



# COMMUNITY SERVICE OFFICER

2021 Training Program

- Matthew E. Carmichael, Chief of Police
- Benjamin McNulty, Director of Security

# Unarmed Community Service Officer Training Program

## Contents

MISSION STATEMENT .....	2
PURPOSE .....	2
TRAINING CATEGORIES .....	3
Level 1 – Mandatory .....	3
Level 2 – Essential .....	3
Level 3 – Desirable .....	3
COMMUNITY SERVICE OFFICER PROFESSIONAL TRAINING.....	3
LEADERSHIP TRAINING.....	5
EMPLOYEE PROFESSIONAL DEVELOPMENT PLAN .....	5
TRAINING ASSIGNMENT .....	5
TRAINING MANAGEMENT SOFTWARE .....	6
IN-SERVICE TRAINING .....	6
ANNUAL REVIEW.....	7
COMMUNITY-BASED EDUCATION (CBE).....	7
UNDERSTANDING IMPLICIT BIAS TRAINING .....	7
GLIDE LEADERSHIP TRAINING .....	9
DE-ESCALATION TRAINING .....	9
TRAINING GUIDELINES.....	10
COMMUNITY SERVICE OFFICER TRAINING .....	10
Mandatory .....	10
Essential .....	11
Desirable .....	11
CONCLUSION.....	11

# Unarmed Community Service Officer Training Program

## MISSION STATEMENT

The University of Oregon Police Department has an interest and responsibility for continual growth and development of UOPD personnel. Through combined efforts in areas of professional training and personal education, an employee can meet career goals, achieving both professional and personal excellence. By aiding development of personnel, we ensure they possess the knowledge and skills necessary to provide a professional level of service to meet the needs of the community.

## PURPOSE

The purpose of the UOPD Training Plan:

1. Meet mandated, essential, and desirable training requirements as set forth by the State of Oregon Department of Public Safety Standards and Training (DPSST)
2. Enhance the level of community service to the public
3. Increase the technical expertise and overall effectiveness of our personnel
4. Provide for continued professional development of all community service officers supporting statewide certification
5. Promote a philosophy of community policing throughout the department
6. Demonstrate our department's commitment to diversity, equity, and inclusion

This training plan is designed to identify and set priorities for the training needs of the Community Service Officer Program. The plan should be used as an objective tool to assist with bringing uniformity and consistency in training, while providing employees with the greatest opportunity for success. It is a tool to be used by supervisors and managers on a regular basis in their efforts to meet training needs of employees and/or evaluating training requests.

The UOPD will strive to use a broad spectrum of training sources for the educational and professional development of community service officers. Whenever possible, the department will use courses certified by the Department of Public Safety Standards and Training (DPSST) supporting security licensure.

Furthermore, the UOPD will apply non-traditional immersive methods for educating our community service officers on how to best understand and meet the needs of our community. We intend to learn about our community from members of our community. It is understood that this training plan does not identify all of the training that will occur for the members of the UOPD. Additionally, it does not guarantee a member will receive all of the training identified for his/her position, with the exception of the training identified as mandatory.

To ensure employee development consistent with the needs of the organization we place an emphasis on four areas:

1. Security licensure professional training
2. Leadership training

*The First and Only Accredited Campus Police Department in the State of Oregon*

## Unarmed Community Service Officer Training Program

3. Education and training to serve a diverse community
4. Career/employee development plan

This plan is a dynamic document based on the following:

1. Changes to department priorities based on the needs of our community
2. Changes in federal, state and local legislation
3. Access to updated technologies
4. Requirements of DPSST

The basic purpose of this document is to serve as a flexible guide to assist in bringing professional services to the University of Oregon.

### TRAINING CATEGORIES

The following identifies the training categories referenced in this plan. Training needs have been divided into the following three priority levels.

#### Level 1 – Mandatory

Statutory/Regulatory training falling under this category is "required" either by statute or by some regulatory agency or organization with authority to set standards for law enforcement. The department shall meet all mandated training standards and requirements.

#### Level 2 – Essential

Essential training is training the department has determined necessary for an employee in order to optimize effectiveness in a particular position or assignment. Unless specifically indicated otherwise in the manual, the department will attempt to give all essential training during the first 24 months of an assignment. In situations where scheduling does not allow the employee to receive the essential training in the first year, an attempt will be made to place the employee in essential training as soon as department staffing and course availability allow.

