

40th Annual  
Civil Service Conference  
Day Two

# The Washington State Criminal Justice Training Commission: Roles, Goals, and Responsibilities

Presented by

Monica Alexander  
Executive Director



## What We Do

Provide Training to:

- Basic Law Enforcement Academy (recruits)
- Basic Law Enforcement Equivalency Academy
- Corrections Officers Academy
- Advanced Training for LE Officers and Many Others

## Legislative Changes

- [5051](#)- Decertification
- [1310](#)- Use of Deadly Force
- [1054](#)-Tactics and Equipment
- [5066](#)-Peace/Corrections Officers Duty to Intervene

## Current Backlog for Training

### Four Month Wait Time:

- BLEA Class 833 will begin on January 4, 2022
- Current Wait Time for COA is 4 months. Class 475 begins October 5, 2021



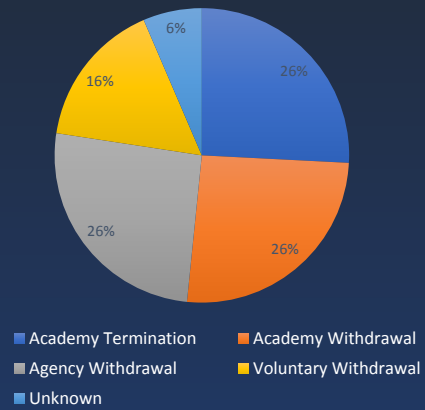
## Completion vs. Withdrawal Rates

- BLEA Classes 801 - 821
- From 12/18/19 – 09/09/21
- 21 Classes Total

Total Recruits	Total Graduated	% Graduated
640	609	95 %

- 31 Recruits Withdrawn

Withdrawal Reasons



## Recruitment for a Diverse Workforce

- Recruit EARLY and often
- The employee is the best recruitment tool
- Invite community to tour the police station
- Have a community night
- Attend community events
- Recruit people from the community where they live or where they want to live
- Recruit people that look and think differently than you
- Recruit people from customer service professions

## Bridging the Gap

- Proper recruitment helps to bridge the gap
- The bigger challenge is RETENTION of a diverse workforce
- Allow people to be who they are
- A true community policing model includes everyone



# QUESTIONS?

Monica Alexander  
Executive Director  
[malexander@cjtc.wa.gov](mailto:malexander@cjtc.wa.gov)





# INNOVATIONS IN FIRE RECRUITING: The Tumwater Experience



Ann Cook, Communications Manager

Brian Hurley, Fire Chief



## RECRUIT FOR DIVERSITY, HIRE FOR COMPETENCE

- ✦ Diversity, Equity & Inclusion (DEI) as adaptive challenges
- ✦ Remove systemic bias and institutional barriers
- ✦ Honor the human side of change management
- ✦ Address status quo perceptions of profession

# ABOUT TUMWATER, WA

Southern tip of Puget Sound

Population: 24,600 (2020)

