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THE POST DISPATCH

THE LATEST NEWS AND UPDATES FROM
COLORADO POST

LETTER FROM THE DIRECTOR

How To Create a Great Training Program

As we enter a new cycle for POST training grants, I believe **we owe it to our communities, our agencies, and ourselves to take a critical look at our training programs.**

When faced with staffing shortages, increasing crime, and a other challenges, it can be difficult to devote the type of energy and focus a good training program requires. But these are the reasons why a program like that is needed! It is relatively easy to have some folks show up, sign a roster, lecture them on-topic for an hour, and call it good. It checks the box to meet the requirements, right? Some students will walk away with maybe a couple new pieces of information, but most will have grown an increased dread of attending future trainings. I think we can all relate. But training shouldn't be like this, especially not in a profession as essential as ours.

So, how do we create a better training program? One way is to reach out to our training experts at POST:

trainingpost@coag.gov

CONTACT US



We are more than happy to support you and offer guidance in improving your training programs. For a detailed overview, though, continue reading.

The foundation of a good training program is the development of a **continuous improvement mindset**. Constantly looking at our training needs and how we can better meet them is the lynchpin to ensuring training progresses stay relevant. Without this consistent drive to evaluate, modify and improve, our training programs stagnate, become outdated, and fail at actually growing and developing our peace officers. The best part? It's absolutely free. There is no cost to the agency, and the trainer may find themselves developing their critical thinking, innovation, and creativity muscles. This step is all about attitude and desire, while building motivation.

The next step is to **truly understand the training needs for your peace officers.**

How do we go about that? Well, we can ask them. In large agencies, this can be a pretty heavy lift. However, there are ways to leverage technology to help compile the data. There are multiple free survey instruments that will help ask the questions and collate the data back to you. Identifying where your peace officers feel they could use additional training can be enlightening, while removing the blind spots trainers and administrators may have.

Equally important is **assessing the incidents that happen within the agency.** These assessments shouldn't be focused solely on events that might have been handled better, but they also need to look at the successes. Why? Assessing incidents that could have been handled better will help to identify gaps in training and areas of improvement. Additionally, the successes inform us on what is working well and should be incorporated into our training in order to spread success throughout the organization. This is just one reason it is vital that training staff needs to be entrusted with reviews of critical incidents. These reviews shouldn't be only to determine if actions were within policy and the law, but to also look critically at how our training can improve and to identify what practices are actually working in the field. This is where the continuous improvement mindset really works wonders.

Once we have determined what the training needs are, we need to figure out how to meet them. How do we do that? Start at the end. Yes, you read that

right. You need to start with the outcomes you want the training to accomplish. At the end of the class, what do you want your students to walk away with, or be able to do? These **outcomes need to be defined AND measurable.** You also need to determine the method of assessment to be used at the completion of the course. A written exam? A practical exercise? Assessments are not only used to determine the students' level of understanding at the end of the course but can also be used to identify needed improvements to the course itself.



A multiple choice exam cannot adequately provide this insight. A pre-assessment can be helpful in measuring the students' level of understanding before the course, which, when combined with assessing their level of knowledge after the training block, is a valuable metric in determining the course's overall effectiveness.

Once you know what you want to accomplish, planning for the course can begin in earnest. What different learning components are needed? Can they be broken down into distinct modules that lend to an instructional building block approach? And, importantly, are there prerequisites that need to be covered before this information? As an example, we can all

agree that Active Shooter is a vital course that every peace officer should routinely be educated in. However, to successfully grasp the concepts and tactics in Active Shooter, one must have a foundational understanding of Call Response (such as positioning your vehicle and approaches to the building), Building Clearing, Firearms, Arrest Control, Medical Assessment, and even possibly First Aid and CPR.



Also **of great importance is the instructional methodology.** The method used to teach the course will likely determine how much information your students retain. Lecture works at imparting basic knowledge, but isn't very good for long-term retention or implementation. Making your students responsible for their own learning drastically improves their knowledge retention. You can practice facilitated discussion, where the instructor helps to guide a student discussion toward the course outcomes. Or problem-based learning, where the instructor presents a problem, or a series of problems, to the students to solve. And, of course, there is

the gold standard: experiential learning. Placing the student in a realistic scenario they will likely encounter and provide immediate feedback on their strengths and areas of improvement.

But what if you work in a small agency? A lack of resources can plague any organization, but can be especially problematic in a small one. How do you overcome that? My suggestion is to partner with surrounding agencies, which can take turns creating and hosting courses that overlap with their sister agencies. When I was a patrol sergeant with the collateral duty as the training sergeant, I partnered with other training sergeants in the area to develop a yearlong training program. One agency would develop and host a course on Felony Stops, while another hosted Building Clearing, and another Swift Water Rescue. These were all duties that we thought would require interagency cooperation, so it made sense to train on them together. And since all the agencies were on the same training schedule, coordination was easier. This spread the weight of developing and implementing training courses across multiple agencies, resulting in an outstanding training program, for its time.

