

PENNSSTATE



College of the Liberal Arts
OUTREACH

Justice and Safety Institute

BACKGROUND & CAPABILITIES



PENN STATE JUSTICE AND SAFETY INSTITUTE—OVERVIEW

The Penn State Justice and Safety Institute (JASI) has a 35-year history of providing training, education and consulting services to law enforcement professionals. Penn State JASI's reputation for providing exceptional training services is known both nationally and internationally. Our law enforcement portfolio includes scores of our nation's large, medium, and small police agencies that have utilized Penn State JASI services. On an international level, Penn State JASI has provided training to the Rio De Janeiro Militar Policia and the Trinidad and Tobago Police Service. In 2010, Penn State JASI, in collaboration with the Canadian Association of Chiefs of Police and the Atlantic Police Academy (Prince Edward Island, Canada), will host an International Conference on Results-Driven Policing.

In addition to direct training services, Penn State JASI maintains strong active ties with state and



national professional law enforcement organizations such as the International Association of Chiefs of Police, the Pennsylvania Sheriffs' Association, the Pennsylvania Chiefs of Police Association, and the Fraternal Order of Police. Through its applied work, Penn State JASI can also provide a field laboratory environment for in-depth analysis of collaborative/cooperative decision making in crisis operations; which personality types are best-suited for today's

emergency response environment; and, the impact of targeted training on individual behavior.

Each year, Penn State JASI's justice, safety, and security initiatives reach traditional students, industry, public agencies, and thousands of individual practitioners. These programs are esteemed by their respective clientele and have contributed significantly to the professional fields in which they serve.

PROFILE OF A CURRENT PROJECT

Penn State JASI has engaged in a contract to provide multiple services to the Trinidad & Tobago Police Service (TTPS) in Port of Spain. From July 2005 through February 2009, over 2,700 members of the Trinidad & Tobago Police Service have received training from Penn State



JASI. Included in the larger initiative was a Train-the-Trainer model specifically designed to promote the professional growth of instructors in the TTPS Police College/Academy. That train-the-trainer model was also adapted to develop a cadre of 40 instructors who were tasked to deliver a Penn State JASI-developed customer service training program to all divisions of TTPS (see Appendix for Press Release). In addition, Penn State JASI was consulted to develop and implement a new merit-based promotion process for the top leadership of the Trinidad & Tobago Police Service. The result of this consultation was a change to national legislation that created a new merit based system for promoting senior police leadership.

In 2007, Penn State JASI was awarded a contract by the Trinidad & Tobago Ministry of National Security to conduct the newly enacted testing and assessment process for promotion to and within the 1st Division (senior leadership) of TTPS. This was the inaugural application of a police promotion system that was legislated by the Police Reform Act of 2006. Penn State JASI successfully conducted the process in Fall 2007, and promotions began in October of that year. In 2008, Penn State JASI was awarded a contract to conduct the second application of this system. Also in 2008, Penn State JASI was contracted by the Trinidad & Tobago Police Service Commission (PSC) to conduct the assessment process for the selection of a new TTPS Commissioner of Police. This process followed an international search for applicants that was conducted by Penn State JASI and PSC.

CAPABILITIES AND EXPERTISE

Examples of the types of training that Penn State JASI conducts:

- Police Executive Development
- Advanced Police Executive Development
- Leadership & Command
- Police Supervisory In-Service Training
- Customer Service for Law Enforcement Personnel
- Field Training Officer
- Law Enforcement and the Media
- High Impact Supervision
- Major Incident Management and Response
- Developing and Designing Performance Appraisal Systems
- Train-the-Trainer & Instructor Development Program

In addition to these topics, Penn State JASI also provides a full range of training services in applied topics such as firearms, defensive tactics, special operations, patrol techniques, and investigations. Penn State JASI's approach is to train agency instructors in not only the applied topics, but also in the techniques and principles of adult education.



Penn State JASI can also coordinate and provide an array of tailored on-site

consulting efforts focused on initiatives such as community policing, media relations, customer service, organizational change, data collection and analysis, and impact evaluation.

