

PA House Judiciary Committee Testimony
September 15, 2020
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Good morning Mr. Chairman and honorable members of the Pennsylvania House Judiciary Committee. Thank you for inviting me here today. My testimony will be brief and will likely be duplicative of some of the testimony which has already been received regarding this incredibly important topic. Law enforcement training as well as accreditation are very broad topics and each is uniquely complex yet both are extremely important to successful policing in this Commonwealth.

My name is Stephen Shelow. I have over 27 years of law enforcement experience having previously held supervisory, management, and leadership positions. For the past five years, I have served as the Director of the Justice and Safety Institute or "JASI" at The Pennsylvania State University. JASI is a part of the Penn State University's Outreach organization and the institute is principally focused on and is deeply involved in training, especially law enforcement training.

JASI was formed in 1971 to meet the specific professional development needs of law enforcement and public safety professionals. Since then, hundreds of municipal, county, state, and federal police agencies have entrusted JASI to train thousands of law enforcement professionals in a variety of training topics. JASI also provides extensive training to law enforcement personnel and to child support personnel right here in the Commonwealth of Pennsylvania.

JASI works very closely with two state agencies in carrying out its mission including the Pennsylvania Commission on Crime and Delinquency (PCCD) as well as the Pennsylvania Bureau of Child Support Enforcement (BCSE). Additionally, JASI provides very specialized training to law enforcement leaders including supervisors, managers, chiefs of police, and other police executives right here in Pennsylvania as well as in approximately twenty other states. For example, JASI has provided supervision, management and executive leadership training to officers in the Philadelphia Police Department for 14 years. Additionally, we have worked extensively with the Newark Police Department as well as the John H. Stamler Police Academy in the state of New Jersey and have provided a variety of law enforcement leadership training to members of those agencies.

JASI has even done some work in conjunction with the International Association of Chiefs of Police (IACP) and with the federal Department of State with a handful of law enforcement agencies in several countries outside of the United States including Morocco, Trinidad & Tobago, and Nigeria. For example, in 2016, six members of Nigeria's governmental police force made the nearly 6,000-mile journey across the Atlantic Ocean to seek JASI's help in improving the training of its police officers. That particular JASI training initiative was aimed at helping those officials obtain specialized knowledge and apply modern police training methods, and even develop a reform plan for improving their police training system in Nigeria. Gabriel Onyilo Elaigwu, chief superintendent of police for the Nigeria Police Force, said the relationship with JASI has been extremely valuable. "The program has shown us new ways on how to revamp our training institutions," said Elaigwu. "We have our own methods — largely with a concentration on classroom work — but we now realize we also have to do a lot of physical activities and exercises, too. I'm confident it will help us, to a large extent, in remodeling our training needs." The

instruction JASI provided included discussion regarding the different training theories and techniques the Nigerian officials could utilize when they returned to Nigeria. Interestingly, Nigeria has the largest single national police force with over 300,000 members which proves crucial in that country's fight against terrorism on the African Continent.

Most law enforcement leaders today clearly know the business of law enforcement, but we have found few have the expertise to apply the recognized best-practices of effective community policing, organizational change, program management, and performance management. JASI offers best-in-class justice-related training, education, and organizational development to improve justice services and promote Penn State as a thought leader, and we believe JASI is uniquely positioned to fulfill unmet needs which are identified in the course of today's hearing and other hearings which might follow.

JASI's mission statement reads as follows: "JASI has an unwavering commitment to furthering its role as a recognized leader in justice-related training, education, and organizational development." JASI is dedicated to cultivating partnerships with client agencies and to working collaboratively with individuals, government agencies, and communities. JASI prepares individuals in those agencies to be effective leaders or to substantially improve their knowledge, skills and expertise in a variety of specialized topics.

We know the agencies with which we have worked so closely over the years have relied upon JASI for continued training because of the following four reasons:

-First is quality. JASI places a great deal of emphasis on delivering training programs which are relevant, current, and which have excellence as their cornerstone. Additionally, our dedicated team of subject matter experts is comprised of a diverse representation of current and retired law enforcement officers from across the country.

-Secondly, to maintain an important level of consistency. As an example, certain agencies require all of their Field Training Officers or FTOs to learn the same training and utilize the same field training materials. JASI's FTO program is unique in that it focuses on both on "Reno" as well as the "San Jose" models and JASI's program offers a blended approach for FTOs. This approach provides FTOs with the opportunity to devise a tailored FTO program based on their individual department's specialized needs.

