statewide by DPSST span the entire field of public safety, including police, fire, corrections, parole and probation, 9-1-1 telecommunications, private security, private investigators, and polygraph examination. Our goal is to provide the resources and certification programs that public safety professionals and local public safety organizations need to maintain the highest professional skill standards, stewardship and service to Oregon's communities and citizens. To accomplish this goal we provide basic and leadership training at the Oregon Public Safety Academy in Salem, regional training programs for advanced and perishable skills in the criminal justice and fire disciplines on a statewide basis, and certification of public safety personnel and licensing of private security officers and private investigators.

Employees at DPSST subscribe to a set of values which demonstrate our commitment to not only the agency and each other but our customers.

<i>Integrity</i>	Following the highest ethical standards in our working relationships, practices and decisions.
<i>Excellence</i>	Dedicated to the highest quality, both in our individual actions and as an organization.
<i>Customer Service</i>	Working proactively to meet the needs of our constituents, stakeholders, and one another.
<i>Respect</i>	Regarding others with honor and valuing their varied roles, contributions, and viewpoints.
<i>Accountability</i>	Understanding that we are responsible to constituents, stakeholders, and one another both in our everyday work and in pursuing our mission.
<i>Communication</i>	Speaking and listening openly, honestly and consistently to further our mission and build trust into our relationships.
<i>Employee Development</i>	Committed to developing as a well-trained, competent and reliable workforce that: abides by the organization's values, is empowered for personal and professional growth, and is recognized for service to constituents, stakeholders, and one another.

It is the goal of all personnel at DPSST to improve upon the past and strive to be the best state public safety training agency in the nation. The support of customers is extremely valuable and DPSST looks forward to working with you in the future. DPSST prides itself in its ability to present courses which meet our customer's needs, whether it is accomplished through the Oregon Public Safety Academy, or through our regional delivery network. The newly opened Oregon Public Safety Academy in Salem provides us with a 213-acre facility which enables us to delivery scenario-based training in a realistic environment. The 2007-09 budget will allow us to continue the development and implementation of the 16-week Basic Police Course and begin enhancing our other basic programs too.

DPSST is constantly evaluating its services through various survey instruments and in personal contacts. The results of the 2006-07 APPR are encouraging in many ways. The results show that a number of the changes made in our programs have had a positive impact on those we serve. The new academy will assist us in furthering our success. Likewise the results also show that there are a number of areas where more improvements are needed. Our 2007-09 Legislatively Adopted Budget includes funds for additional resources which will allow us to address these areas as well as overall agency operations.

DPSST Mission: To promote excellence in public safety by delivering quality training, and developing and upholding professional standards.

2005-07 KPM#	2005-07 Key Performance Measures (KPMs)	Page #
1	Average level of officer performance as determined by their agency after successful completion of Basic Training. (Scale is 1-7)	6
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.	8
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.	10
4	Percentage of revocation or denial actions appealed that are upheld at the appellate level.	12
5	Percentage of private security managers/instructors who rank overall industry professionalism at or above “4” on a scale of 1-5.	14
6	Percentage of private security managers/instructors who rank overall employee professionalism at or above “4” on a scale of 1-5.	16
7	Percent of constituents that rank the accuracy and availability of records as “Above Average.”	18
8	Percent of customers rating satisfaction with agency services above average or excellent for: timeliness, accuracy, helpfulness, expertise, information availability.	20

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1. SCOPE OF REPORT

Agency programs/services addressed by key performance measures:

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 trains and 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 criminal justice and fire training programs and support; inspects, reviews and insures compliance with standards and training requirements as defined in ORS 181.610 to 181.690; administers public and private polygraph examiner, private investigator, and private security licensing programs defined in ORS 703.010 to 703.325 and ORS 181.870 to 181.991; and administers the Public Safety Memorial Fund as defined in ORS 243.950 to 243.974. These programs directly involve more than 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

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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 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, 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.
- 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.