As with all Penn State JASI-led initiatives, the intent is to build a sustainable framework within the host organization that will allow the organization the capacity to carry the initiative forward and customize techniques to local conditions.

FACULTY/INSTRUCTORS

Penn State JASI fields a staff of full-time and affiliate instructors who are nationally and internationally recognized leaders in law enforcement. Instructors include police leaders from local, county, and state, US federal, and international police agencies. Our affiliate instructors also include executive-level leaders from federal and state homeland security



offices and other specialized areas. Penn State JASI also has partners specializing in explosive ordnance, chemical and biological warfare, fire prevention services, HAZMAT, emergency medical services, and disaster mortuary services.

THE JUSTICE CENTER FOR RESEARCH

In September 2009, Penn State JASI and the College of the Liberal Arts will launch a joint venture establishing The Justice Center for Research. The vision for the center is that it will make Penn State a major center, known nationally, internationally, and to people in the Commonwealth, for its basic and applied research in criminal justice. The center will be positioned as a resource for policy makers and practitioners as well as a generator of research published in the most visible outlets. There will be a special link with Penn State JASI and its training mission, and with the College of Liberal Arts and the Department of Sociology and its program on crime, law, and justice and its related unit, the Sentencing Commission. The Center will draw from human and other resources throughout the university.

The multiple initiatives of the center, while applicable directly and indirectly to civil and criminal justice systems, are diverse when serving law enforcement, child support enforcement, domestic/family relations, corrections, courts, environmental safety, and public safety programs. Together, they provide an environment that serves multiple research, teaching, and service interests under the unified theme of justice.

OTHER CAPABILITIES

In addition to a standing curriculum portfolio of training, Penn State JASI also:

- Serves as the sole provider of the 19-week residential basic training program for all newly-hired Pennsylvania deputy sheriffs. The program has trained 1,213 deputy sheriffs since its inception.
- Serves as a provider of the State and Local Anti-Terrorism Training (SLATT) program.
- Served as the law enforcement evaluator in a Pennsylvania Emergency Management Agency (PEMA)-funded program to test the response capability of the state's nine Regional Counter Terrorism Task Forces. Through this work, Penn State JASI interfaces with subject matter experts in fire services, emergency medical services, emergency management services, hospitals, public health services, and agriculture and environmental fields.
- Is a long-term provider of the Incident Command System (ICS) and Advanced ICS training programs, which were developed by the Federal Emergency Management Agency (FEMA) for law enforcement professionals.
- Provides training to thousands of law enforcement professionals on an annual basis.
- Maintains active and robust partnerships with other universities and professional groups.
- Allows direct delivery of credit programming through academic affiliation or coordination with other university assets such as World Campus for online delivery of degree program or blended programming.

CURRICULUM DEVELOPMENT SERVICES

The Penn State JASI editorial team works with law enforcement (LE) instructors to develop, revise, and refine course components.

OVERVIEW OF SERVICES

The general overview of the curriculum development process is outlined in the attached flowchart (Attachment B). The Penn State JASI editorial team will assist instructors in the initial stages of curriculum development to insure soundness of approach and will also provide guidance on developing classroom games, activities, simulations, instructor guides, and other curriculum materials. Once the initial stage of development is complete, the writer/editors will perform a thorough editorial review for grammar and style, and will format all materials in a manner consistent with other Penn State JASI courses to create a uniform, professional presentation.



APPLICATIONS DEVELOPMENT/IT SERVICES

WEB SITES AND LEARNING MANAGEMENT SYSTEMS (LMS)

Web sites and Learning Management Systems (LMS) play an integral role in all of Penn State JASI's major projects. It is through these applications that all public visitors, participants, and other personnel interact with Penn State JASI. This interaction includes registration,



enrollment, evaluations, completion of assessments, participation in online courses, and other instructional activities. These components are of critical importance to the ongoing management of these projects and require that Penn State JASI continually update and improve both applications. A significant advantage of maintaining a LMS within Penn State JASI is that it allows system customization that can support a variety of projects and customer/client needs.

