



**Developing, Improving and
Evaluating Jail CTO/FTO
Programs**

 August 12, 2020


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Before we get started...

- ❖ For Technical Assistance click on the “help” function button located at top right of the control panel.
- ❖ Use the “questions” tab in your dashboard. If time allows, we will do our best answer them.



Objectives

1. Review the current state-of-the art of jail CTO/FTO programs.
2. Identify the critical elements of jail CTO/FTO programs.
3. Identify decision points for jail leaders to develop or modify a CTO/FTO program.
4. Review strategies to evaluate a CTO/FTO program and cost/benefit analysis.
5. Provide resources <http://www.cipp.org/jail-corrections-trainingfield-training-programs.html>

Context

- About implementation, evaluation or revision of a CTO program
- CTO = JTO/FTO

What we know about current programs

- There is not a unified approach or vision to CTO programs.
- There are no "models" for jail CTO programs
 - Jails most often adapt law enforcement models
- There is wide diversity in how CTO programs operate, length, evaluation procedures, CTO training, and required documentation.
- Limited resources, lack of strong leadership commitment, staffing shortages, agreement on program length and content, and absence of standardized evaluation guidelines limit the potential positive impact of CTO programs

What we know about current programs

- The size of an agency (as indicated by ADP) is not a defining element in how CTO programs operate.
 - It was anticipated that the smaller the organization, the less likely it is to have a CTO program, and the larger the agency, the more sophisticated the CTO program.
- Only half of respondents report having a job description for a CTO.
 - This raises questions about recruitment, selection, and supervision of CTOs.
- 57% of respondents believe both that the CTO program was successful or very successful in retention of recruits/trainees and that it improved retention of deputies/officers who serves as CTOs. Note, this number was slightly lower in smaller agencies, (51%).
- 75% of all respondents maintained that the program was successful or very successful in improving the ability of new recruits/trainees to perform job functions. This percentage is somewhat lower (65%) in agencies with an average daily population under 500.

What we know about current programs

- Could not identify any evaluation/assessment of a jail CTO program

Critical Elements - Overview

- Demonstrated leadership commitment – including funding authority
- Link to agency mission, vision, values
- Written directives governing the CTO program
 - Measurable objectives (how will we know this worked?)
 - Qualification, selection, supervision, and removal of CTOs
- Current JTA
- Performance standards grounded in JTA with specific behaviorally-based ratings
- Training of CTOs; calibration of assessments
- Supervision
- Periodic evaluation

Calibration



- CTOs' critiques and reviews of a trainee's performance are generally consistent, given the same set of observations and facts.

Deficits

- No written direction
- No link between how recruits are evaluated and the JTA
- Objective selection, training and supervision of CTOs
- Supervision of CTO program
- Subjective measurement of recruit performance
- No cost-benefit review of program
- Lacking feedback loops – from recruit, CTOs, supervisors

Assessing Recruit Performance (actual examples)

- **General Attitude:** Does the officer maintain a positive attitude? Yes or No
- **Unacceptable:** Negative attitude, difficult to work with, pessimistic... Talks too freely about personal issues....
- **Acceptable:** Optimistic, easy to work with; can separate their personal life from work life; motivated and shows a drive to improve....
- **Superior:** Helps encourage others; utilizes off-duty time to further professional knowledge and maintains high professional standards.

Assessing Recruit Performance (actual examples)

- Acceptance of Feedback: The officer is accepting of feedback/ownership of performance issues. Rating: Unsatisfactory through Outstanding.
- **Unacceptable:** Rationalizes actions, becomes argumentative, does not accept criticism, hesitant to make changes.
 - **Acceptable:** Accepts criticism, applies it in the learning process ...
 - **Superior:** Solicits feedback and makes improvements.

