

PRELIMINARY EVALUATION: 11-22-76

PERSONNEL AND TRAINING ASSISTANT
DEPARTMENT OF PUBLIC SAFETY
No. 702-75-00-0380-21-05

GOAL: Supervision and development of personnel management and training responsibilities in the Department of Public Safety.

OBJECTIVES:

1. To conduct all grievance hearings.
2. To assume responsibilities of the Director of Personnel and Training when he is out of the office.
3. To implement the Department's Affirmative Action Program, the Equal Opportunity Employment Program and other relevant programs.
4. To establish a coordinated effort to standardize and make available on a regular basis in-service training to all sworn personnel of the department.
5. To be actively involved in the recruitment, placement, employee training and development of employment screening procedures.
6. To conduct training and instruction of relevant courses at the Iowa Law Enforcement Academy in Camp Dodge for the purpose of upgrading job knowledge and skills.
7. To consolidate into a central personnel record system all personnel records in the department.
8. To improve turn-around-time in processing the department's applications.
9. To administer all Iowa Merit rules in the department.
10. To conduct a task analysis for the peace officer positions.

BACKGROUND:

The Iowa Department of Public Safety established a position of Assistant Director of Personnel and Training to function in the capacity of the Division Director whenever he so designates. Due to the large amount of time he actually spends out of the office, it was necessary to develop a grant for a person to function in the capacity of the Division Director who would need a working knowledge of the Merit Department rules and their application. This requirement is essential since the Department of Public Safety employs several merit employees.

A lack of personnel has also resulted in fragmented training within the past few years. Consequently, each division within Public Safety has been forced to conduct seminars for their own personnel. The fact that only one person, the Division Director, was in charge of conducting training for a staff of 600 officers within his division necessitated additional manpower to assist in the execution of this training, i.e. the need for an Assistant Director of Personnel and Training. As has been noted by the Department of Public Safety, its needs have changed drastically in the last few years and retention of employees has become a serious problem.

In 1975 the multi-year section of Iowa's plan outlined the need for additional manpower for the Department of Public Safety, i.e. personnel needed to perform the patrol functions and also personnel needed for selected support service functions. As the needs

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for additional manpower were pointed out in the support service area, a grant was developed and subsequently approved for the purpose of hiring a full-time Assistant Director of Personnel and Training by the Iowa Crime Commission whose purpose was to assist the Division Director in the supervision and development of personnel management and training responsibilities in the Department of Public Safety.

PERFORMANCE MEASURES

Data regarding the performance of the Assistant Director of Personnel and Training in terms of meeting the objectives as specified on page 1 of the preliminary evaluation is taken from the progress reports (submitted quarterly) and the data collection form (yearly figures). Additionally, an interview with this individual was conducted by the S.P.A. Criminal Justice Analyst and Police Programs Specialist on November 8, 1976, to collect additional information not identified in the progress reports or data collection form. (See page 4.) Based upon these three sources of material, a list of accomplishments and direction regarding the objectives is given as follows:

In the area of training, a list of training needs was identified and appropriate measures were taken to meet these needs. (See data collection form, no. 1 and 2). A review of the number and topics of training seminars held within the department during the first year of the implementation of the grant reveals that 21 seminars were actually taught by the Personnel and Training Officer with the total number of persons actually attending these seminars as 700. In terms of the content and relevance of these seminars, it is felt that they do serve the purpose of upgrading job knowledge and skills as identified under objective 6 on page 1.

A review of personnel responsibilities addressed by the Personnel and Training Officer shows that her efforts have been directed toward revising oral board procedures and polygraph questionnaire in conjunction with other staff.

The average turn-around time needed to process applications prior to their appointment has been greatly reduced since the hiring of the Personnel and Training Officer. This process has been reduced from a period of 1 year to 2-3 months. The incorporation of a new system of processing peace officer's applications has resulted in the reduction of the lag-time problem. (Refer to objective 5 on page 1.)

As previously mentioned, the establishment of a central personnel information system was identified as one of the objectives (number 7 on page 1) and included: "assignment, promotion, advancement and the identification and selection of individuals for participation in personnel development programs". As a result of the need for centralization of personnel records, the Assistant Director of Personnel and Training took steps directed toward this objective which included transferring of the individual divisions' completion of hiring procedures to all hiring for Public Safety being completed in the Personnel and Training Office.

The responsibility of the Assistant Director is to also conduct all grievance hearings in the department. During the first year of grant implementation, there were 18 grievances that were filed and 16 of these were resolved. It is felt that objective 1 has been met during the initial year of funding.