ONLINE REFERENCE TOOLS AND PROGRAM MANUALS

Penn State JASI has the capability to develop online program, policy, or procedural manuals that function as a searchable electronic Web-based reference tool and are updated as inclusive content is changed (such as policies and procedures). Penn State JASI performed this task in developing the on-line Pennsylvania Child Support Program Manual (CSPM). This task was performed for the Pennsylvania Child Support Enforcement Training Institute (PACSETI). PACSETI is an initiative contracted to Penn State JASI and is designed to provide uniform training to all of Pennsylvania's child support enforcement (CSE) workers. The CSPM is a critical CSE worker tool that is cross-referenced to enable law, federal and state policy, and training. Maintaining these revisions represents a critical task: providing accurate and timely information to the field. The online manual is a valuable asset to those individuals accessing the resource in the work setting. This "tool" has multiple applications that can serve the needs of a variety of projects and agency needs.

SIMULATIONS

Penn State JASI has the software capabilities to create a variety of classroom training simulations, which inject an element of dynamic interaction into the training environment. Simulations are designed to utilize a Web-based platform, which allows them to be used as online training tools, as well as serving as classroom training aids.

SIM TOOL

The Penn State JASI Applications Development team creates a significant amount of applications designed to enhance instruction. In an effort to streamline our development process, we have designed a SIM Tool (or platform for generating simulations), which can generate a short (12-15 step) simulation in a matter of five hours; prior to the development of the SIM Tool, this process would take up to a week.

E-LEARNING

Rapid Intake's ProForm software combines innovative multimedia capabilities with traditional animation software features. This flexibility allows in-house developers to create eLearning page content featuring Flash-based animation by combining text, audio, images, and video into predesigned formats. The benefits of ProForm include a reduction in both development time and resource investment while expanding delivery capabilities and gaining increased learner accessibility.

ONLINE REFERENCE LIBRARY PLATFORM

For certificate non-credit programs, the online reference library platform is a series of templates that, when woven together, create online courses. This online reference library serves as a "portal" where all Web-based offerings are housed.

ONLINE REFERENCE LIBRARY TOOL

All online no-credit course information is stored in a database and the online reference library tool is used to load reference library information found in the database. As explained above, Penn State JASI creates such tools to streamline development and improve turnaround time.

cTOOL

The Penn State JASI Collaboration Tool (cTool) is an interactive Web-based collaboration environment used for information sharing. It was originally designed to supplement the curriculum development efforts of the unit and to facilitate the convening groups of subject matter experts from diverse locations. This has been a very effective cost-containment strategy. cTool can be used for any information sharing session either from multiple locations or within the same room. cTool affords the opportunity to collaborate on a topic without the need for meeting participants to travel; allowing them to share information from their office or any location that has a telephone and Internet service.

CLASSROOM ACTIVITIES (GAMES)

Interactive games are used to supplement in-class learning and reinforce classroom instruction. Throughout the history of Penn State JASI, activities and games have been part of the classroom training experience. Lecture is only one instructional model and we encourage participants to value other strategies as learning “tools.” Current interactive games include a variety of options and they can be either self-paced or instructor-led.

PENN STATE JASI AND EB JACOBS

Penn State JASI has a partnership with EB Jacobs, LLC, a premier public safety and human resources firm, to offer state-of-the-art testing and assessment programs to public safety agencies across the country. EB Jacobs is led by Professor Rick Jacobs of the College of the Liberal Arts, Department of Psychology. Professor Jacobs is recognized as a leader in the field of Industrial/Organizational (I/O) Psychology.

The Penn State JASI/EB Jacobs collaboration provides services such as:

- Job analysis
- Entry-level officer testing
- Promotional examinations
- Executive recruitment and selection
- Performance assessment and management

APPENDIX

APPENDIX 1-PROGRAM NEWS RELEASE

APPENDIX 2-CURRICULUM DEVELOPMENT PROCESS

APPENDIX 3-CTOOL FUNCTIONALITY

Attachment 1: Press Release – Trinidad & Tobago Police Service Customer Service Training

Police Launch Service-Wide Customer Relations Training

Beginning the week of August 21, 2006, members of the Trinidad & Tobago Police Service (TTPS) will receive an intensive, one-day course in customer relations training. This is the first in a series of initiatives designed to institute the policing-for-people approach developed by Professor Stephen Mastrofski at George Mason University. The training shows officers how to conduct effective law enforcement using service-oriented demeanor and competence. Over several months, all members of the Police Service will receive this instruction.