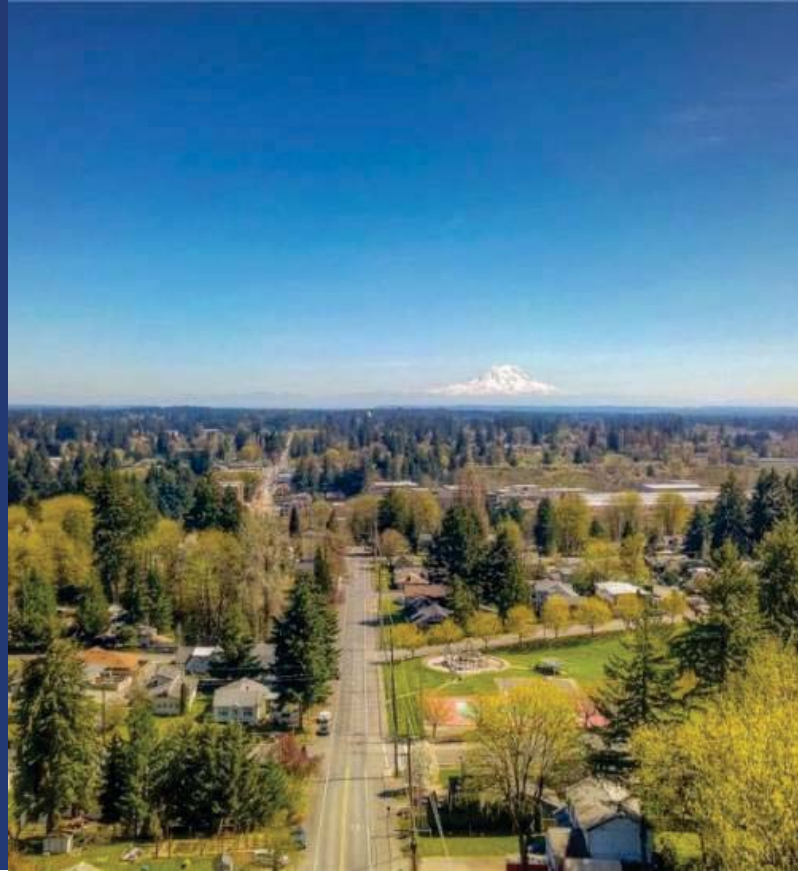
Mayor—Council Government

Full Service City

206 FTEs (2020)

Incorporated in 1869

Value P-E-O-P-L-E

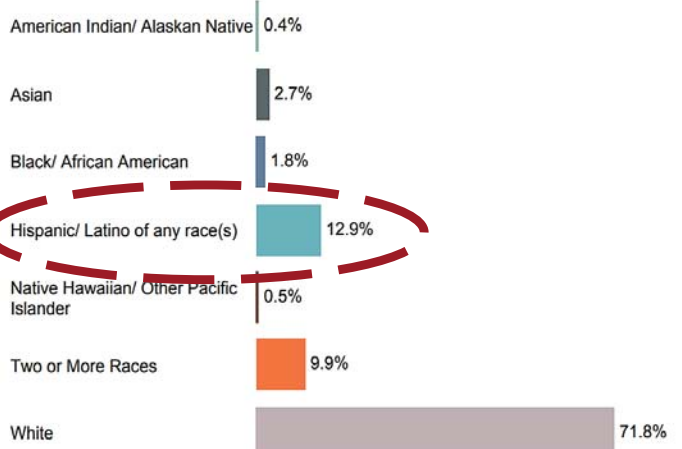


## DEMOGRAPHICS

City of Tumwater	
American Indian/Alaska Native	0.5%
Asian	3.1%
Black/African American	2.3%
Hispanic/Latino	6.9%
Native Hawaiian/Pacific Islander,	0.4%
Two or more races	6.2%
White	86.7%



### Tumwater School District



# TUMWATER FIRE DEPARTMENT

47 uniformed FTE  
6 volunteer FTE

2020 Total Responses = 5664  
2020 EMS Responses = 4313  
2020 Fire/Other Responses = 1351

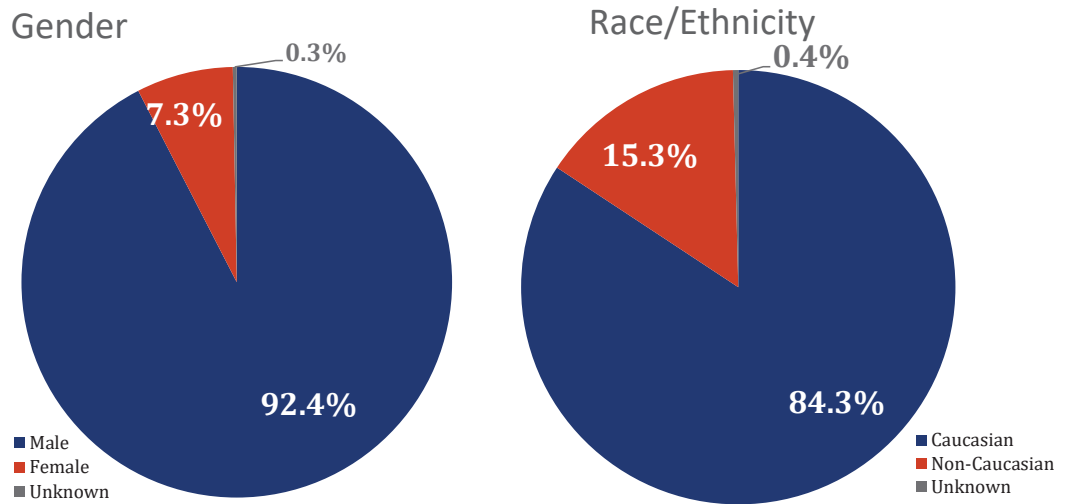
2021 Total Responses = 5800 est.