-Thirdly, promotional considerations. Certain agencies with which JASI has worked have come to rely upon JASI training programs as a prerequisite for promotion within that agency.

-Lastly, JASI training programs help contribute to creating transparency and community trust.

Below is a list of the current training topics which JASI provides. Appendix A provides additional details on each program. (One of our most popular programs currently is "Managing Police Conduct" because the two-day program offers a deeper dive into issues such as accountability, police performance management systems, early intervention, and progressive discipline aimed at reducing the incidence of police misconduct.)

Management Training Programs

High Impact Supervision
Police Supervisory In-Service Training (POSIT)
Leadership and Command
Police Executive Development (POLEX)

Police Executive Development (POLEX) – Advanced

Specialty Training Programs

Acting in Rank
Basic Budgeting
Effective Report Writing
Field Training Officer
Grant Writing
Law Enforcement and the Media
Managing Police Conduct

In closing, the JASI team is keenly aware of the complexity confronting the Pennsylvania General Assembly. National incidents require some thoughtful strategies and very creative solutions need to be explored. As is often the case, this will require more than one single solution. JASI is hopeful it can be a part of a broader state-wide solution going forward as JASI remains committed to being a partner in efforts to promote modern, professional law enforcement training which serves the needs of Pennsylvania's twelve million constituents.

Thank you once again for the opportunity to testify today.

APPENDIX A

A. Effective Report Writing

Course Description

Criminal and civil cases can be lost on what is written in reports. Proper documentation of reasonable suspicion and probable cause are the foundation of report writing. Additionally, an officer's ability to write with clarity as they articulate details and timelines are critical. This not only applies to criminal investigations but internal reporting as well.

This course provides detailed information on grammar, punctuation and writing in detail. During the course officers will practice writing reports, demonstrating their competency in report writing.

B. Acting in Rank:

Course Description:

The Penn State Justice and Safety Institute (JASI) is pleased to partner with our co-sponsor to present this intensive and innovative program designed to provide a better understanding of the roles, duties, and functions of an officer assigned to an "Acting in Rank" position. This intensive 3-day course provides attendees with the basic concepts of being a supervisor and becoming a leader.

Assignment to an acting in rank position can create liability issues and affect community relations if the officer is not proficient in their acting role. The course outlines the many resources officers have at their disposal to effectively operate in their temporary position.

The course has a variety of group activities that challenges their decision-making process thereby creating critical thinkers from a supervisory standpoint. The activities in this course include how to lead a shift and prioritize situations, as well as liability issues relating to supervisors. Working in collaborative groups, attendees will develop strategies for making decisions for both day-to-day operations and critical incidents. The course examines the differences and similarities between leadership, supervision, and management. The course also examines various theoretical concepts of supervision styles and develop ideas on the types of situations in which they may be applicable.

Many criminal cases are dismissed for reasons that originate from basic constitutional violations. Failure to have reasonable suspicion, improper securing of a crime scene and improper searches or seizures are some of the reasons for dismissals. It is important that someone acting in a ranking position have a good understanding of case law as it relates to good policing. Day three is dedicated to a constitutional review and scenarios to evaluate understanding of constitutional basics. Attendees will complete the course with a working knowledge of supervisory roles.

Acting in Rank also offers agencies the opportunity for their attendees to take a written exam on the material in the course. Agencies have used this course and the test as a prerequisite for allowing officers to serve in an acting in rank capacity. Attendees who pass the written exam will be issued a certificate indicating completion of a classroom and testing element from Penn State.

C. FIELD TRAINING OFFICER

Course description:

The Penn State Justice and Safety Institute (JASI) is pleased to partner with our co-sponsor to offer this powerful three-day program, which is designed to prepare officers for field-training responsibilities. Rather than focusing on the Reno or San Jose Models of Field Training, our program provides a blending of concepts from these programs, which provide field training officers with the opportunity to devise their training programs based on their department needs. This highly interactive class places an emphasis on imparting the knowledge and skills needed to properly train and mentor recruits for work as law enforcement officers.