#### Level 3 – Desirable

Those training courses listed as desirable are courses or classes that department has determined are most likely to be useful for employees in the indicated positions or assignments. The list of desirable courses is not meant to be all-inclusive and employees in any position may receive training other than that indicated as desirable, if specific needs of the employee or the department require it.

### COMMUNITY SERVICE OFFICER PROFESSIONAL TRAINING

The basic training authorized and mandated by the Oregon Department of Public Safety Standards and Training (DPSST) is the baseline priority of this plan, giving each member of this program a state certification. The UOPD also utilizes various methods to deliver education and training to our staff. Included in this training is the PoliceOne Academy.

## Unarmed Community Service Officer Training Program

The PoliceOne Academy takes advantage of the latest technology to provide online, video-based training to police departments. The academy offers a wide range of video courses and a robust tracking system to ensure all courses are documented. The PoliceOne Academy training video library includes more than 120 experts from all over the United States. This gives the officers varied perspectives on a range of relevant topics. PoliceOne Academy training is authorized and accredited through DPSST.

The UOPD also utilizes law enforcement professional training that is not certified by DPSST but meets the needs of our department. This may come in the form of in-house instruction. In-house instruction is the responsibility of and managed by the administrative captain. This type of training provides “hands-on” continuing professional training to all department employees. All community service officers are assigned to mandatory training days annually to update basic training needs. Additional to this category is the use of programs such as Project Implicit and tying UOPD training into the new campus engagement program.

Project Implicit is a non-profit organization and international collaborative network of researchers investigating implicit social cognition thoughts and feelings outside of conscious awareness and control. Project Implicit is the product of a team of scientists whose research produced new ways of understanding attitudes, stereotypes and other hidden biases that influence perception, judgment, and action.

Project Implicit translates that academic research into practical applications for addressing diversity, improving decision-making, and increasing the likelihood that practices are aligned with personal and organizational values. The individual member will be provided information directly as to any potential biases identified in the assessments. The department will not receive direct individual member results. Project Implicit will identify trends or patterns that can provide opportunities for department-wide training or ideas that need to be addressed.

Understanding biases is the first step in training officers to engage with the campus community. The UOPD will focus training efforts on cultural competence. UOPD community service officers that possess this cultural awareness will better understand the needs of our community and exhibit actions that take into account the cultural context of their interactions with those we serve. UOPD will enlist the assistance of the University community to help with trainings that focus on the different cultures represented on our diverse campus. This program will have a distinct relationship with the campus engagement model of the operations division.

UOPD also provides daily training bulletins (DTBs) that are distributed to community service officers on a monthly basis. The DTBs contain a variety of law enforcement information, such as legal updates, policy updates, and policy-driven scenario training. These training bulletins are compiled and provided by Lexipol, which currently provides updates to the department policy manual based on legal case law and best practices. Unlike most other law enforcement agencies, the UOPD involves its community in reviewing, revising, and creating new department policy.

*The First and Only Accredited Campus Police Department in the State of Oregon*

## Unarmed Community Service Officer Training Program

Line supervisors provide informal roll-call training to their teams. Roll-call training topics include but are not limited to practical case law application, equipment proficiency, street tactics, standard operating procedures, video and policy review. Any training that is provided by supervisors having the potential to be informative to other teams of officers can be forwarded to the training unit for dissemination.

### LEADERSHIP TRAINING

At the UOPD we recognize all members of the organization serve as leaders within our department and community. When possible, all members of the UOPD will attend a one-day leadership symposium hosted at the University of Oregon, at least once every 26 months. Every member of the UOPD is a leader regardless of title or position recognizing that collaboration and inclusion must occur within the organization in order for us to be successful.

All community service officers will attend a small group leadership course that will cover the following topics:

- ⇒ Leadership enhancing skills
- ⇒ Skills based on psychology, behavioral and social science leadership theories and practices, focusing on four key leadership areas:
  - Leading individuals for motivation, satisfaction and performance
  - Leading teams/groups
  - Effective use of a leader's role/authority/power
  - Creating an ethical climate and communicating throughout the organization

### EMPLOYEE PROFESSIONAL DEVELOPMENT PLAN

Professional development for our employees begins when someone joins our team. Supported by our mission statement and training plan, new employees embark upon an exciting adventure at the UOPD. Every member of the UOPD in some way supports the professional development of every other member of our team. How we interact with each other plays an important role in our own professional development.