If you are an administrator, get out of the way of good training. Innovative, enthusiastic, and knowledgeable instructors are likely to push the envelope of training beyond "the way we've always done it." So long as it is safe and there are sound practices, why not support the advancement? As a detention deputy, I was my division's lead firearms instructor. We had been training up our skill set over

months and were about to enter the final stage; a transport-based shoot-don't shoot exercise that required radioing in their position, unbuckling their seatbelt, safely exiting the vehicle, and working their way through positions of cover and concealment while deciding which targets posed a lethal threat. This was an unscored exercise designed to put fundamentals to the test, while emphasizing decisional shooting. We knew then, as we do now, that the decision to use lethal force is one of the most highly litigated areas of law enforcement and that providing this type of training can help decision-making in the field. One of my sergeants, however, strongly objected to this training since it wasn't "what we have always done," which was static shooting at stationary targets. After some turmoil, we were allowed to hold the training, which ended up being a success. But this dust up had a deterrent effect on future innovation that took several years to overcome within the agency. As administrators, we must support well-thought out and logical advances if we want to improve our agencies and our profession.

How we train our peace officers will reflect how they perform while serving their communities. **Our peace officers deserve the very best training we can offer.**

Please [let POST know](#) how we can help.

ATTORNEY GENERAL PHIL WEISER'S REMARKS

Out of Many, We Are One

On July 4th, we celebrated our Nation's independence, which was founded with a commitment to the rule of law and honoring the will of the people. For us to maintain our democratic republic, we depend on responsible and trusted law enforcement that upholds the rule of law and ensures equal justice for all.

Our national motto is *e pluribus unum*, out of many, we are one. As I reflect of the state of our union, I recognize that we have work to do to build a true spirit of respectful engagement for one another and a sense of shared purpose in confronting the significant challenges of our time. To promote respectful dialogue, and a spirit of learning from one another, our department founded the [Ginsburg Scalia Initiative](#), looking to the model of the relationship between U.S. Supreme Court Justices Ginsburg and Scalia, who disagreed regularly, but were friends and respected one another.

To advance this initiative, we launched the Unify Colorado Challenge, which facilitated one-on-one online conversations between Coloradans who come from different backgrounds and experiences to engage constructively on issues like public safety, water, healthcare, housing, and education. We also made a [short documentary](#) about this work that you can view on our website. To encourage the use of this documentary in civic education settings, we created a series of [lesson plans](#) for high schools



around Colorado to encourage respectful dialogue about important issues. Our Nation depends on individuals building authentic connections across difference and listening to and learning from one another. That's why, as I engage with members of the public across the state, I aim to lead with empathy, not judgment. That means I listen hard to questions from citizens and ask "what leads you to see this issue that way?"; it means I approach conversations with a spirit of genuine curiosity to understand others' perspectives and look to find common ground; and it means not demonizing others for being different or thinking differently than I do. Law enforcement will continue to play a crucial role in preserving our democratic republic by honoring the rule of law and setting a tone for respectful engagement of others. As we reflect on our nation's founding values, I appreciate your crucial role in advancing them.

COMPLIANCE

POST Compliance FAQs

With all the newer legislative notification requirements, it is important to know what you are lawfully mandated to report to POST. Over the past few years, Untruthfulness, Unlawful Use of Physical Force or Failure to Intervene, and Unlawful Use of Body Worn/Dash Camera were added. Also, law enforcement agencies are required to notify POST of peace officers who are under investigation or charged with a disqualifying offense. [The POST Statutory](#)

[Database](#) is public and includes untruthfulness, termination for cause, resigned in lieu of termination for cause, resignation or retirement while under investigation, and resignation or retirement following an incident that leads to investigation within six months. Under investigation for something that could result in being put on the database means intentional wrongdoing or misconduct that could result in termination for cause. Compliance team recently made [a video about disqualifying incidents](#) that you can reference for more information.

With the recent changes in policy and state law regarding peace officer eligibility for non-US Citizens, POST has experienced a high volume of inquiries.

POST obtains guidance from the ATF law enforcement partners in helping determine who is eligible to possess firearms according to federal law, regardless of state statute.



WHO IS ELIGIBLE

Currently, POST can certify non-US Citizens who meet the following conditions:

1. Can provide verification/documentation that they can legally reside in the U.S.;
2. Can provide verification/documentation that they can legally work in the U.S.;
3. Can provide verification/documentation that they can legally possess a firearm.

