

## OFFICE OF ORGANIZATIONAL DEVELOPMENT

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### OFFICE OF BEHAVIORAL SCIENCE

#### **Introduction:**

In 2000, the Office of Behavioral Science completed its first year of serving two agencies: The Michigan Department of State Police and the Michigan Department of Natural Resources. In addition to the services traditionally delivered to the MSP, the signing of a “Memorandum of Understanding” (MOU) between the Department of Natural Resources (DNR) and the Department of State Police designated the Office of Behavioral Science (OBS) as the primary provider of organizational and crisis response psychological services to the DNR. Funding from DNR permitted the much needed addition of a staff police psychologist and clerical support.

Since its inception in 1978, the Office of Behavioral Science has provided annual reports of its activities which had been manually collected. With security and confidentiality as priority factors in OBS activities, the nature and extent of OBS activities will remain descriptively global. However, computer technology has permitted the capture of demographic data which will assist in improved internal analysis of activity and forecasting service needs for the Department.

#### **Scope of Office of Behavioral Science Services:**

The Office of Behavioral Science provides four areas of service to the Department of State Police: (1) *Clinical Services*, (2) *Organizational Services*, (3) *Investigative Consultation Services*, and (4) *Police Psychology Services*. The “Memorandum of Understanding” permits the Office of Behavioral Science to provide the DNR with services focused on training, pre-employment psychological testing, organizational development, and critical incident management. Clinical services to the DNR emphasize emergency situations, career development concerns, and substance abuse interventions. Additional OBS activity categories address the internal operation of the unit. These include: *Administration*, *Supervision*, and *Professional Development*.

#### **Clinical Services:**

The first priority for the Office of Behavioral Science has historically been to provide traditional counseling services to MSP members and their families. Only licensed psychologists provided the services detailed in **TABLE 1** (see next page). *New Patients* referred to the number of patients seen for the first time at the office during each month. For the DNR, these contacts were related to emergency situations. *Continuing Patients* referred



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to the total number of counseling sessions with ongoing patients. *Consultations* typically referred to telephone therapy contacts or the number of contacts in which a client had sought advice and/or information. *Law Enforcement Courtesy* referred to clinical contacts with police officers from local departments. These contacts were typically crisis-oriented and short-term.

**TABLE 1**  
**Clinical Services Summary**

<b>CLINICAL SERVICES</b>								
	<b>New Patients</b>		<b>Continuing Patients</b>		<b>Consultations</b>		<b>Law Enforcement Courtesy</b>	
	<b>MSP</b>	<b>DNR</b>	<b>MSP</b>	<b>DNR</b>	<b>MSP</b>	<b>DNR</b>	<b>MSP</b>	<b>DNR</b>
<b>TOTALS:</b>	<b>80</b>	<b>0</b>	<b>279</b>	<b>0</b>	<b>154</b>	<b>22</b>	<b>32</b>	<b>0</b>
	<b>80</b>		<b>279</b>		<b>176</b>		<b>32</b>	

**Substance Abuse Services:**

*Substance Abuse Services* included services and therapy contacts made by the office's certified addictions counselor. *New Patients* included patients with whom the counselor had face-to-face contact with, while *Continuing Patients* referred to both office visits or telephone contacts. *Consultations* referred to contacts with supervisors or relatives who needed guidance on how to handle substance abuse issues. *Law Enforcement Courtesy* referred to services provided to local law enforcement agencies.

**TABLE 2**  
**Substance Abuse Services Summary**

<b>ALCOHOL/SUBSTANCE ABUSE</b>								
	<b>New Patients</b>		<b>Continuing Patients</b>		<b>Consultations</b>		<b>Law Enforcement Courtesy</b>	
	<b>MSP</b>	<b>DNR</b>	<b>MSP</b>	<b>DNR</b>	<b>MSP</b>	<b>DNR</b>	<b>MSP</b>	<b>DNR</b>
<b>TOTALS:</b>	<b>31</b>	<b>0</b>	<b>120</b>	<b>1</b>	<b>85</b>	<b>2</b>	<b>30</b>	<b>0</b>
	<b>31</b>		<b>121</b>		<b>87</b>		<b>30</b>	



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**Clinical Support Services:**

These services consisted of non-traditional responses separate from face-to-face, clinical-related responses. *Crisis Intervention* referred to telephone contacts or office visits where the client required immediate assistance. *Mental Health Referrals* addressed the number of clients who requested a mental health resource in their home communities. *Peer Support* referred to contacts made by the OBS Sergeant typically surrounding critical incidents or substance abuse. *Critical Incident Stress Management (CISM)* referred to the sum of significant meetings, diffusings, or debriefings provided. This number was artificially inflated because usually two OBS staff members conducted the meetings.