Just as proactive energetic members of the team can have a positive impact on other members, so too can detractors in the workplace negatively impact us as a team. Lastly, this employee professional development plan will be a living document recognizing that community, department, and employee needs will change over time. This is not a one-time inoculation, rather it is a long-term commitment to every member of our team which in turn supports our philosophy of community policing. In short, we want to explore and support the leadership potential in all of our members.

### TRAINING ASSIGNMENT

The UOPD's Administrative Division is responsible for coordinating the delivery of professional training to all department personnel. The administrative captain is responsible for the day to

## Unarmed Community Service Officer Training Program

day operations of the unit and is directly supervised by the Chief of Police. The administrative captain is also responsible for ensuring department training is in compliance with DPSST regulations, federal or state statutes, best practices, and university policy.

The administrative captain will coordinate scheduled training with the separate division commanders ensuring sufficient notice is consistent with various department collective bargaining agreements. The administrative captain or designee will coordinate with UO Finance and Administration Shared Services to make all travel arrangements, including class reservations and any applicable lodging, airline or other transportation reservations, and will verify all of the necessary paperwork for financial requirements of the UO. The administrative captain will notify each employee as soon as possible of scheduled training.

### TRAINING MANAGEMENT SOFTWARE

This is a computer software program utilized by the training captain to track all departmental training. It is important that notification and documentation of all training be forwarded to the training unit to ensure proper documentation. Training documentation should be scanned if possible and then emailed to the captain. This allows for the Administrative Division to ensure training compliance for all employees. With this capability, the administrative captain can identify training deficiencies according to the training plan and make adjustments as needed.

### IN-SERVICE TRAINING

Every year the training unit will convene a training committee comprised of multiple members from across the department. This training committee will review and make recommendations for the department's in-service training for the upcoming year. The training will include topics that are both required by maintenance of certification needs, current community-based concerns, and any operational needs brought forth by command staff. This in-service training also takes into account any recommendations made by the University of Oregon Complaint Resolution Committee.

The UOPD policy manual identifies the following policies that have specific training requirements for community service officers:

1. Discriminatory harassment
2. Child abuse
3. Reporting missing persons
4. Communications with persons with disabilities
5. Child and dependent adult safety
6. Racial- or bias-based profiling
7. Mental illness
8. Crisis intervention team
9. Communicable diseases
10. Employee involved domestic violence

## Unarmed Community Service Officer Training Program

### 11. Employee speech, expression and social networking

#### ANNUAL REVIEW

The training unit, in partnership with the director of security and support services, will conduct an annual training-needs assessment of the community service officer program. The needs assessment will be reviewed by the police department's command staff. Upon approval, the needs assessment will form the basis for the training plan for the fiscal year.

#### COMMUNITY-BASED EDUCATION (CBE)

All members of the UOPD will participate in CBE to ensure community-based policing permeates the entire organization. This non-traditional training method provides members of the police department the opportunity to learn about our community from our community. CBE promotes effective cross-cultural communication required in everyday interactions for providing service to, and making connections with, our diverse community here at the University of Oregon.

This program resides in the training unit and is managed by a University of Oregon student assistant to the Chief of Police. This ensures outreach is engages as many community members as possible. This type of training is completed during roll call but can consist of specified dates and times outside of roll call. Community training will include but is not limited to the following:

1. Introduction to my community
2. Recognize the historical community relationship with police
3. My perspective on how police can better serve my community

#### UNDERSTANDING IMPLICIT BIAS TRAINING

How can someone's race, sex, age, and other characteristics influence the way we see and treat them even when we are genuinely trying to be unbiased? What concrete steps can we take to help prevent this from happening? To help answer these questions, all members of the UOPD will attend this workshop presented by Dr. Erik Girvan, associate professor from the University of Oregon School of Law. This workshop introduces the concept of implicit bias. Through a mix of short presentations, lively activities, and discussions, we will explore harmful side effects of how our brains naturally perceive, categorize, and draw inferences about the world, including about other people. We will also examine when this kind of bias is most likely to occur. And we will talk about what practical steps we can all take to try to reduce or eliminate it as well as what has been shown not to work.

