

Training the Guardians of Democracy

*Transforming the culture of policing in Washington State
-Presentation to Civil Service Conference 2016*

Overview

- Who we are and what we do
- Highlights of the changes made in recruit training in Washington State beginning in 2012
- How the recent high profile events have created momentum for change in Washington State
- What lies ahead...

Training the Guardians of Democracy

Mission:

The Washington State Criminal Justice Training Commission establishes high standards and exceptional training to ensure that criminal justice professionals in Washington State have the knowledge and skills to safely and effectively protect the life, liberty, and property of the people they serve.

Training Model = L.E.E.D.

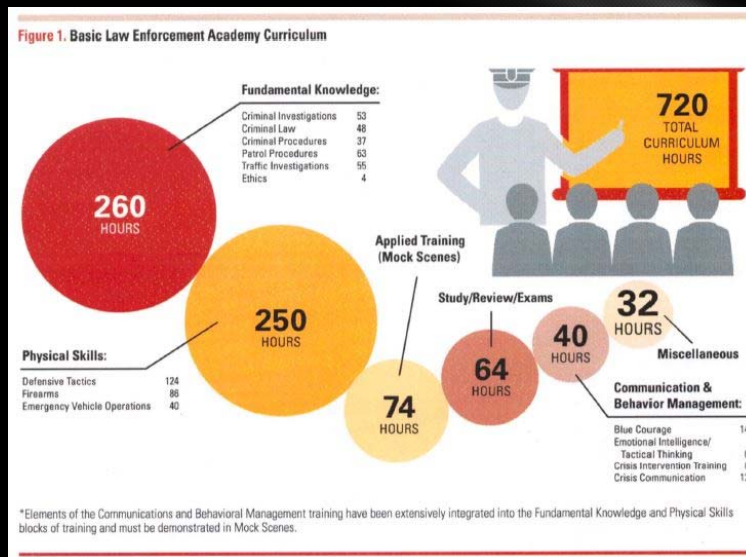
- **Listen:** Allow people to give their side of the story. Give them a voice, and let them vent. Listening is the most powerful way to demonstrate respect.
- **Explain:** Explain what you're doing, what they can do, and what's going to happen.
- **Equity:** Tell them why you are taking action. The reason must be fair and free of bias, and show that their side of the story was considered.
- **Dignity:** Act with dignity, and leave them with their dignity. Treat every person with basic human decency

History of WSCJTC

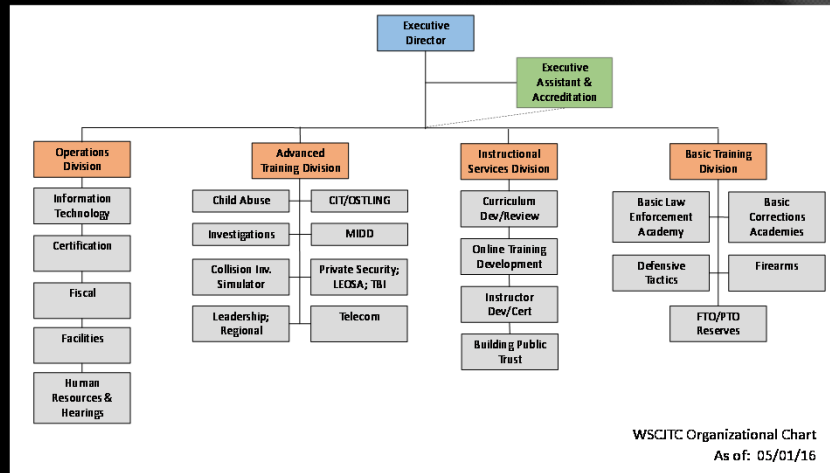
Established by state law in 1974 – RCW 43.101.020

- One of very few states that teaches both Police and Corrections
- Fourteen members appointed by Governor
Police Command, Staff, WSP Chief, AG, Prosecutor, FBI, Citizen
- Academy was 440 hours until 1991 when it went to 720
- Reciprocal agreements with most states for equivalency of lateral employment

Basic Academy Curriculum



Organizational Structure



Why change the training model?