KPM Progress Summary	Key Performance Measures (KPMs) with Page References	# of KPMs
KPMs MAKING PROGRESS at or trending toward target achievement	All seven primary KPM’s are either stable or showing improvement for this rating period. Following three years of steady progress, KPM # 6 dipped slightly this year and will be monitored over the next reporting cycle.	7
KPMs NOT MAKING PROGRESS not at or trending toward target achievement	None	NA
KPMs - PROGRESS UNCLEAR target not yet set	Percent of customers rating their satisfaction with the agency’s customer service as “good” or “excellent”: overall customer service, timeliness, accuracy, helpfulness, expertise and availability of information. (new for this reporting cycle)	1
Total Number of Key Performance Measures (KPMs)		8

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4. CHALLENGES

During the last reporting period, DPSST took residence of its new facility in Salem. This transition was and continues to be accompanied by a significant increase in new employees, and the development and implementation of a new 16-week basic police curriculum. The new facility supports the transition to scenario-based training, with realistic physical simulation environments, such as the City Streets training venue. The net result of these major changes is a significant expansion in service delivery volume and complexity, accomplished in good order with a relatively short-tenured professional and support staff.

5. RESOURCES USED 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%

II. Using Performance Data

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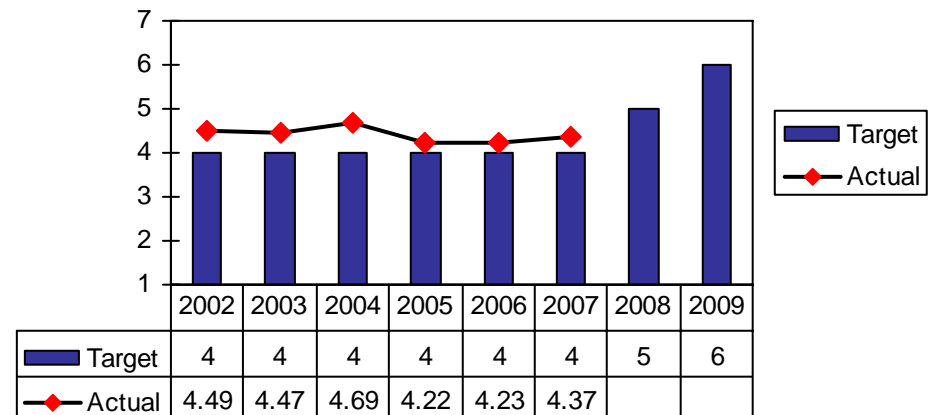
The following questions indicate how performance measures and data are used for management and accountability purposes.	
<p>1 INCLUSIVITY Describe the involvement of the following groups in the development of the agency's performance measures.</p>	<ul style="list-style-type: none"> • Staff: Current performance 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. • Citizens: Reviewing letters, surveys, telephone calls and emails regarding agency performance issues.
<p>2 MANAGING FOR RESULTS How are performance measures used for management of the agency? What changes have been made in the past year?</p>	<p>All data collected is reported to the Board and staff. Individual managers are charged with specific actions to improve results over time. Implementation of bi-annual constituent satisfaction survey.</p>
<p>3 STAFF TRAINING What training has staff had in the past year on the practical value and use of performance measures?</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 How does the agency communicate performance results to each of the following audiences and for what purpose?</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. • Stakeholders: Presentations and responding to direct inquiries. • Citizens: Presentations and responding to direct inquiries.

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KPM #1	Average level of officer performance as determined by their agency after successful completion of Basic Training (1-7)	Measure since: 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	

- OUR STRATEGY:** “Learner-centered” training models, conceptual objectives, and higher-level experiential learning tools.
- 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.
- 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 is being corrected.

Average level of officer performance as determined by their agency after successful completion of basic training, on a scale of "1" to "7"



- 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. ...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

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KPM # 1 – Continued - Average level of officer performance as determined by their agency after successful completion of Basic Training (1-7)

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 2007-09. 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. As indicated earlier, we expect that when the full 16-week program is implemented we will be able to better meet the expectations of our constituents.

5. **FACTORS AFFECTING RESULTS:** Our analysis of the underlying data for individual disciplines and topics 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 training. Since this reporting period covers both the 10-week police program and the beginning of the 16-week program we do not see the full benefit of the enhanced program. We do however see marked changes in the attitudes of trainees across disciplines. This change alone better prepares the trainee for their careers and their continued education through the field training program. We also found a problem in our data collection methodology as described earlier.
6. **WHAT NEEDS TO BE DONE:** The analysis supports that we are minimally meeting the needs of our constituency as far as field 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 officer training. DPSST has both an obligation and a strong commitment to train these officers to the highest level possible within a training environment. We will continue to modify the programs as needed, in as timely a fashion as possible, to better serve our constituents. We will continue to monitor the 16-week program to best measure its effectiveness.
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.