#### Tools for Identifying Implicit Bias: Awareness of Common Shortcuts

Shortcuts can lead to biased assessments (either positive or negative) in evaluation if we are not motivated to avoid them and skilled in doing so. These shortcuts can lead to erroneous conclusions that some candidates are unqualified or a bad fit or that others are naturally more

## Unarmed Community Service Officer Training Program

qualified. They can also adversely affect the fairness and equity of a review process. Common shortcuts include:

**Snap Judgments** – Making judgments about the candidate with insufficient evidence. Dismissing a candidate for minor reasons or labeling a candidate “the best” and ignoring positive attributes of the other candidates. Having a covert agenda furthered by stressing something trivial or focusing on a few negatives rather than the overall qualifications. Often occurs when the hiring or review process feels rushed.

**Elitist Behavior** (also called “Raising-the-Bar”) – Increasing expectations for women and underrepresented minority candidates because their competency doesn’t strike committee members as trustworthy. Downgrading the qualifications of women and minorities, based on accent, dress, and demeanor. In short, uneven expectations based on a candidate’s social identity.

**Negative Stereotypes** – Characterized by presumptions of incompetence. Research shows that the work of women and underrepresented minorities is scrutinized much more than majority faculty, at all stages of an academic career.

**Positive Stereotypes** – Dominant group members are automatically presumed to be competent. Such a member receives the benefit of the doubt, negative attributes are glossed over and success is assumed. Also called the “original affirmative action” because dominant group members are automatically presumed qualified and thereby given an unearned advantage.

**Cloning** – Replicating oneself by hiring someone with similar attributes or background. Also refers to undervaluing a candidate’s background because it is not familiar, as well as expecting candidates to resemble someone whom the search committee is replacing. Cloning limits the scope and breadth of approaches and perspectives in research, teaching and service.

**Good Fit/Bad Fit** – While this judgment may be about whether the person can meet the programmatic needs for the position, it often is about how comfortable and culturally at ease one feels with her/him.

**Wishful Thinking** – Insisting racism, sexism, and other forms of prejudice no longer exist.

**Euphemized Bias** –

**Visionary:** Members of dominant groups are evaluated based on their potential whereas underrepresented groups are judged on their accomplishments and their track record only. For example: “he has vision” or “she lacks vision.”

**Star:** Used when the speaker is an infatuated fan of the candidate under consideration. (For example: “it’s clear he’s a rock star”). Others should ask the speaker to explain his/her use of the term and support it with evidence.

## Unarmed Community Service Officer Training Program

Committed, single-minded focus or hard-worker: These terms could be used to exclude those who have demanding family commitments, cloaking a bias against care-givers.

### GLIDE LEADERSHIP TRAINING

Community service officers, through hands-on training, will explore the true meaning of compassionate and empathetic service to others. In a common scenario, an officer is dispatched to a report of a homeless person who is sleeping outside of a business and who the business owner wants removed. Reflect for a moment on what training, empathy and problem-solving ability you would want that responding officer to have? What messages and directives does that officer get from the agency and leadership for whom they are employed? What opportunities are there for creative partnerships and different problem-solving approaches? How can a community's public safety and civic leaders ensure that the policies and practices it adopts to address these issues are effective and humane? Equally important is the need to know and understand our communities. Effective de-escalation techniques rely on understanding our diverse community.

The UOPD leads this nationally distinctive social justice racial equity immersive experience. During the pandemic this training has been provided online and attendees have been and will have access to leaders both nationally and internally on these topics. In 2020, speakers included the Reverend Jesse Jackson, the Reverend Cecil Williams, activist Janice Mirikitani, members of the National Organization of Black Law Enforcement Executives (NOBLE), London Metro Police Leadership, and the many valued clients of Glide.

<https://www2.eventsxd.com/event/11366/anofficerandamenschavirtual21stcenturyleadershipcourse/sessions>

### DE-ESCALATION TRAINING

The UOPD will train our members on techniques focusing on de-escalation tactics. De-escalation training teaches officers to slow down, create space, and use communication techniques to defuse a potentially dangerous situations. De-escalation training provides officers with strategies to calmly deal with people who are experiencing mental and emotional crises.