## WHY FOCUS ON FIRE SERVICE?



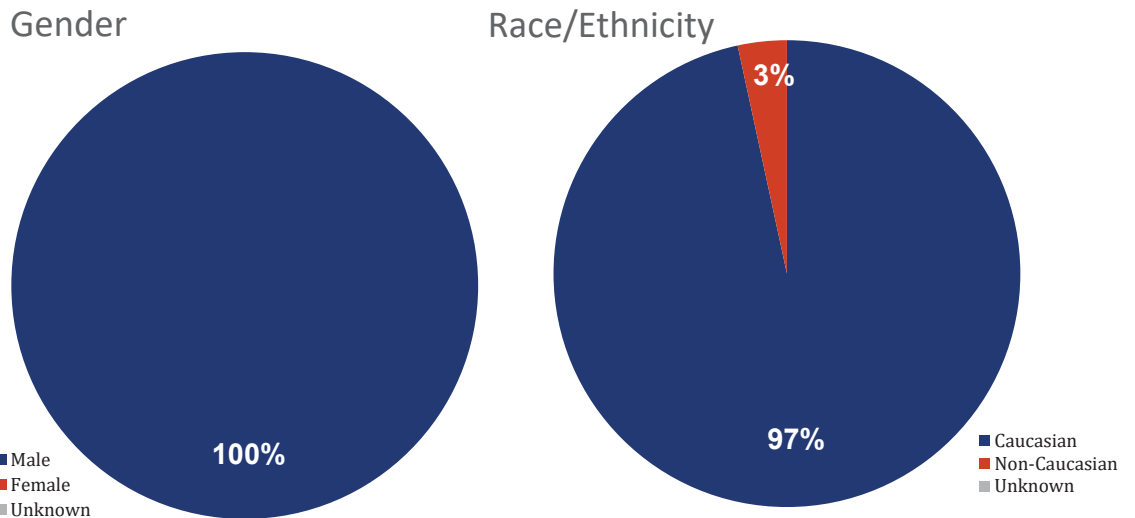
# 2017 WRITTEN TEST POOL DEMOGRAPHICS



1,018 Candidates



# 2017 INTERVIEW POOL DEMOGRAPHICS



59 Candidates



# IDEA TEAM

I = Inclusive

D = Diverse

E = Empowered

A = Accessible



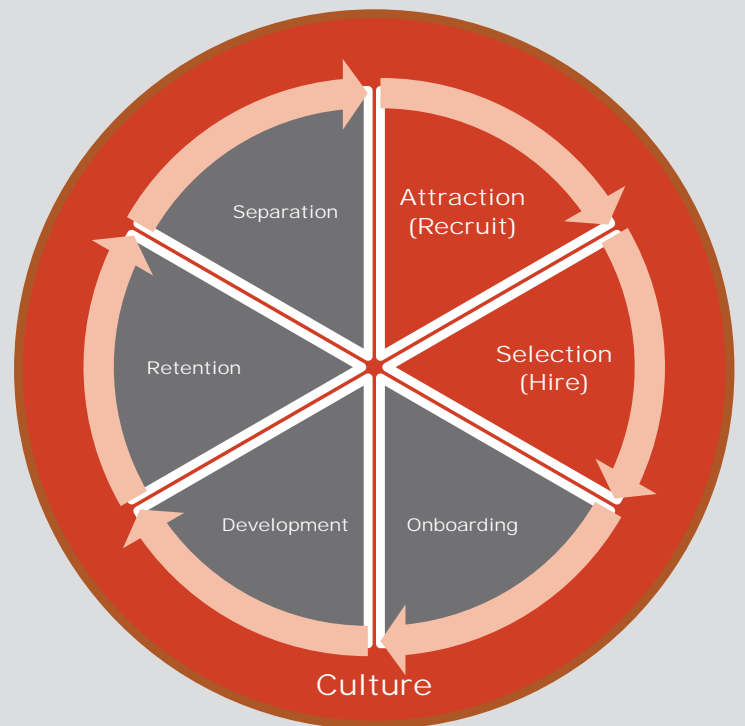
<https://discoveryinaction.com.au/scarf-model-david-rock/>



# EMPLOYEE LIFECYCLE

“Culture eats strategy for breakfast.”