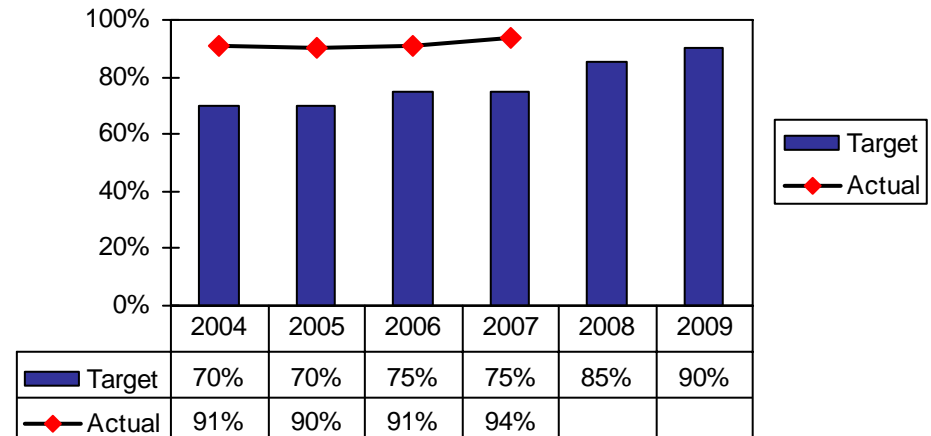
III. KEY MEASURE ANALYSIS

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KPM #2	Percentage of attendees who ranked the usefulness of DPSST criminal justice regional training course at or above "6" on a scale of 1-7	Measure since: 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	

- OUR STRATEGY:** Build and maintain lists of quality instructors, utilize best practices in course design, regular and clear communication on needs/offerings.
- 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 "six" out of a maximum of "7" is considered very good.
- HOW WE ARE DOING:** Performance through a variety of regional training offerings has remained very high and extremely consistent over the four reporting periods.
- 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.

Percentage of attendees who ranked the usefulness of DPSST criminal justice regional training course at or above "6" on a scale of 1-7



- 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 hands-on courses, e.g.: firearms, active shooter, defensive tactics, emergency vehicle operation, and Range 3000. We are also trying to offer more leadership and specialized courses regionally that will assist in maintaining our constituents' certifications, while also expanding our ability to provide training that satisfies legal updates, case law changes and criminal justice trends.
- 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 hands-on courses that require specialized training equipment not available to many agencies. This performance measure indicates that DPSST does well in delivering specialized courses.

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KPM # 2 – Continued - Percentage of attendees who ranked the usefulness of DPSST criminal justice regional training course at or above “6” on a scale of 1-7

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.

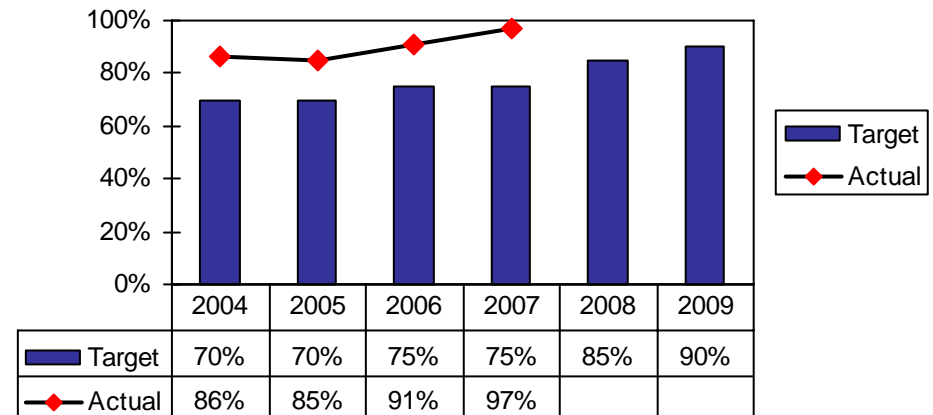
III. KEY MEASURE ANALYSIS

DPSST Mission: To promote excellence in public safety by delivering quality training, and developing and upholding professional standards.

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	Measure since: 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	

- OUR STRATEGY:** Build and maintain lists of quality instructors, utilize best practices in course design, regular and clear communication on needs/offerings.
- 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 "six" out of a maximum of "7" is considered excellent.
- HOW WE ARE DOING:** Performance through a variety of regional fire training offerings has remained very high and extremely consistent over the four reporting periods.
- 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 standards.