The non-US Citizen may qualify for an exception if: They are currently employed by a U.S. law enforcement agency; The employing law enforcement agency has a policy that authorizes the non-US Citizen to carry a firearm for purposes of academy training or law enforcement employment. The policy should detail storage, cleaning, carrying off duty, etc. **POST will NOT review agency policy.** Please consult with an attorney for further information. See details [HERE](#).

eighteen countries and 42 states! Colorado POST helped with the logistics of the event, and it turned out to be a big success. Attorney General Phil Weiser and Colorado POST Director Erik Bourgerie gave the opening remarks to kick off four days of learning and fun. Chief Terrance Gordon of Thornton Police Department put on an excellent class "Training Transfer From the Classroom to the Workplace." There were other interesting sessions being offered, including "Police Training Successes, Needs, and Challenges Around the World," "Knock Their Socks Off! Engaging Adult Learners," "The New Reality-Adapting Use of Force Training" and many more!



2023 IADLEST Conference Held in Colorado

In May, Colorado had the honor of hosting the 2023 International Association of Directors of Law Enforcement Standards and Training (IADLEST) Conference. IADLEST supports the innovative development of professional standards in public safety and provides networking opportunities for training managers and leaders around the world. This year's conference had a new attendance record: 415 participants from

The highlight of every IADLEST conference is an auction night to support Special Olympics. This time \$6,510 was raised to contribute to the cause and help athletes with disabilities succeed.

Do you wish you were here or can't wait to come again? **Next IADLEST Conference will be in Phoenix, Arizona, June 2-5, 2024.** We will see you there!



GOOD TIMES AT IADLEST 2023



Sharing PSLD Experience: Commander Jungerich, Fort Morgan Police Department

The Public Safety Leadership Development (PSLD) program from the University of Denver has offered me a transformative opportunity for personal and professional growth. Discovering PSLD through fellow department members at first and recognizing its potential benefits, I wanted to explore further.

Participating in the program exceeded my expectations. Its blend of theory and practical application allowed me to implement different leadership styles in real-world scenarios, gaining insights into my capabilities. The program's immersive approach made it engaging and impactful.



For prospective applicants, I advise approaching the program with an open mind, reflecting on strengths and weaknesses. **Embrace feedback, seek mentorship, and engage in the**



curriculum and activities. Leverage resources like networking events to expand your knowledge and connections. **Invest time and effort into the program, as it demands dedication.** Embrace challenges to foster growth as a public safety leader. The scholarship provided by POST allowed for me to be able to participate in something without any cost to my agency. Finding money for these types of trainings can be hard at times, so I am grateful for the opportunity provided by POST.

We LOVE when law enforcement agencies take advantage of POST grants & we have 25 scholarships to give specifically to attend PSLD. See details [HERE](#).



Yay, Grants Team Is Fully Staffed Again!

A seasoned POSTie, Victoria Edstedt, recently stepped into a Grants Specialist role. Welcome her once again and see Victoria's bio if you haven't had a chance to meet her already!



Victoria: Before I joined POST three years ago, I worked with grants at the Department of Labor and Employment. My degree is in convergent journalism, so I've also been doing different writing and multimedia projects. I am excited to contribute to law enforcement training in a new program area and grow along with POST. I will continue to lead our media efforts, so please reach out to me with any collaboration ideas.

I love reading, traveling, outdoors and sharing life adventures with my family, of which our dog Bruno is an integral part of. He likes to make occasional appearances at POST events as an honorary team member.

POST BOARD HIGHLIGHTS

June 2 Session

The POST Board held its quarterly meeting on June 2. Sheriff Nowlin and Councilmember Williams are departing the Board. Replacements are being recommended to the Governor's Office. POST is also saying goodbyes to three SME members: Officer Petrucelli, Officer

Railsback and Officer Thompson. POST is very grateful for their service and invites public members, professionals and experts within the law and law enforcement communities to consider applying for either the POST Board or one of the SME committees.

Minor updates to both the Arrest Control and Firearms programs were approved by the Board. One person requesting an appeal hearing for Director Bourgerie's recommendation to revoke certification did not appear. Two others were denied by the Board. One appeal hearing was granted for a previous criminal matter and the Appeal Hearing Subcommittee subsequently heard the case and approved the Rule 8 variance. This individual can now attend a law enforcement training academy to become POST certified. Nine POST certifications were revoked. Changes to the Grant Guidelines were approved, as were FY24 grant awards to agencies.

Meeting minutes are published after final approval at the subsequent Board meeting.

Next Board meeting will include an all-day work session and will be held at Glenwood Springs to increase outreach. Details will be available on the POST website in August.



**FOR NEWSLETTER
INQUIRIES**

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