- Create a more effective learning environment
- Develop critical thinking and decision-making skills
- Instill values that lead to ethical self-regulation in the use of power
- Improve public trust

...all of these improve officer safety

Why did we adopt the
term "*Guardians?*"

"In a republic that honors the core ideals of democracy, the greatest amount of power is given to those called the Guardians. Only those with the most impeccable character are given the responsibility of protecting the democracy."

-Plato



Serving a higher purpose...

- Improves job satisfaction, retention
- Increases self-regulation in a profession that relies on personal discretion
- Provides greater motivation for "doing the right thing"
- Better matches the mission of policing in a democracy (it's not just a job, it's a calling...)

Back to the 4 reasons for changing the training model...

More effective learning

Research about adult learning does not support the “boot camp” model for police training. Fear and humiliation do not build confidence. They do interfere with learning.



*We seek the right combination of
Pete Carroll and Chesty Puller!*



Better decision-making

We need a training environment that supports the development of critical thinking, confident decision-making, and the ability to manage human behavior.

- *Memorizing checklists and procedures distracts from critical observations and effective assessment of behavior*

Need to instill values



Instilling deeply held values is a more effective way of ensuring legal and honorable behavior on the street.

- *Compliance based of fear of punishment is short lived, breeds resentment and is hard to monitor.*

Public Trust

After decades of falling crime rates, and improved tools and training, public trust and support of the police has not improved.

- *Our recruits will be **safer** and more effective if they are supported by the public. Long term health and job satisfaction will improve.*

What Changed?

- Bracing protocol replaced with requirement to initiate a conversation
- “Tune Up” during orientation replaced with coaching
- TAC officers act as role models rather than intimidators

- Scholarship emphasized and rewarded
- New symbols and rituals introduced
 - Constitutions handed to each new recruit
 - Trophy case replaced by mural of Constitution
 - Posters about honor and nobility integrated with officer safety posters



What changed? (cont.)

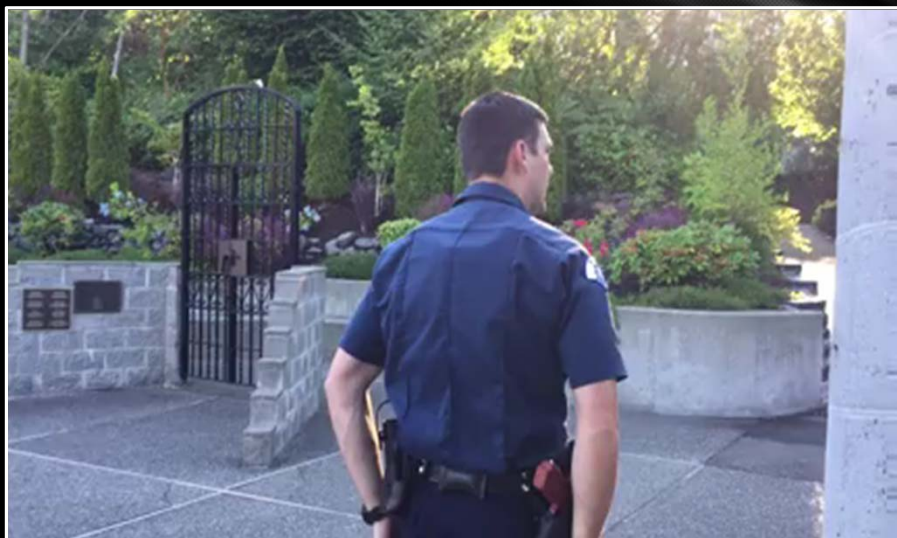
- Behavioral and Social Science programs infused into curriculum
 - "Blue Courage"
 - Crisis Intervention Training (CIT)
 - Procedural justice principles – (LEED)
 - "Tactical Social Interaction" (from DARPA project)
 - Bias and Perception (nearly complete)
 - Cognitive Command ("NeuroCop" under consideration)
- Mock scenes "re-engineered"
 - Scenes are designed to test critical thinking, decision making, and accurate assessment of behavior
 - Physical skills tests are focused in the gym

What *didn't* change?