**TABLE 3**  
**Clinical Support Services Summary**

<b>CLINICAL SERVICES (Other)</b>								
	<b>Crisis Intervention</b>		<b>Mental Health Referrals</b>		<b>Peer Support</b>		<b>Critical Incident Stress Management</b>	
	<b>MSP</b>	<b>DNR</b>	<b>MSP</b>	<b>DNR</b>	<b>MSP</b>	<b>DNR</b>	<b>MSP</b>	<b>DNR</b>
<b>TOTALS:</b>	<b>49</b>	<b>5</b>	<b>8</b>	<b>0</b>	<b>58</b>	<b>7</b>	<b>63</b>	<b>14</b>
	<b>54</b>		<b>8</b>		<b>65</b>		<b>77</b>	



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### HUMAN RESOURCES DIVISION

#### **Human Resources Management Network (HRMN)**

The Human Resources Management Network (HRMN) is being implemented across all state agencies. HRMN will provide payroll, personnel, and employee benefits functionality and data exchange among agencies and third parties, streamline business processes, better inform customers, reduce costs, improve service, and help manage the state workforce of the future.

#### **Drug and Alcohol Testing**

Random drug and alcohol testing is in place for all department members who serve in safety sensitive positions, except troopers and sergeants. Bringing them into the program must occur through the collective bargaining process.

#### **New Managers' Orientation**

An orientation program was initiated to familiarize new managers with their role within the department and the resources available to assist them.

#### **Selection Process**

Civil Service has discontinued testing for many classifications in state government. The exams that continue to be administered for our department are:

- Law Enforcement and Public Safety Officers
- State Police Supervisors (Sergeant and D/Sergeant)
- Administrative Support
- Supervisors (non-professional)

Qualification for other classifications is based on an evaluation of the applicant's experience and education, compared to the minimum requirements for the respective classification.

The Sergeant/Detective Sergeant exam has been changed from a replacement exam, administered every two years, to a continuously open exam, administered on a quarterly basis. Passing scores are permanently retained. The batch interview process utilized by the Uniform Services Bureau for shift commander positions is also administered quarterly to coincide with the Sergeant/Detective Sergeant exam.



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## **Performance Management**

Civil Service Rule 2.17.2 now requires formal written annual reviews of all employees. The department has selected April as the annual evaluation month for employees in Groups 1 and 2. The forms required for these reviews are the CS-1750 and 1751. Annual appraisals already in place will continue for employees represented by the MSPTA and POAM.

## **Field Training Officer (FTO) Program**

FTO forms have been computerized. Sixty-five additional FTOs were trained. FTOs were given access to e-mail for rapid dissemination and exchange of new information and training issues.

### **TRAINING DIVISION**

The Michigan State Police Training Division continued to evolve in 2000, resulting in a number of advancements and new initiatives. First and foremost, the 119th Trooper Recruit School began in September after the entire recruit training process had been audited and improved. With assistance from headquarters commanders, as well as a committee of field personnel, the goal of the audit was straightforward: Ensure that the Department is using the most advanced and effective training techniques in the development of probationary troopers.

The training academies of many noteworthy police departments were visited for comparison. Keeping in mind the various cultural and legal differences, it was ascertained that the Michigan State Police Recruit Training program continues to be one of the best in the country. But always looking for room to improve, the committee agreed that a formal “client-based” problem-solving philosophy should be woven into the fabric of recruit culturalization in order to emphasize the public service orientation of a police officer. In line with this philosophical change, the paramilitary style of the recruit school was adjusted, and instead of operating on the level of “basic training,” the expectations have been raised so that recruit school standards are that of an “officer candidate school.”



Seeing no need to recreate the wheel, the Royal Canadian Mounted Police graciously allowed the Michigan State Police to adopt their CAPRA problem-solving model, which RCMP in



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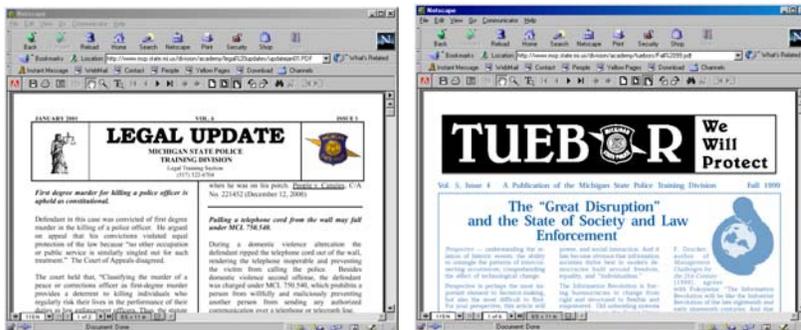
turn attributes to the SARA model they borrowed from the United States. The CAPRA acronym represents the following process:

- The police officer starts by communicating with *Clients* who are most affected by problems within the community.
- Information is *Acquired* and *Analyzed* to determine the problem's causes that have the greatest impact.
- Solutions are developed through community *Partnerships*.
- Police *Respond* with a workable plan that is moral, ethical, affordable, and legal.
- After implementing the plan, police periodically *Assess* the situation to ensure there is progress.

The client-based problem-solving philosophy and the CAPRA model are being taught to troopers, supervisors, and executives throughout the department. In fact, many improvements have been made to the Training Division's Supervisor and Leadership Development programs. These programs have become widely recognized, as many Michigan law enforcement agencies now utilize them for developing their command personnel. Moreover, the Training Division provided Supervisor and Leadership training to Benton Harbor police commanders to assist in the rebuilding of their department. And just as the Michigan State Police borrowed from the Royal Canadian Mounted Police, the Training Division has also honored numerous requests from other law enforcement agencies wishing to borrow MSP's Supervisor and Leadership training programs for use in their own career development efforts.