– Peter Drucker, Author



## BRAND IDENTITY

Overcoming Perceptions

Must be a volunteer

REBrand

Emergency medical service Mentor  
into profession

Customer-service focused career



## FIRE TO FIRE & EMS

Overcoming Perceptions

★ Emergency medical service  
element

★ Must be a volunteer

★ Mentor into profession

★ Customer-service focused career



# ESSENTIAL JOB FUNCTIONS

Reflected Actual Job Duties

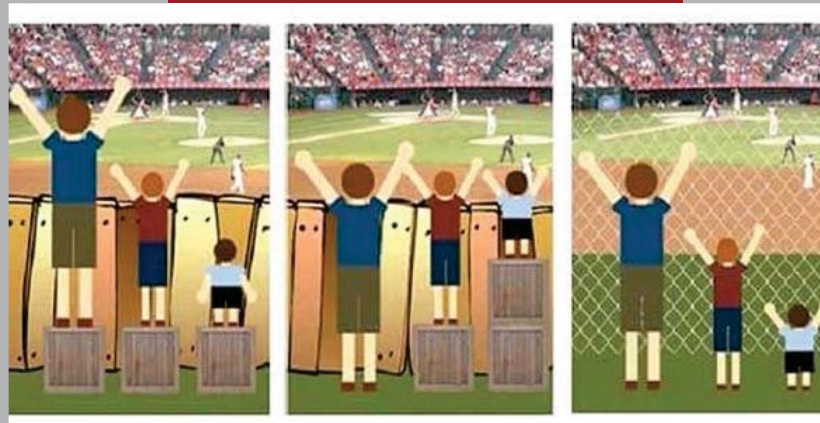
Used Inclusive Language

Job-related Competencies

- ★Communication Skills
- ★Ability to work with the public
- ★Compassion and Service
- ★Critical Thinking

