

Training the Guardians of Democracy

*Transforming the culture of policing in Washington State
Connecticut Task Force for Police Training February 2017*

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.

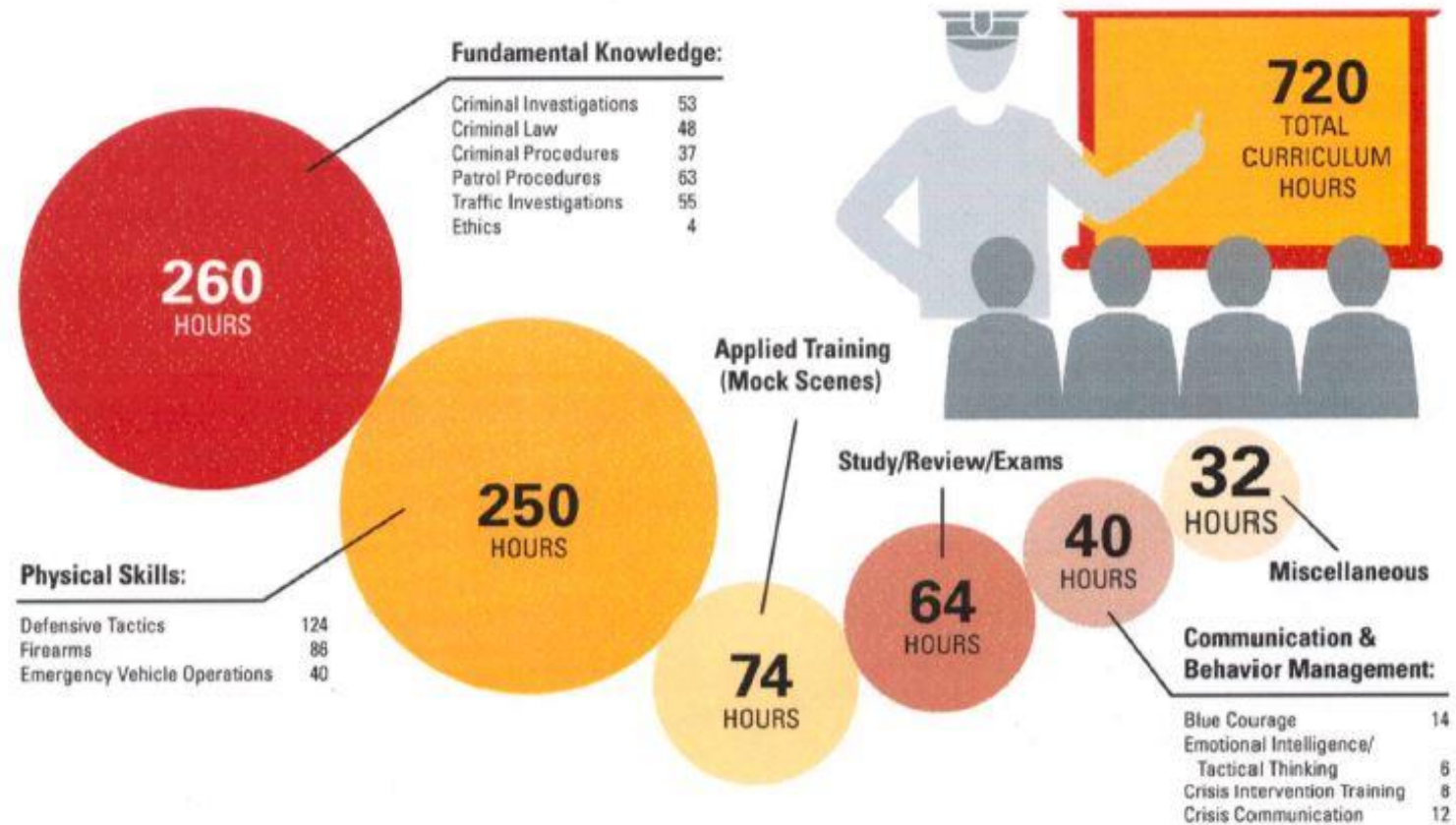
History of WSCJTC

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
- Two academy locations: Burien and Shelton (WSP)

Basic Academy Curriculum

Figure 1. Basic Law Enforcement Academy Curriculum



*Elements of the Communications and Behavioral Management training have been extensively integrated into the Fundamental Knowledge and Physical Skills blocks of training and must be demonstrated in Mock Scenes.

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

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

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...)