<a href="#">Training Division Page</a>
<a href="#">Training Division Issue 131</a>
<a href="#">Vision/Mission/Goals</a>
<a href="#">Fallen Trooper Memorial</a>
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<b>Course Information:</b>
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<a href="#">Quick Tips</a>
<a href="#">Tuebor</a>
<a href="#">Wellness/Health Websites</a>



The Training Division has received numerous accolades for its statewide outreach to Michigan police agencies via its free educational mailings and resources posted on its Internet site. The quarterly training bulletin known as the "Tuebor" has



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the most recent law enforcement literature summarized and highlighted, from leadership to use of force fundamentals. The entire “Police Vehicle Evaluation” manual for the 2001 model year has also been released and posted on the Internet.



### Michigan Commission on Law Enforcement Standards

In 1965, the State of Michigan created the agency that is known today as the Michigan Commission on Law Enforcement Standards (MCOLES). The predecessor to MCOLES, the Michigan Law Enforcement Officers Training Council (MLEOTC), was established under Public Act 203. Over the decades since 1965, the responsibilities of this organization have steadily grown, and, consequently, the original enabling legislation has been amended nine times.

The most recent revision to Act 203 is found in Public Act 237 of 1998. This legislation renamed this organization, the Michigan Commission on Law Enforcement Standards. While the organization name has changed to more accurately reflect its work, the wisdom of the original architects of MLEOTC remains at the foundation of the MCOLES philosophy today. It holds that the substantial powers of law enforcement must be exercised by persons who possess appropriate mental, physical, and moral fitness.

The original **mission** of MCOLES remains unchanged. MCOLES is about the development of effective law enforcement officers. While the mission has not changed, the **vision** of the effective law enforcement officer has evolved and changed over the years. Today, through statewide standards, MCOLES sets the benchmark for the selection, employment, training, certification, and retention of law enforcement officers who will meet the ever rigorous and exacting demands of the law enforcement calling.

MCOLES standards reach the field through collaborative partnerships. MCOLES partnerships include Michigan's law enforcement leadership, training providers, professional organizations representing the various concerns of law enforcement, and the various components of the criminal justice system. Together, these form the Michigan law enforcement community, the participation of which is imperative to the identification and achievement of MCOLES goals.

While working in partnerships is the way that MCOLES fulfills its purpose, MCOLES goals are developed with a focus on our clients. MCOLES clients are the citizens of Michigan and the law enforcement officers who serve them.



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The following graphic is representative of the environment in which MCOLES services are developed and provided.

### **Michigan Commission on Law Enforcement Standards**



Specific MCOLES services and statistics for the year 2000 are listed below.

- MCOLES publishes curricula and administers a statewide law enforcement basic training delivery system composed of 23 academies.
- MCOLES develops, maintains, and administers the state certification examination. During FY 2000 this examination was administered to 2,109 candidates from the approved basic training academies.
- MCOLES administers the Stop Violence Against Women grant program for law enforcement. In FY 2000, 1,290 law enforcement officers received this training.
- MCOLES verifies standards compliance and certifies officers for law enforcement service in this state, and it conducts revocation proceedings to remove those who are unfit.



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- ☑ 1365 candidates were awarded law enforcement certification during FY2000.
- ☑ 122 cases of alleged conduct that would require revocation of law enforcement certification were reported to MCOLES in FY 2000. By the close of FY2000, 22 revocations had occurred. Other cases were resolved through lesser measures or when investigation did not support the allegations. MCOLES revocation proceedings are conducted within strict guidelines that protect the due process rights of the accused.
- MCOLES is responsible for the operation of the Michigan Justice Training Commission, which offers a competitive grant program and an annual distribution of funds to assist law enforcement agencies with the costs of in-service training under the provisions of Public Act 302 of 1982, as amended.
- MCOLES, through the Michigan Justice Training Commission, awards approximately \$3 million to state and local criminal justice agencies through a competitive grant process. Michigan law enforcement agencies received approximately \$4.3 million under the 2000 law enforcement distribution.
- MCOLES operates an informational web page at [www.mcoles.org](http://www.mcoles.org).

The screenshot shows a Netscape browser window displaying the Michigan Commission on Law Enforcement Standards Home page. The browser's address bar shows the URL <http://www.mcoles.org/>. The page features a blue header with the Michigan State Police seal and the text "Michigan Commission on Law Enforcement Standards". Below the header, the address "7426 N. Canal Rd. Lansing, Michigan 48913" is displayed. A table lists the following sections and their phone numbers:

Executive Section	(517) 322-1417
Standards & Training	(517) 322-6525
Certification & Information Systems	(517) 322-5615
Career Development & Justice Training Commission	(517) 322-6627

At the bottom of the page, the slogan reads: "Serving the citizens of Michigan through the promotion of excellence in law enforcement since 1965..."