Field training is an essential element of every law enforcement agency. As a field training officer, you have great responsibilities. Not only are you a trainer for new recruits, but also an integral part of your agency's decision to keep or dismiss new recruits based on your observations. This course examines the core responsibilities of Field Training Officers. Policy standards for field training are explained. This includes the selection and retention of field training officers as well as critical elements in the program. The course provides attendees with evaluation guidelines and assessment of recruit performance, including retention and termination guidelines.

The course defines the role of a supervisor and leader and discusses the roles and responsibilities as a supervisor of a recruit. This course also includes various leadership models that will not only assist attendees with the skills of being a good FTO and provides a foundation for a possible supervisory role in the future. Attendees will be provided with an in-depth examination of learning and teaching concepts such as the science of how people learn and what diminishes learning. They will be involved in hands-on training in the form of class exercises and role-play scenarios. These exercises will include assessments of recruit performance as well as face-to-face interaction with a recruit using simulated problems that are common during training.

D. POSIT

Course Description:

The Penn State Justice and Safety Institute (JASI) is pleased to partner with our co-sponsor to present this intensive and innovative program designed to provide a better understanding of the roles, duties, and functions of a first-line supervisor. This highly interactive four-and-a-half-day program is designed for first-line supervisors and for those under consideration for promotion.

There are many challenges to becoming an effective first-line law enforcement supervisor. The Police Supervisory In-Service Training (POSIT) program provides first-line supervisors with the necessary tools to be strong leaders within their organization and community. Specifically, POSIT can help prepare first-line supervisors to meet the challenge of "critical shift" into a supervisory position. The transition from being a line officer to a supervisor requires a specific mind and skill set that is necessary to be an integral part of the management team.

POSIT will examine leadership principles. One of those principles is situational leadership. POSIT examines leadership principles, specifically situational leadership. The course focuses on THE legal

aspects of supervision and examines the importance of policy for effective management of personnel, as well as identifying the liability issues for not following policies.

Managing employees is critical at the first-line supervisor level. Subordinates are reacting to rapidly unfolding situations and are in direct view of the public 24-hours a day. POSIT provides first-line supervisors with concepts and practices for effective performance evaluations, coaching programs, and motivational strategies. The course also covers hostile work environments and discipline as a supervisory tool. All the concepts in the course are reinforced through group activities and scenarios developing critical thinking skills of the attendees.

E. High Impact Supervision:

Course Description:

The Penn State Justice and Safety Institute (JASI) is pleased to partner with our co-sponsor to present this intensive and innovative program designed to provide additional tools to the first-line supervisor. This highly interactive three-day program is designed for first-line supervisors and for those under consideration for promotion. High Impact Supervision (HIS) is a facilitator lead course engaging the attendees in discussions, role-plays, self-assessments and brainstorming activities.

High Impact Supervision is designed to increase your knowledge of the concepts learned in our POSIT course. This course utilizes the DISC method of management which provides attendees with a connection to the situational leadership model which is learned in the POSIT course. High Impact Supervision explores the myths and facts of motivation, provides attendees with ideas and concepts to motivate employees, instill critical thinking and presents scientific evidence of how people are truly motivated. This course is designed to provide attendees with the concepts and ideas to work with their subordinates to create a work atmosphere that espouses autonomy, purpose, and mastery.

Attendees are given the opportunity to develop ideas on how to prepare and deliver performance appraisals, perform counseling sessions, and identify the structure and processes involved in contingency planning. These goals are accomplished through facilitation, group exercises, and role-playing. The attendees will be presented with critical situations and utilizing group collaboration, will demonstrate their ability to apply critical thinking skills to handle these situations.

F. Leadership and Command

Course Description:

As law enforcement leaders progress up the ranks to the command level, it is imperative that they are provided with additional training to meet their advanced and increased demands. The need for leaders with adequate resources and equipment to properly and safely do their jobs becomes more critical. Meeting the diverse needs of the community requires that patrol officers are provided with appropriate guidance and strong leadership. The Leadership and Command training program focuses on developing skills important to protecting the community and enhancing the safety of the officers in the organization.

Penn State's Leadership and Command course examines the science of leadership, principles of the brain, and the effects of stress on the cognitive process. Students will learn to identify characteristics that affect the decision-making process. The program addresses the need for good communication and operational planning as well as recognizing the importance of delegation and problem-solving. Participants are provided real-life problems to develop operational plans that allow them to apply their learning of these areas. Policing involves a great deal of diversity within the Department and within the communities they serve.