Public Trust

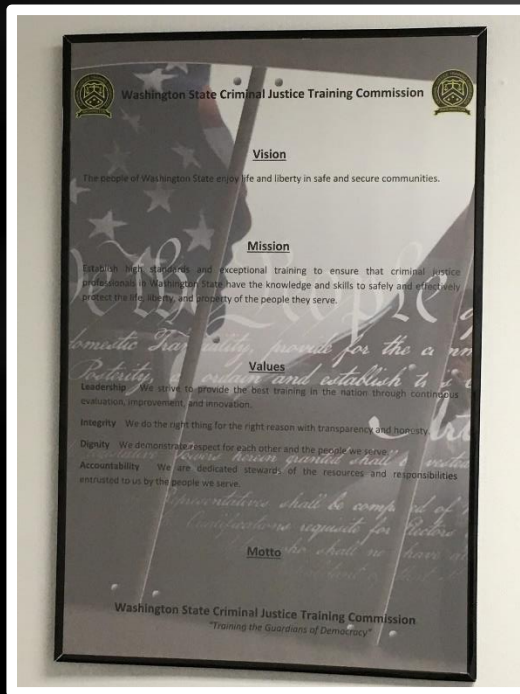
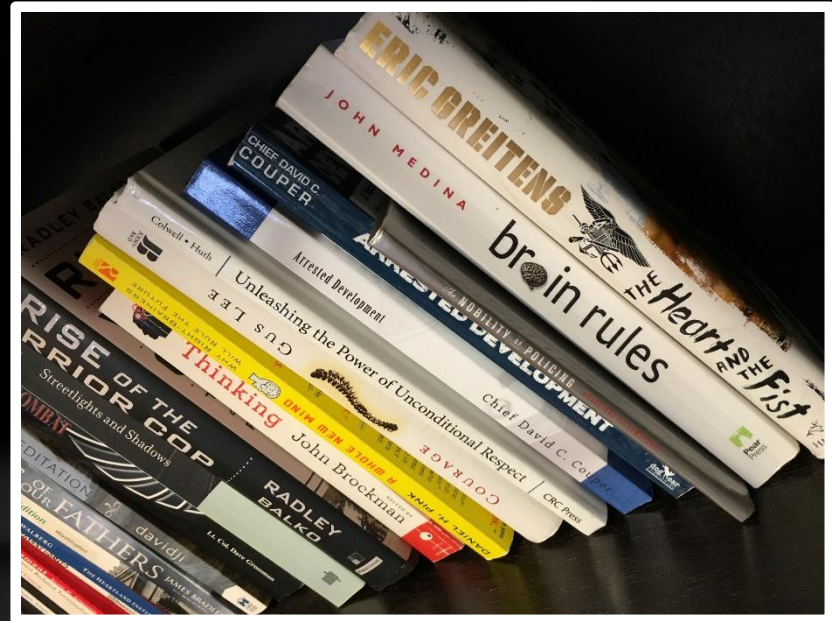
After decades of falling crime rates, and improved tools and training, public trust and support of the police has not improved.

- *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
 - LEED (Listen & Explain with Equity & Dignity)
 - “Tactical Social Interaction” (from DARPA project)
 - Bias and Perception
 - 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 (laser integrated), more integration with defensive tactics and de-escalation, focus on combat shooting rather than targets

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.

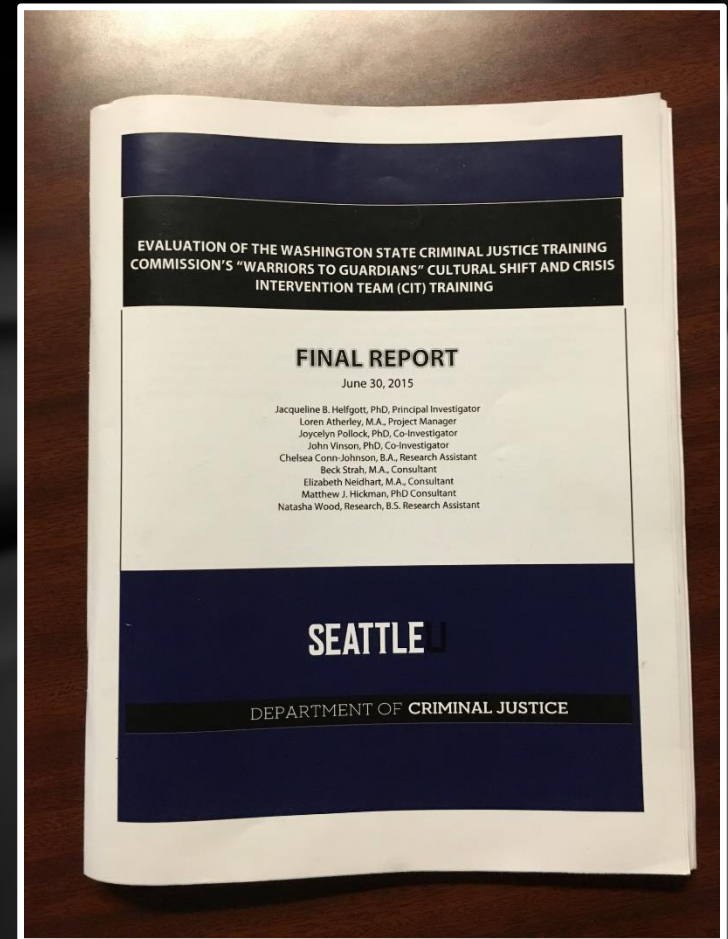
What happens when they hit the street and begin Field Training?

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 two years into a five-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

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

Cop Math!

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

750,000 Cops in America

-365 Days in a year

749,635 Doing right daily

Questions?

Thank You!