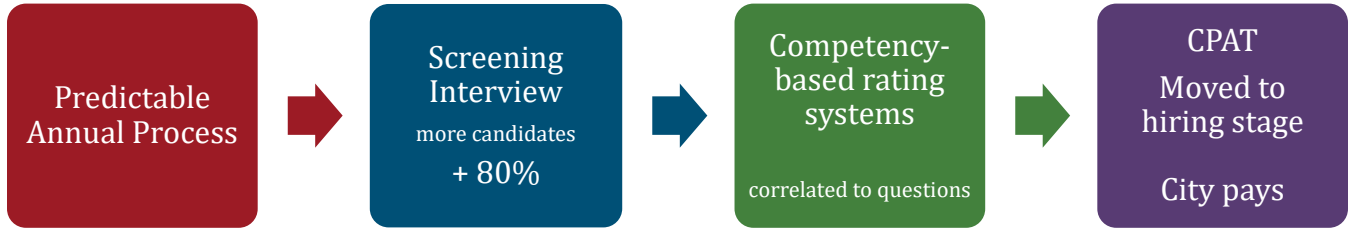


## EQUAL VS EQUITY





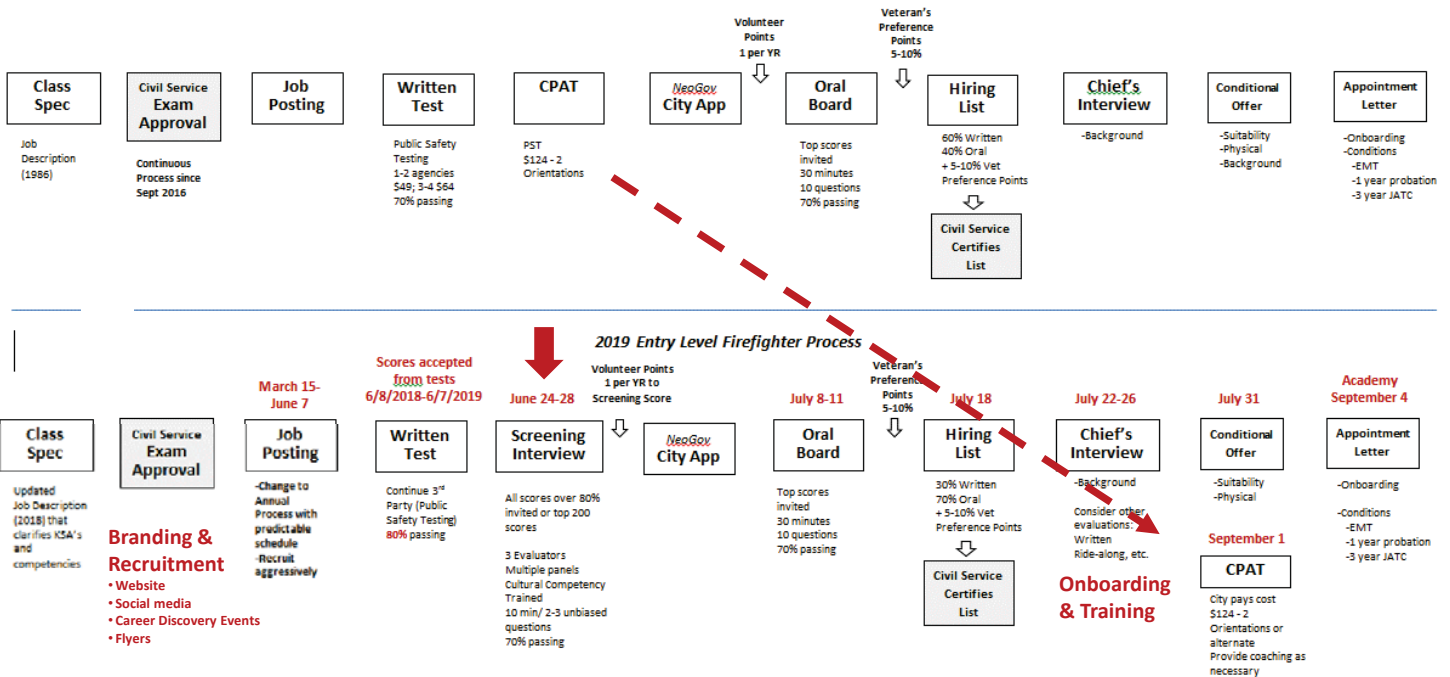
# HIRING PROCESS CHANGES



## Interview Raters

- ★ Diverse panels
- ★ Implicit bias training
- ★ Cultural sensitivity training
- ★ Practiced candidate scoring

# PROCESS MAPPING



# CAREER DISCOVERY EVENTS

- ★ Invite “someone that doesn’t look like you”
- ★ Personal Stories
- ★ Demystified testing and physical ability test
- ★ Targeted Audiences
- ★ Event Tickets (Eventbrite)
- ★ Interview Workshops (post-process)



**Tumwater FIRE DEPARTMENT**



**WE ARE HIRING**

The City of Tumwater will hire 5 firefighters in 2019.

Tumwater is committed to finding a diverse group of men and women who are ready to become the next class of extraordinary firefighters.

**APPLY TODAY**

**Written Exam**  
Take the online test anytime before June 7, 2019  
[www.PublicSafetyTesting.com](http://www.PublicSafetyTesting.com)

**Speed Interview**  
June 24-28, 2019

**Oral Board Interviews**  
July 8-11, 2019

**Eligibility List**  
July 12, 2019

**Chief's Interview**  
July 22-28, 2019

**Conditional Offer of Employment**  
July 31, 2019

**MAKE A COMMITMENT TO SERVE**



**Join Tumwater Fire for a lifetime of opportunities.**

**FIRE & EMERGENCY MEDICAL SERVICES**

Tumwater Fire Department members protect life and property—providing emergency medical care, fire suppression and prevention, public education, and community service with care and compassion to those in need.

**TRAINING & PROFESSIONAL DEVELOPMENT**

All firefighters participate in basic fire suppression and EMS training. Tumwater Fire Department is right-sized to offer every firefighter the opportunity for specialty training, assignments, and support for career advancement.

**COMPENSATION & BENEFITS**

**NOW HIRING** JOIN THE TEAM.



**CHOOSE THE CITY OF TUMWATER**

Experience the beauty of the Pacific Northwest in Tumwater and its surrounding communities. Love the outdoors? The City is a great home base for recreation enthusiasts of every level and interest, including hiking, biking, fishing, rock climbing, canoeing, and kayaking.

Explore arts and culture in the community, or head north to Seattle, or south to Portland for an urban experience. Safe neighborhoods, quality schools, and a sense of community pride make Tumwater a great place to live, work, and play.

**FREQUENTLY ASKED QUESTIONS**

**How do I apply for employment as a Firefighter with the City of Tumwater?**  
To be considered for hire in 2019, candidates must first take the Firefighter Assessment Tool written test through Public Safety Testing and score at least 80% or higher. Register at [www.PublicSafetyTesting.com](http://www.PublicSafetyTesting.com) and choose Tumwater Fire Department. Candidates that submit their scores by June 7, 2019, will be invited to participate in a speed interview.

**What is a hiring list and how is it established and used?**  
Candidates build their score for the hiring list throughout the process. A candidate's final score is composed of 30% written exam score and 70% oral board score, plus veteran's preference points. The hiring list is certified by the Tumwater Civil Service Commission. The Fire Chief can hire from the top seven candidates on the hiring list.

**What is a speed interview?**  
This is a 9-minute speed interview. Candidates must pass with a minimum of 70% to be considered for the next step. Volunteer points are added to passing scores for those that qualify.

**What is an oral board?**  
An oral board is a structured interview that takes place before a panel of raters. Panelists rate candidates based on criteria measured in the interview.