Percentage of attendees who ranked the usefulness of DPSST fire service regional training courses at or above "6" on a scale of 1-7



- 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.
- 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 (increasingly more difficult to acquire at the local level).

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KPM # 3 – Continued - Percentage of attendees who ranked the usefulness of DPSST fire service regional training courses at or above "6" on a scale of 1-7.

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. 1190 evaluations compiled between July 1, 2005 and June 30, 2006 resulting in a 91% rating for evaluation score of a 6 out of 7.

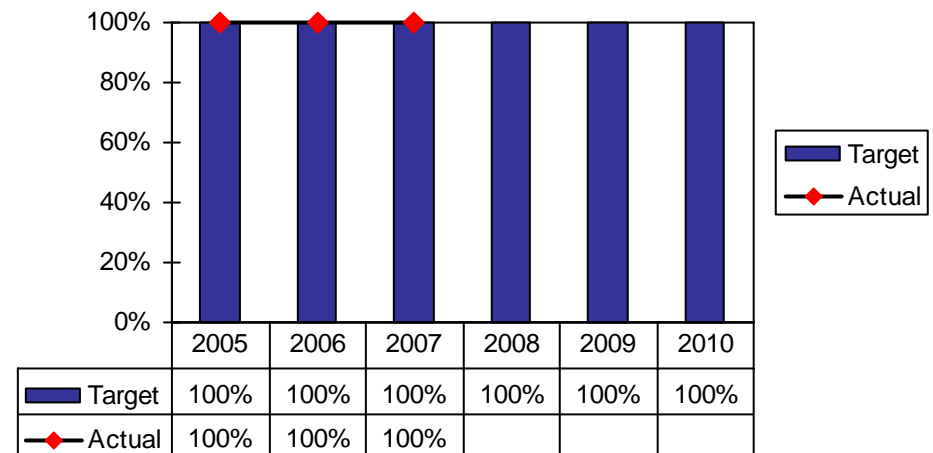
III. KEY MEASURE ANALYSIS

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KPM #4	Percentage of revocation or denial actions appealed that are upheld at the appellate level.	Measure since: 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	

- OUR STRATEGY:** Closely adhere to administrative rule and statute relating to revocation and denial standards, in consultation with Oregon DOJ.
- 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. The agency’s target is that 100% of any revocation decisions appealed to the Oregon Court of Appeals be upheld by the Court. The Standards and Certification Program strives for careful, thorough, and impartial investigations that result in fair and legally defensible Agency or Board decisions in matters of denial or revocation of certifications.
- HOW WE ARE DOING:** Two cases were appealed to the Oregon Court of Appeals during the first part of FY 2006-07. Neither of the two cases has yet been decided. Although not included within the measure, there were no cases heard by the Office of Administrative Hearings in which the presiding Administrative Law Judge recommended overturning the Board’s or agency’s decision to deny or revoke certification.
- HOW WE COMPARE:** No comparable benchmarks are available
- 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

Percentage of certification revocations upheld at appellate level



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KPM # 4 – Continued - Percentage of revocation or denial actions appealed that are upheld at the appellate level.

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: No agency action is required at this time.

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.

III. KEY MEASURE ANALYSIS

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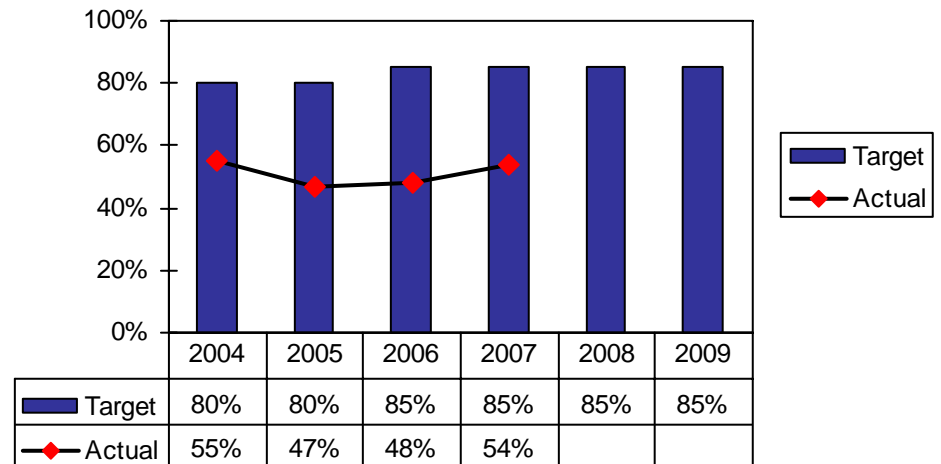
KPM #5	Percentage of private security managers/instructors who rank overall industry professionalism at or above “4” on a scale of 1-5.	Measure since: 2004
Goal	Increase the professionalism of the Private Security Industry and its employees	
Oregon Context	Agency Mission	
Data source	Survey of private security managers/instructors.	
Owner	Private Security - Brian Henson – 503-378-2888	