The UOPD will be using the Police Executive Research Forum (PERF): Integrating Communications, Assessment, and Tactics (ICAT) training modules. PERF: ICAT, with input from hundreds of police professionals from across the United States, takes the essential building blocks of critical thinking, crisis intervention, communications, and tactics, and puts them together in an integrated approach to training.

The training will consist of 10 hours of classroom and lecture training with up to an additional 8 hours of scenario-based training. The ICAT modules will be presented by members of the UOPD command staff and provided to all members of the UOPD.

## Unarmed Community Service Officer Training Program

All community service officers will attend the Center for Police Excellence course on “Assisting Individuals in Crisis and Group Crisis Intervention.” This three-day course is designed to present the core elements of a comprehensive, systematic and multi-component crisis intervention curriculum, and will prepare participants to understand a wide range of crisis intervention services for both the individual and for groups. Fundamentals of Critical Incident Stress Management (CISM) will be outlined and participants will leave with the knowledge and tools to provide several crisis interventions for individuals and groups. Program highlights: psychological crisis and psychological crisis intervention; resistance, resiliency, recovery continuum; critical incident stress management; basic crisis communication techniques; common psychological and behavioral crisis reactions; suicide intervention; large- and small-group crisis interventions; critical incident stress debriefing

### TRAINING GUIDELINES

The following training guidelines are being established to allow the UOPD to maximize the effectiveness of our training resources.

1. Whenever possible, department personnel should be sent to DPSST-approved training
2. Personnel with multiple special assignments will receive all mandated training, and to the extent possible, the entire essential training for all special assignments and duties
3. Personnel will only be sent to out-of-state classes when similar training is unavailable in Oregon or when it is less expensive for out-of-state compared to similar courses within Oregon
4. Classes should be scheduled (whenever possible) so on-duty personnel are used to replace the employee who is training, lessening overtime impact
5. The department will maintain in-house instructors in the areas of firearms, defensive tactics, Taser, emergency vehicle operations, CPR/first aid, RAD, de-escalation techniques, serving community members on the spectrum, and less-lethal devices and munitions, approved by the Chief of Police. Those instructors will attend instructor courses authorized either by DPSST or by the manufacturer of the product.
6. Members attending department-sponsored training will conduct themselves in a professional manner at all times. Business casual or uniform will be required for those attending training. A department-provided polo shirt would qualify as business casual.

### COMMUNITY SERVICE OFFICER TRAINING

#### Mandatory

1. Private Security Certification or License mandated training
  - a. Unarmed Professional
    - i. Training provided by DPSST
  - b. Alarm Monitor Professional
    - i. Training provided by DPSST
  - c. Event and Entertainment Professional

*The First and Only Accredited Campus Police Department in the State of Oregon*

## Unarmed Community Service Officer Training Program

- i. Training provided by DPSST
2. Trained Crowd Manager (training provided by the National Center for Spectator Sports Safety and Security)
3. Department of Homeland Security Screening of Persons by Observational Techniques (SPOT)  
Training provided by a certified Department of Homeland Security trainer)
4. First Aid/CPR (4 hours)
5. Blood borne Pathogens (1 hour)
6. Clery Act/Title IX
7. Incident Command System 100, 200, 700, and 800
8. Crisis Intervention Team Training
9. CSO internal Field Training Program
10. Basic police report writing

### Essential

1. Self Defense (8 hours)
2. Bicycle Patrol: (16 hours)
3. OC Certification: (8 hours)
4. Crisis Intervention Team Training
5. Leadership Development (  
Presented by CMF Leadership)

### Desirable

1. DPSST Unarmed Security Trainer (16 hours)
2. Leadership in Student Supervision (4 hours)

## CONCLUSION

The UOPD Unarmed Community Service Officer Training Program is designed to provide the highest possible level of service to the campus community while also enhancing the professional skills and satisfaction of employees. The program will be thorough and utilize best practices as well as cutting edge approaches in inclusive, humane, community-supportive service. It will be constantly reviewed for effectiveness and continuing improvement, reflecting the goals of the UOPD and the UO to be leaders in all fields of practice.