**Do I need experience as a volunteer firefighter to apply?**  
Previous fire or emergency medical experience is not required. Candidates with volunteer experience in Tumwater Fire Department will receive one point for each year of service added to their speed interview score.

**Do I need training as an emergency medical technician (EMT) to be considered?**  
Certification as an EMT is desired, but not essential to be considered for the position. Training is provided.

**MINIMUM REQUIREMENTS**

- ✓ 21 years old at time of hire
- ✓ High school diploma or GED
- ✓ Pass Candidate Physical Ability Test (CPAT)
- ✓ Pass pre-hire background check, medical physical, drug screen, and suitability testing.

[www.TumwaterFireJobs.com](http://www.TumwaterFireJobs.com)

# ENGAGEMENT

Set City Records

★ Social media reach

★ Job posting - 3x visits & duration on City website

City of Tumwater, WA - Government  
March 29

Are you seeking a challenging and rewarding career? We will hire 5 firefighters in 2019.

Tumwater Fire offers a lifetime of opportunities, training and professional development, plus generous benefits and compensation.

Join the Team. Apply Today. [www.TumwaterFireJobs.com](http://www.TumwaterFireJobs.com)

38,049 People Reached 6,400 Engagements [Boost Again](#)

Boosted on Mar 29, 2019 By Ann Cook Completed

People Reached	4.8K	Post Engagement	231
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View Results

233 Reactions 60 Comments 234 Shares

Like Comment Share

### Performance for Your Post

38,049 People Reached

1,185 Reactions, Comments & Shares

744 Like	216 On Post	528 On Shares
58 Love	19 On Post	39 On Shares
1 Haha	0 On Post	1 On Shares
3 Wow	1 On Post	2 On Shares
1 Sad	1 On Post	0 On Shares
137 Comments	81 On Post	56 On Shares
242 Shares	234 On Post	8 On Shares

5,215 Post Clicks

1,117 Photo Views	570 Link Clicks	3,528 Other Clicks
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NEGATIVE FEEDBACK

15 Hide Post	4 Hide All Posts
0 Report as Spam	0 Unlike Page

Insights activity is reported in the Pacific time zone. Ads activity is reported in the time zone of your ad account.

# RESULTS

2019 Entry-Level Firefighter

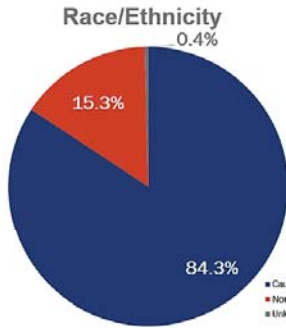
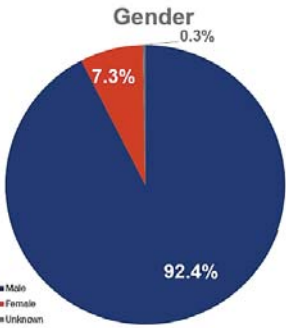
★ Written Test Pool

★ Interview Pool

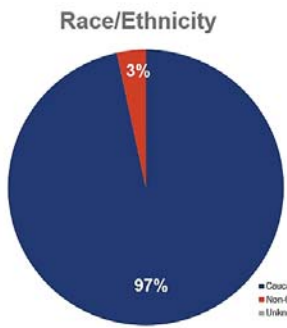
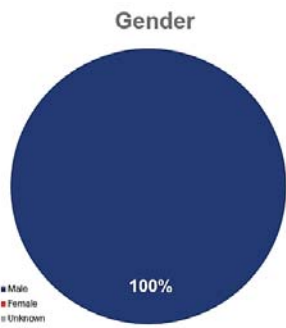
★ Lessons Learned