Assessing Recruit Performance (actual examples)

Interpersonal Communication Skills:

- **Unacceptable:** Abrupt, belligerent, disrespectful, overbearing, introverted, uncommunicative; unapproachable . . .
 - **Acceptable:** Courteous, respectful, empathetic, communicates professionally, listens to others . . .
 - **Superior:** Establishes rapport, maintains objectivity, at ease in person-to-person communications, deescalates situations. . .
- Acceptance of Feedback:
- **Unacceptable:** Rationalizes actions, becomes argumentative, does not accept criticism, hesitant to make changes.
 - **Acceptable:** Accepts criticism, applies it in the learning process . . .
 - **Superior:** Solicits feedback and makes improvements.

Communicate impersonally. Rating: Unsatisfactory through Outstanding.

Decision-Points for Jail Leadership (Appendix C)

- Commitment leadership and funding authority
- Review all operational practices
- Define CTO goals/objectives (measurable)
- JTA
- CTO written directives, including supervision
- Performance measures = JTA
- Select/train CTOs; to agency's performance requirements
- Feedback loops
- Update recruitment, background investigations, pre-service training
- Involve/communicate with employees and stakeholders

Does your CTO program "work" for your jail?

- Are there measurable objectives?
- For recruit's successful completion of CTO program?
- To recruit CTOs; to retain CTOs?
- To revise policies, procedures for jail operations?
- Evaluate costs of training CTOs; quality of training?
- Improve operations?
 - Measures of inmate and staff safety?
 - Litigation? Risk management?
- Cost-benefit analysis

Elements of a Cost Benefit Analysis?

- How do you “prove” that your CTO program benefits your jail, the inmates, the community, the employees?
- Reduce attrition?
- Improve compliance to policy?
- Reduce injuries to employees?
- Reduce incidents?
- Enhance promotions?
- Improve “morale”?

How much does attrition cost????

The average cost of turnover for one employee is 25% of the employee's annual salary (Line 1), plus the cost of benefits (Line 2):

1. Annual wage: _____ x .25 = _____
2. Annual benefits: _____ x .30 = _____
3. Total turnover cost per employee
(Add Lines 1 and 2): _____
4. Total number of employees who left: _____
5. Total cost of turnover
(Multiply Lines 3 and 4): _____

Diane Arthur
The Employee Recruitment and Retention Handbook, 2001.

Barriers and Overcoming Them (from survey)

1. Commitment/interest of agency leadership (20%);
2. Employee interest (47%);
3. Funding/budget resources (32%); and
4. Internal agency culture (21%).


- Ignore barriers at your program's peril.
- Assess further; plans of action (input, reform, new ideas)
- Too understaffed to train?

Considerations and Next Steps

- Getting and keeping internal and external support
- Action planning to address issues (new or revising program)
- Professional boundaries
- Generational relevance (recruits and employees)
- Implicit bias
- Adverse impact
- Policy/procedures updated
- Research needs – maybe AJA can be a leader?

Police cadet said her trainer, a Hialeah cop, impregnated her. Her career ended. His didn't

BY PRODIGAL PERIMAS, JAY WEAVER, AND DANIEL CLINE
JANUARY 28, 2020 07:00 AM



One Roadblock to Police Reform: Veteran Officers Who Train Recruits

Field trainers "are part of the old guard of the department. They teach the old way of doing things."

Fifth Officer Files Case Against UCPD, Alleging Retaliation for Reported Misconduct
May 26, 2019 at 10:55 am by John Lippa-Rosen

© 2020, Intel. Intel, Intel of was accused separately by four women of sexually abusing them on the job. The case was sent to the state prosecutor and the Police Department, but he was never punished. The Justice Department is now investigating.

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When three female students at the Miami Dade College School of Justice noticed a classmate with a bulging belly, they asked her if she was pregnant.

Jury awards \$8.1 million to L.A. County sheriff's deputy harassed after reporting misconduct

Resources (Appendix E)

- Books/articles, including:
 - Understanding implicit bias
 - Generations in the workplace
- Agency Policies and Procedures (examples)
- Law Enforcement FTO programs (examples)
- Jail Training Standards Compilation
- Job Task Analysis/Job Descriptions (examples)
- Website/Training

No more cut and paste.



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