In terms of objective 3 regarding the implementation of the department's Affirmative Action and Equal Opportunity Employment Programs, there does not appear to be a clear distinction regarding the responsibilities of the Personnel and Training Officer when compared to the Equal Employment Opportunity Coordinator (funded under Grant No. 702-75-00-0381-21-04). There appears to be overlap in job responsibilities between the individuals in these two positions. As it has been learned that most of the responsibilities under this objective (no. 3) have been performed by the E.E.O. Officer and only minimal input has been given by the Personnel and Training Officer, it is recommended that either redesignation of line positions regarding these programs be determined or that objective no. 3 be modified and subsequently be approved by SPA staff. The program's specialist should assist the Department of Public Safety in making this determination; in addition, any modifications regarding the objectives of the grant should be submitted to the Criminal Justice Analyst upon their completion.

COMMENTS AND RECOMMENDATIONS

The Assistant Director of Personnel and Training appears to be directing her efforts toward the objectives given on page 1. As a result, she is relieving sworn personnel of administrative duties and thus, is enhancing the enforcement personnel's efforts in personnel management and training responsibilities in the Department of Public Safety.

1. Efforts in the area of task analysis have commanded a significant amount (15%) of the Assistant Director's time. Due to the direction that this analysis is taking, it is recommended that continual effort be directed in this area. As task analyses are completed on troopers as well as agents from Vice, Narcotics, Fire Marshall and B.C.I., copies/representative samples are to be submitted to the S.P.A., attached to either the progress reports or data collection forms. The Program's Specialist will route them to the Criminal Justice Analyst for review.

2. Regarding the overlap addressed in objective 3 (see page 2) concerning the department's Affirmative Action and Equal Opportunity Employment Programs as performed by both the E.E.O. Officer and the Personnel and Training Officer, one of the following steps should be taken: a) designation of job responsibilities by these two officers for the purpose of clearly determining their roles regarding this objective or b) modification of objective 3 so that it succinctly identifies and agrees with the actual job performance of the Personnel and Training Officer. There are a number of other possibilities regarding this overlap of job performance. The Program's Specialist should assist the Department of Public Safety in determining the means in which this issue of overlap should be resolved and submit a copy of any decisions made regarding this issue to the Criminal Justice Analyst.

3. Submission of the data collection form is to be done semi-annually, as discussed during the interview on November 8, 1976, with the Personnel and Training Officer. The next one is due in December and the following one in July of next year.

4. The above contingencies should be met as soon as it is feasible and feedback regarding such contingencies is welcomed.

MEETING WITH PERSONNEL & TRAINING OFFICER ON 11-8-76
PURPOSE: EVALUATION OF GRANT

- ✓ 1. Are data collection forms filled out quarterly and sent to SPA?
2. Use of tape recorder--do you find it to be helpful or hindering?
 - a) What parts of conferences do you record in order to disseminate the information obtained to others in the department?
 - b) Since the recorder is used in recruit academy classes to record students' responses, do you have a summary sheet of responses of students? What kind of follow-up is there regarding students' responses?
 - c) Since the recorder is also used at grievance hearings, do you find this to be the most practical method of gathering the proper information?
Do you have a summary sheet of the most common types of grievances
- ✓ 3. Supportive documents--need to review Affirmative Action Program, Equal Opportunity Employment Program documents. Have you revised them since your arrival? In what way?
- ✓ 4. The establishment of a central personnel information system to facilitate management decision making which involves assignment, promotion, advancement and the identification and selection of individuals for participation in personnel development programs.
 - a) Have you given input to the above?
 - b) In what way?
 - c) Check to see if all pertinent data are collected and stored in one location.
5. Check to see subject matter of police training programs.
 - a) How much input have you had regarding instruction?
 - b) Do you anticipate changing this in the future?
- ✓ 6. Involved in the selection criteria. Revision has been done regarding the new oral boards.
 - a) How have you redesigned job description?
 - b) How about a job performance and evaluation system--how much input?
7. Check to see if there has been a development of policies, programs, procedures, etc. in the spectrum of training and personnel management.
- ✓ 8. Prescribing the method and format of task analysis for the Department.
 - a) Analysis has involved troopers as well as agents from Vice, Narcotics, Fire Marshal and B.C.I.--check relevant material. (Note: not yet completed)
9. Revision of audio-visual material.
 - a) Check material.
- ✓ 10. In-Service Training
 - a) Check material on sessions in time management for support staff
 - b) Check material on promotional board procedures for sergeants and lieutenant oral boards.
 - c) Check material on the Dept's new oral board procedures for selection of peace officers to attend Public Safety's Academy
11. Average percentage of time spent on responsibilities:
 - a) Task analysis has taken up about 30% of the time. Is that still accurate?
 - b) Classroom Training has taken up about 20%. Accurate percentage?
12. During academy sessions she conducts classes of interpersonal skills and speech-making techniques. Check the test questions prepared on the subject matter.
- ✓ 13. Check the situations in which she does counseling.

END