# 2017 WRITTEN TEST

# 2017 INTERVIEW



2017 Entry Level Firefighter  
Total = 1,018 Candidates

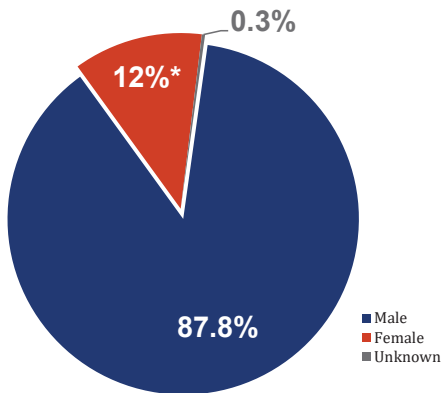


2017 Entry Level Firefighter  
Total = 59 Candidates

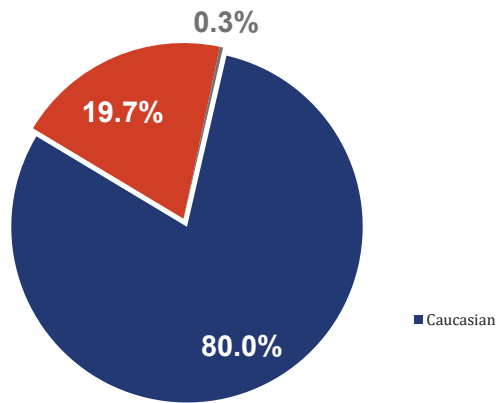


# 2019 WRITTEN TEST

Gender



Race/Ethnicity



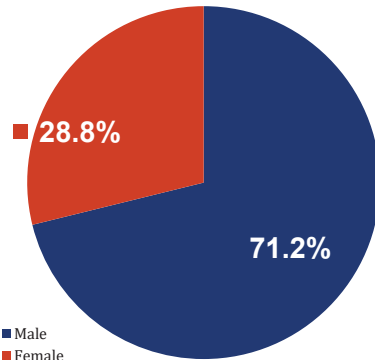
680 Candidates



\*Female candidates represented 15% of pool after recruitment posted.

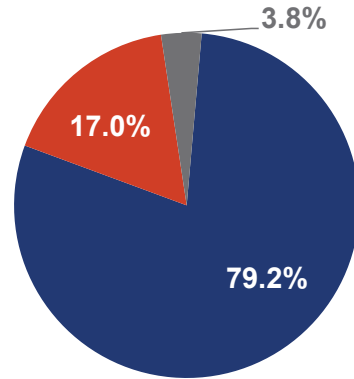
# 2019 ELIGIBILITY LIST

Gender



■ Male  
■ Female  
■ Unknown

Race/Ethnicity



■ Caucasian  
■ Non-Caucasian  
■ Unknown



Total = 52 Candidates

## LESSONS FROM THE FIELD

- ★ Lessons transfer to other employee groups
- ★ Timing is everything
- ★ It takes a team!
- ★ Commit resources
- ★ Implicit bias and diversity training are essential, but not sufficient
- ★ Understand the profession today
- ★ Focus long-term on culture and development
- ★ Measure and evaluate at every step
- ★ Learn from others
- ★ Change requires vision and courage
- ★ Change actions must be ongoing
- ★ Words and symbols matters

# ACKNOWLEDGEMENTS

Mayor Pete Kmet and Tumwater City Council

John Doan, Tumwater City Administrator

Paula C. Dillard, Practice Leader/Principal Consultant

Speakers: Koree Wick, Director Administrative Services & Finance, West Peirce Fire; Captain Mark Giron, WPPFR; Tory Green, Tacoma Fire Chief; Harriet

Communications: Ann Cook, Manager; Kathrine Braseth, Assistant; Focus Group Participants

Fire Department Leadership: Scott LaVielle, Fire Chief (Retired); Jim McGarva, Assistant Fire Chief

IDEA Team: Brian Hurley, Acting Chief; Shaun Crimmins, MRO; Brad Ridgeway, Captain; Jeff Jernigan, Captain; Scott Kennedy, Union President; James Osberg, Paramedic Lieutenant; Mike Pavlich, Lieutenant (Retired); Josh Stewart, Lieutenant; Jon Kalar, Training Lieutenant; Will Flagg, Lieutenant; Gary Burkhardt, PM LT; Adam Phinney, PM LT; Andrew Fink, LT; Cathy Blakeway, Admin Support

Human Resources: Juliann McGarva, Senior HR Analyst; Tameka Brice, HR Assistant

Screening Interviews: Pat Kelly, FF; Cynthia Hambly, MedicOne (retired); Jenny Fogila-Jones, Port of Olympia; Shane Brady, FF; Karl Kohlstaedt, Firefighter (retired); Nicole Camus, Olympia HR

Oral boards: Katie Swokowski, Tumwater School District; Aaron Rus, Olympia Fire; Will Flagg, LT; James Osberg, PMLT; Larry Smith, Olympia Fire; Sarah Nelson, Tumwater School District

Hiring Events: Gwen, Lacey Fire District 3; Brian Hurley, Ryan Stebbins, Firefighter; Jim McGarva, AC

Parfait Bassale, Trainer/consultant, South Puget Sound Community College

Mountain View Church: Screening interview facilities

Jon Walters, PublicSafetyTesting.com; Matthew Walters, PST

Civil Service Commission: Eric Trimble, Chair; Maggie Bean, Vice Chair; Simon Tee