1. **ABOUT THE MEASURE:** Oregon’s private security industry has existed for decades. In the mid 1990s leaders from throughout the various industry segments came together to address a growing “negative” public perception which surrounded the industry as a whole. The result was the introduction of legislation that would mandate training programs and criminal background checks for all private security professionals working in, or providing services to, the state of Oregon. In 1995, the Private Security Service Providers Act (PSSPA) passed the Oregon legislature to become law. To address future policy issues, the law also created the Private Security/Investigators Policy Committee (PSIPC), under the authority of the Board on Public Safety Standards and Training. The PSSPA and PSIPC shared two common goals: 1) Increase the professionalism of the private security industry as a whole. 2) Increase the professionalism of the individuals working within the industry.

2. **OUR STRATEGY:** Professional program administration, emphasizing ongoing education, technical assistance and meaningful compliance efforts.

3. **ABOUT THE TARGETS:** We have set our target at 4, striving for better than average results. This year’s data shows an average overall constituent rating of industry professionalism at 3.66 with 54% rating overall professionalism at 4 or above.

Percentage of private security managers/instructors who rank overall industry professionalism at or above “4” on a scale of 1-5.



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KPM # 5 – Continued - Percentage of private security managers/instructors who rank overall industry professionalism at or above “4” on a scale of 1-5.

4. **HOW WE ARE DOING:** Less than half our constituents see the professionalism of their industry as better than average, though the overall average industry rating of 3.66 for fiscal year 2006-07 indicates an upward trend towards greater industry satisfaction. This year shows a slight increase from the previous reporting period.
5. **HOW WE COMPARE:** There are no meaningful comparatives.
6. **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.
7. **WHAT NEEDS TO BE DONE:** This is the fourth 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 11 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 year’s data, our target though ambitious is achievable within the next five years.
8. **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.

III. KEY MEASURE ANALYSIS

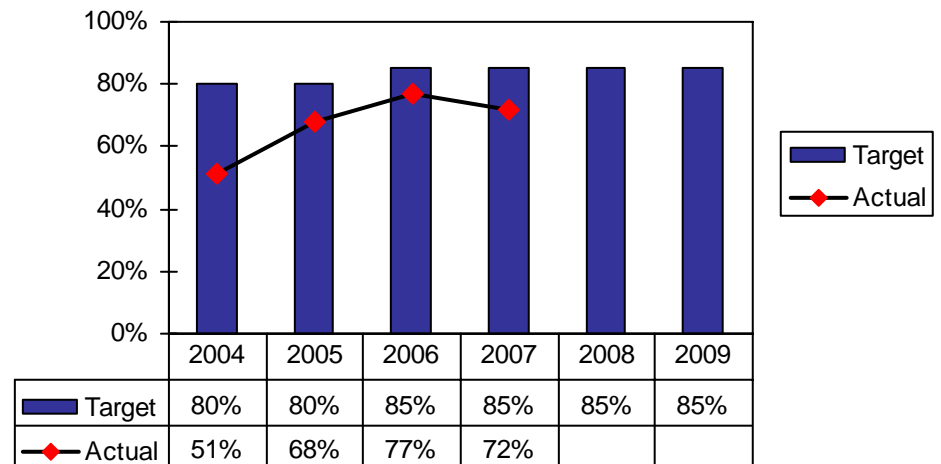
DPSST Mission: To promote excellence in public safety by delivering quality training, and developing and upholding professional standards.