In July, Penn State University instructors conducted an intensive seminar for over forty TTPS trainers on how to impart the policing-for-people philosophy and techniques. In this next phase, the Penn State faculty will serve as mentors to the TTPS instructors as they begin to deliver the training in their initial course offerings. Once this step is completed, TTPS will launch the program for all ranks throughout the Service.

Commissioner Trevor Paul noted that he places great emphasis on customer relations and has directed that this training curriculum be incorporated into standard recruit training. The Commissioner said, “We want our young Constables to exercise initiative in helping people with their problems. When a citizen comes to the station or calls with a problem, we want our officers to understand their needs and to work hard to meet them. That is the essence of good police work.”

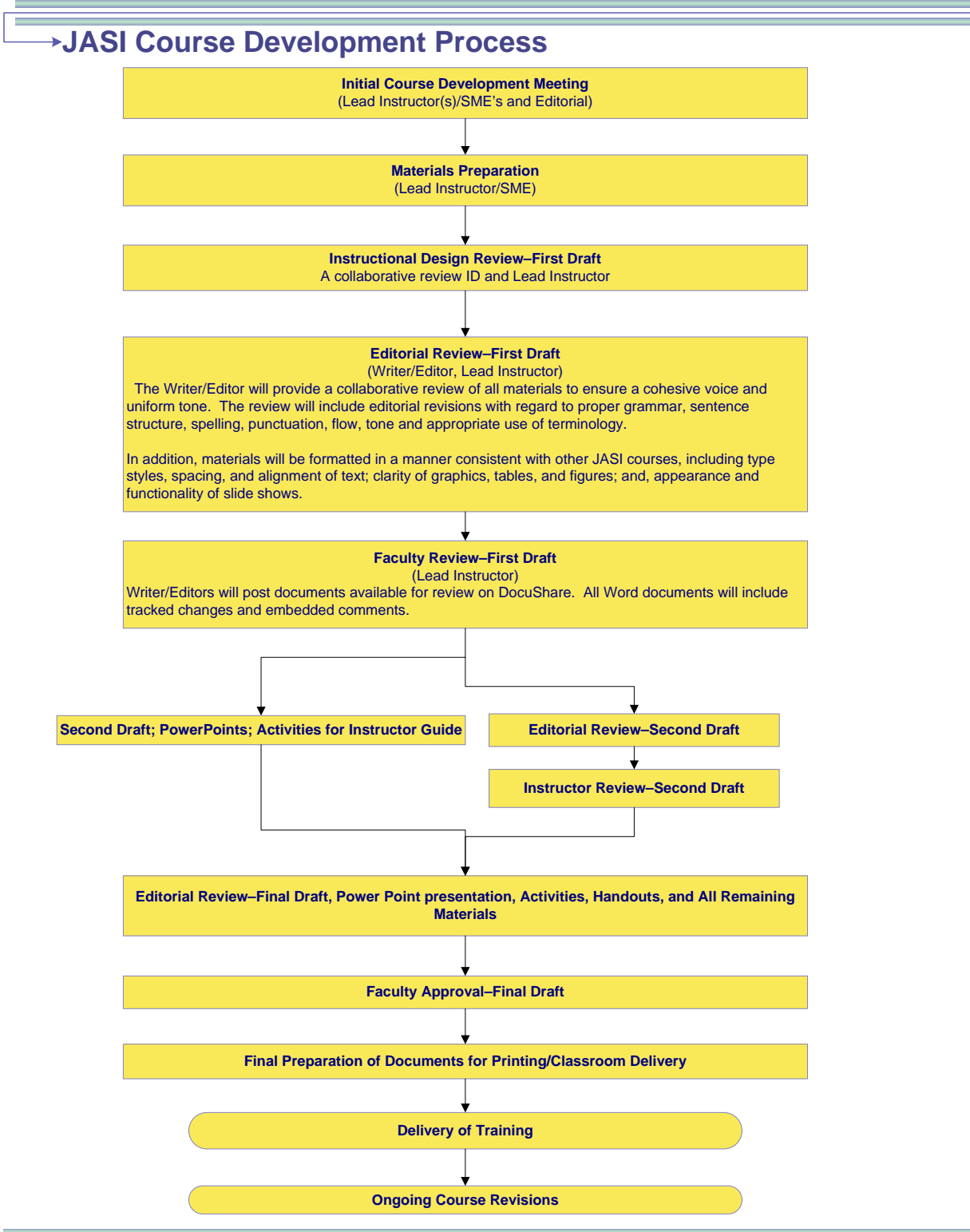
Professor Mastrofski noted that his research and that of others has shown that when police are caring and courteous, citizens are more likely to cooperate with officers rather than resist them.