Interview workshop: Evan Hagen, FF; Brad Ridgeway, Captain; Cynthia Hambly, Medic One

# RESOURCES

Managing with the Brain in Mind by David Rock, Neuroscience research is revealing the social nature of the high-performance workplace. <https://www.strategy-business.com/article/09306?gko=9efb2>

Project Implicit Test: <https://implicit.harvard.edu/implicit/>

Results Roadmap <http://thoughtaction.com/>

Change Management models:

[Robert Avsec](#), 7 steps to an inclusive fire department culture

Promoting recruitment and retention for diversity throughout the firefighter career lifecycle helps departments achieve success today and tomorrow <https://www.firechief.com/diversity/articles/7-steps-to-an-inclusive-fire-department-culture-ePkyS78oIQSzDRBw/>

Why So Few “Diversity Candidates” Are Hired. Video based on the HBR Article by Stefanie K. Johnson Davi R Kekman and Elsa T. Chan: <https://hbr.org/video/4984622531001/why-so-few-diversity-candidates-are-hired>

# THANK YOU

CITY OF TUMWATER

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Brian Hurley, Fire Chief

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# 2021 LEGAL UPDATE

40<sup>th</sup> Annual Civil Service Conference | September 29, 2021

Steve DiJulio, Foster Garvey



SEATTLE

PORTLAND

WASHINGTON, D.C.

NEW YORK

SPOKANE

BEIJING

## The Seattle Times

### Washington State Patrol's hiring under fire as agency failed to diversify over decades

Sep. 26, 2021 at 6:00 am | Updated Sep. 26, 2021 at 6:45 pm



Thirty-one new Washington state troopers are sworn in Dec. 13, 2018. The WSP has long been under pressure to diversify its ranks. (Alan Berner / The Seattle Times)



## OPMA and Collective Bargaining



## *Lincoln County v. PERC/Teamsters Local 690*

- |                   |                    |
|-------------------|--------------------|
| ▪ COUNTY:         | ▪ TEAMSTERS:       |
| Public Bargaining | Private Bargaining |

## Permissive Subject of Bargaining

- Neither side gets to determine the ground rules for negotiations. It is considered bad faith and, therefore, an unfair labor practice for parties to bargain to an impasse over a permissive bargaining issue.
- Both County and Teamsters committed an Unfair Labor Practice.
- Status quo not appropriate remedy when contract expires.

*Lincoln County v. PERC*, 15 Wn. App. 2d 143 (November 3, 2020)

## Promotions and Bargaining



## Lakewood Civil Service

- Rule of 5
- Officer passed over many times for Srgt.
- 2017 ranked 3<sup>rd</sup> on register
- Rejected again

## Claims Rejected

- Promotions within a bargaining unit are mandatory subjects of bargaining
- Collective bargaining agreement confirmed rule of 5
- City authorized Commission to implement standards
- [In 2002, the legislature amended former RCW 41.06.150(2) to omit the benchmark rule of six, providing rulemaking authorities with even greater flexibility to enact rules governing the number of names to certify.]

See LAWS OF 2002, ch. 354, § § 203, 411.

## No Contractual Right to Civil Service

- Washington courts have consistently held that the terms and conditions of public employment do not give rise to contractual rights
- No identification of a promise of promotion or a contract with a provision stating entitlement to a promotion

*Vahle v. City of Lakewood*, No. 53317-1-II (October 27, 2020 – unpublished)

## Light Duty?



## Reasonable Accommodation

- Relying on analogous decisions in other circuits, the Fourth Circuit reverses and remands in a case where alternatives to wearing a heavy “duty belt” could have allowed a police detective to remain in his current position.

*Wirtes v. City of Newport News*, no. 19-1780 (4th Cir. Apr. 30, 2021).

## CJTC and Social Media

RCW 43.101.095 (4) As a condition of certification, a peace officer or corrections officer must, on a form devised or adopted by the commission, authorize the release to the employing agency and commission of the officer's personnel files, including disciplinary, termination, civil or criminal investigation, or other records or information that are directly related to a certification matter or decertification matter before the commission. . .

## Laws of 2021, Chapter 323, Section 8

The peace officer or corrections officer must also consent to and facilitate a review of the officer's social media accounts, however, consistent with RCW 49.44.100, the officer is not required to provide login information. The release of information may not be delayed, limited, or precluded by any agreement or contract between the officer, or the officer's union, and the entity responsible for the records or information.



# Contact Us



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