Attendees will evaluate the needs of various cultures and generational concerns within their agencies and develop plans on how to enhance the productivity of the organization.

Morale and professional bearing can affect how an agency is perceived from both the inside and outside. Leadership and Command explores concepts relating to the benefits and drawbacks of performance evaluations. It not only identifies common problems associated with evaluations but provides strategies on how evaluations are completed and managed. Attendees will also develop strategies for performance development plans.

Planning is a critical responsibility of command personnel. Attendees will develop ideas for a Strategic Plan for their agency or a specialized unit. This course also takes leadership a step further by identifying the concept of shared leadership. The program allows the attendees to compare how this style relates to other forms of leadership and allows attendees to apply these concepts to their current role as a commander.

G. POLEX

Course Description:

Penn State's Justice and Safety Institute (JASI) has been providing its Police Executive Development (POLEX) training program on a national basis for over 20 years. Transitioning into a command position can seem overwhelming. POLEX is 10-day course designed to provide new commanders and experienced commanders with a problem-based approach to resolving challenges. This intensive course places an emphasis on the development of skills and abilities in all sectors of police management.

Attendees will examine the challenges of assuming command and how to prepare for the future. Attendees will learn that the high percentage of disciplinary actions are compromised by improper documentation and training. Attendees will identify liability issues in areas such as negligent assignment, negligent retention and negligent training. This course examines the importance of internal communication and networking within the agency and how it relates to professional and productive agency.

POLEX contains group activities that encourage collaboration between attending agencies to help commanders discover the problems faced by their peers and develop ways to mitigate issues and promote spirit de corps within their agency.

H. GRANT WRITING

Course Description:

The Penn State Justice and Safety Institute (JASI) is pleased to partner with our co-sponsor to present this intensive three-day Grant Writing course. It is undeniable that law enforcement executives are being asked to accomplish more with less direct funding. Successfully obtaining grants and foundation awards is a way to get funding needed for equipment, services, and staffing.

Grant writing is a hands-on program can help participants gain the information and skill sets necessary to find, apply for, win, and manage grants and foundation awards. Topics covered in this course include defining a grant, where to seek funding streams, and when to seek funding. Attendees will develop goals and objectives, learn how to write clear and concise project narratives and executive summaries, as well as examine how to create clearly defined categories of funds requested. As the course progresses, attendees will develop a grant application budget with project costs and expenses associated with the grant and present that application to the class for discussion and collaboration.

Please bring a laptop and an idea of a grant that you would like to apply for. You will have an opportunity to develop and present a grant application with instructor feedback.

I. LAW ENFORCEMENT AND THE MEDIA

Course Description:

How an incident is reported to the public can have an immediate and long-term impact on community relations. Today, the public requires timely, fact-filled reporting from law enforcement. The presentation of information needs to demonstrate a department's accountability and transparency. Understanding how to provide information and create partnerships with the community is harmonious with media relations. Law enforcement agencies who practice strong media relationships can provide communities with important information for personal and property safety. This course will help participants recognize the value of training Public Information Officers and the commitment required of the position. Attendees will examine the mindset of police and media as well as recognizing similarities and how to develop positive relationships. Attendees will understand the value of working with the media to produce positive news. This course will allow attendees to review steps for handling crisis communications and challenges they may encounter. Attendees will be able to identify the difference between a press conference and a press briefing. Attendees will craft an effective message for a crisis and learn how to handle media interviews during a mock press conference exercise.

J. MANAGING POLICE CONDUCT

Course Description:

Over the past several years, law enforcement has been plagued with the issue of misconduct, both real and perceived, and this has directly impacted the ability of police officers to perform their duties by providing effective and efficient police service to the communities they serve. This is not a new phenomenon, but one that has haunted police departments for decades. Every level of law enforcement involves decisions and behaviors that could hold a department liable, and ultimately could damage their reputation.

This two-day course takes a new and different approach to the discussion of conduct. It is designed to review issues related to risk management in law enforcement from the perspective of both the street officer and the manager, and to facilitate an open discussion regarding how each level in a law enforcement agency views their role in managing risk. This course will also focus on ways that police departments can more effectively use accountability tools such as performance management systems, early intervention, and progressive discipline to reduce the incidence of police misconduct. The impact of labor unions on administrative investigations will also be discussed, with an emphasis on ways that both management and unions can work together for the best possible outcome in related matters.