- The physical and mental stress is still high
- Rules and code of conduct strictly upheld
- Defensive tactics standards tightened up, increased drills, integration with communication, de-escalation
- Firearms training enhanced with SIRT pistols, more integration with defensive tactics and de-escalation, focus on combat shooting rather than targets



- Flag ceremony, inspections, rank structure remain



It's not guardians instead of warriors...

We have not abandoned the warrior...

- The officer's role in the community is defined as a guardian, with the skills and ability to switch into warrior mode in a split second, without hesitation or apology.

The warrior is just one dimension of the guardian.

Why is the culture so important??

Trust is built one interaction at a time.

The decision an officer makes about how to handle each interaction is heavily influenced by the culture.

Understanding Perceptions and Bias

All Humans have biases – Implicit and Explicit

Cops are human



Cop Math!

Not to be confused with **Fire Math...**

750,000 Cops in America

-365 Days in a year

749,635 Doing right daily

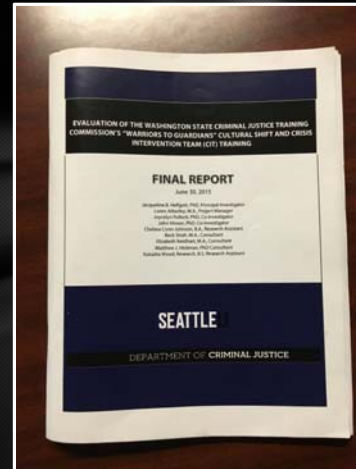
What happens when they hit the street and begin Field Training?

If the home police agency culture does not support a guardian mindset the impacts of this training philosophy will fade.

"So the station, so the street"

Will it last?

We are one year into a 5-year longitudinal study to measure the long-term impacts – preliminary data is promising...



Making it last in the state...

Recent high profile events have created momentum in the WA state legislature and in local jurisdictions

- Funding for Crisis Intervention Training
- Funding for the "Building Public Trust Initiative" (culture change program)
- The Blueprint Project

President Obama's 21st Century Policing Task Force Report and Pillars

- Building Trust and Legitimacy
- Policy and Oversight
- Technology and Social Media
- Community Policing and Crime Reduction
- Training and Education
- Officer Safety and Wellness

Tips to get you through the next three decades

LTBTYFT (personal philosophy)

Three Simple Rules

ATTAP-ATT (Multiculturalism)

Service

Civilians (inside and outside agency)

First Year

Social Media

Questions?

Thank You!



Chief Rex D. Caldwell (Ret.)

Washington State Criminal Justice Training Commission (CJTC) - Operations Division Manager

Chief Caldwell served as Police Chief for the City of Mukilteo for nearly five years, including a stint as Interim City Administrator where he oversaw all Operations and Services. He worked more than 29 years with the Kirkland Police Department rising from Patrol Officer to Captain, including a two year period as Commander of the Basic Law Enforcement Academy. Upon retirement in late 2015, he became the Building Public Trust Initiatives program manager and presents a variety of courses including Blue Courage, Understanding Perceptions and Bias, Pursuit Decision Making and Tactical Thinking. Rex is an adjunct professor for Shoreline Community College, teaching Ethics in the Social Sciences Department. His personal philosophy is "Leave Things Better Than You Found Them," which he demonstrates through service to various charities, including as Executive Director for Special Olympics Law Enforcement Torch Run, Master Burger Flipper for Stand With Those Who Serve and Chief Cookie Decorator for Ronald McDonald House Christmas Cruise.