Roy McCullagh of Penn State University agreed, “Customer service is critical, challenging, and essential for all police agencies. It is the basis for public support and confidence in the police. Effective law enforcement cannot occur without it.” Among other things, officers will learn how to communicate more effectively, calm dangerous and emotional situations, manage anger and stress, and be responsive to the needs of individuals.

Mr. McCullagh is the Director of the Outreach Program for the Penn State Justice & Safety Institute. He is accompanied by Mr. Joe Blackburn, who was formerly a lieutenant colonel with the Pennsylvania State Police and has served as the chief of police for two Pennsylvania municipalities.

Professor Mastrofski heads a team of experts that is supporting the transformation process. The team includes the Pennsylvania State University and Justice & Security Strategies (JSS). JSS has been working closely with the TTPS Police Academy to revamp their training.

Attachment 2: JASI Course Development Process



Attachment 3: cTool Functionality

TYPES OF cTOOL MEETINGS:

Teleconference: Participants are at disbursed locations, attending the meeting from their office, home, or a PACSETI training site using their own computer or PACSETI laptop, Internet access and telephone. This type typically works well for brief meetings that are anticipated to be less than three hours in length. cTool features that are available for all meetings, but most useful for teleconferences, include the ability for a user to privately communicate their status (whether or not they are still working on a topic) and mood (happy, angry, bored) directly to the facilitator. The facilitator also has the ability to see who is currently logged into the meeting.

Open Forum: Participants are at disbursed locations and can review preloaded content (i.e., meeting agenda, course outline, course draft) and add new input during these times. This type of meeting is used when participants need additional time to provide input, either before or after a scheduled teleconference or Live! cTool meeting. Open Forums typically run from 9 a.m. to 3 p.m.

Live!: Participants gather at a central location to attend the meeting for a face-to-face session with an on-site facilitator. The room is set-up using PACSETI laptops. We have the ability to hold a cTool Live! meeting anywhere that has power and Internet access. Using cTool allows participants to still provide input anonymously, but a live group gathering provides the additional ability of being able to collaborate in a dynamic idea-sharing atmosphere only available in face-to-face interactions. This type of meeting is most effective when the material to be discussed is dense and requires more than a brief teleconference to adequately review.

OTHER NOTABLE FEATURES:

Anonymity: Each of the meeting types affords anonymity so participants can freely express their opinions about the meeting topic and comment on other participants' input.

Polling: cTool has a polling feature that allows the group to vote on issues, such as, the title of a course, or who should attend.

Sorting: cTool has a sorting feature that is especially useful when trying to develop an outline for a new course. (This feature is similar to the use of 'buckets' in Groupsystems meetings.)

Reports: Immediately after a cTool meeting, a report is available that includes all input entered during the session. This report is kept on a website and is available for anyone to access. During cTool Open Forums, the report is automatically updated to reflect the most recent input. All a user needs to do is refresh their screen to have the most up-to-date report possible.

USES FOR cTOOL MEETINGS:

New Course Development



Additional Uses:

Advisory Board Meetings: Agenda can be preloaded into the cTool environment.

Note: Times listed refer to Eastern Standard Time (EST).

CONTACT INFORMATION

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