KPM #6	Percentage of private security managers/instructors who rank overall employee professionalism at or above “4” on a scale of 1-5.	Measure since: 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. ABOUT THE MEASURE: Oregon’s private security industry has existed for decades. In the mid 1990s leaders from throughout the various industry segments came together to address a growing “negative” public perception which surrounded the industry as a whole. The result was the introduction of legislation that would mandate training programs and criminal background checks for all private security professionals working in, or providing services to, the state of Oregon. In 1995, the Private Security Service Providers Act (PSSPA) passed the Oregon legislature to become law. To address future policy issues, the law also created the Private Security/Investigators Policy Committee (PSIPC), under the authority of the Board on Public Safety Standards and Training. The PSSPA and PSIPC shared two common goals: 1) Increase the professionalism of the private security industry as a whole. 2) Increase the professionalism of the individuals working within the industry.

2. 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.

Percentage of private security managers/instructors who rank overall employee professionalism at or above “4” on a scale of 1-5.



DPSST Mission: To promote excellence in public safety by delivering quality training, and developing and upholding professional standards.

KPM # 6 – Continued - Percentage of private security managers/instructors who rank overall employee professionalism at or above “4” on a scale of 1-5.

3. **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)
4. **HOW WE ARE DOING:** This is the fourth complete data cycle for this performance measure. The target is set at 4. Actual figures show that 98% of constituents rate overall officer professionalism at 3 or above. This year’s data shows an overall rating of 4.01 with 72% of those surveyed providing a rating at 4 or above. The data indicates a slight drop from last year’s figures.
5. **HOW WE COMPARE:** There are no meaningful comparators.
6. **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.
7. **WHAT NEEDS TO BE DONE:** Measurements suggest that current strategies are paying clear dividend and will continue to be employed.
8. **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.

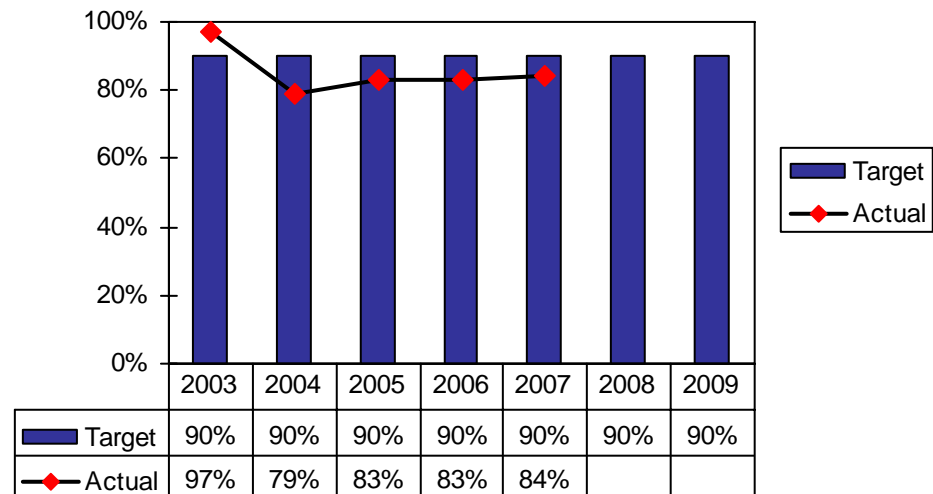
III. KEY MEASURE ANALYSIS

DPSST Mission: To promote excellence in public safety by delivering quality training, and developing and upholding professional standards.

KPM #7	Percent of constituents that rank the accuracy and availability of records as “Above Average”	Measure since: 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 Lorance – 503-378-2427	

- OUR STRATEGY** Professional program administration, emphasizing ongoing education, technical assistance and meaningful compliance efforts.
- 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 2005-06 fiscal year, the program’s goal was to have 90% of survey responses at the highest level possible in the survey instrument.
- HOW WE ARE DOING:** At 83.68%, current survey results indicate slight improvement over the 82.46% reported in the FY 2005-06 report. It is not clear whether this indicates the beginning of a trend or is simply within the rate of error for such a survey.
- 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.

Percent of constituents that rank the accuracy and availability of records as “Above Average”



DPSST Mission: To promote excellence in public safety by delivering quality training, and developing and upholding professional standards.

KPM # 7 – Continued - Percent of constituents that rank the accuracy and availability of records as “Above Average”

5. **FACTORS AFFECTING RESULTS¹:** As In prior years, DPSST met its target in three of the four survey areas. However, accuracy of the records continued to be at less than the agency’s target level. 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. However, staff shortages and a backlog of training records continued to be significant factors in the agency’s failure to meet its target for accuracy. An additional factor was the December 2006 deadline for police agencies to report maintenance training for their certified officers. Agencies sent multiple reports for the same training; data entry volume increased from 90,000 in CY 2005 to over 160,000 during CY 2006. Recurring vacancies, the need to utilize multiple staff resources, and lack of a mandatory format for agencies to identify training topics all contributed to ongoing data entry inaccuracies.
6. **WHAT NEEDS TO BE DONE:** DPSST’s data continues to indicate an ongoing need for additional staffing to help meet the workload in this area. A position approved in the agency’s 2007-09 Legislatively Adopted Budget is assigned to these duties at a 20% level, supplementing the work of the Training Records Specialist. A current position has also been assigned training record responsibilities as a supplemental duty. Effective January 1, 2007, agencies were mandated to use a standardized course list to report training topics. Adoption of this list will assist constituent agencies and DPSST staff by providing a standardized format for reporting classes attended by their certified staff.
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.

¹ NOTE: The method by which this specific KPM is measured was changed in 2004 ... “average and above” was used prior to 2004, when it was changed to “above average.”

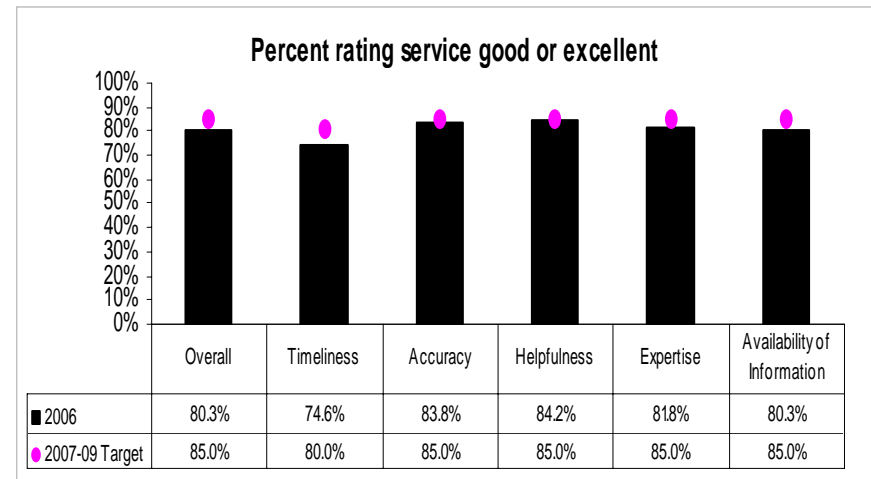
With reporting limited to a single graph, this gives the visual impression there was a drop in perceived quality in 2004. THIS NOT CORRECT. The criterion changed. In point of fact, rating of this item has improved modestly through each reporting period.

III. KEY MEASURE ANALYSIS

DPSST Mission: To promote excellence in public safety by delivering quality training, and developing and upholding professional standards.

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

- OUR STRATEGY:** The Department employs continuous improvement strategies to identify and respond to opportunities to maximize responsiveness to constituent concerns and needs.
- ABOUT THE TARGETS:** This is the first survey of this type we have done. It will serve as an initial benchmark from which we can generate future goals and targets.
- HOW WE ARE DOING:** Overall we believe that DPSST is doing a good job in meeting constituent needs.
- HOW WE COMPARE:** There are no currently available comparables for similar institutions/items and this is our first attempt at a comprehensive survey of this kind. Statistically, these results can be considered to be solidly within the GOOD rating range.



- FACTORS AFFECTING RESULTS:** During the first reporting cycle, we moved into a new facility. 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.
- WHAT NEEDS TO BE DONE:** Beyond maintaining current ongoing improvement efforts, there is a relatively mild bump for “timeliness” which should receive increased attention by management. DPSST will send out it’s second customer satisfaction survey during 2008.
- ABOUT THE DATA:** Survey Dates: May 15 – June 13th, 2006 - Group surveyed – Population: Combined list-serve of all recorded DPSST constituents – surveyed electronically using SurveyTracker® software. Sampling frame: 90% confidence level, 8% error rate. Sampling procedure: Computer generated true random sample. Sample characteristics: Population – 2045: Sample Size 1000. 812 surveys received by constituents – 82 completed returns: 10% overall return rate. Weighting. None