

House Judiciary Committee
Public Hearing on Constables

February 18, 2009

**Testimony of Michael J. Kane, Executive Director, Pennsylvania
Commission on Crime and Delinquency**

**A Report on the Constables' Training and Certification Responsibilities
of the
Pennsylvania Commission on Crime and Delinquency**

Good morning Chairman Caltagirone, Chairman Marsico and members of the Committee. I am Michael Kane, Executive Director of the Pennsylvania Commission on Crime and Delinquency (PCCD).

Thank you for the opportunity to participate in this hearing.

As you know, Act 44 of 1994, the Constables' Education and Training Act, created the Constables' Education and Training Board as an advisory board to the Commission. The Board operates with the review and approval of the full Commission, which provides the staff necessary to accomplish the mandates of the Act.

The act requires the Board to provide curriculum development and delivery, as well as timely and accurate constable certification and recertification. PCCD staff coordinates the services of six training contractors, and maintain fiscal responsibility over funds generated through surcharges on minor judiciary cases and maintained in a restricted account.

Training Programs

Act 44 requires all newly elected constables or appointed deputy constables to attend and successfully complete an 80 hour basic training course in order to perform judicial duties and be paid fees for those

services. Constables or appointed deputy constables must be registered with PCCD before they may be assigned work by the courts and paid.

In order to successfully complete basic training, an individual must attend and participate in all training as scheduled, achieve a passing score of at least 70% on each written examination administered during the course, and successfully demonstrate practical skills during each proficiency examination. There are ten subjects covered in basic training. Constables and deputy constables are tested on each of the ten subjects.

An individual who receives less than 70% on any written exam will have only one opportunity to re-test in that subject. If an individual fails the re-test, that individual has failed the basic training course and will not be certified by the Board. A constable or deputy constable who fails the basic training course will be afforded two additional opportunities to re-attend the course in its entirety during a calendar year. The ten basic training subjects are detailed in Appendix A to this testimony.

Act 44 also provides constables who were in office on the effective date of the Act, one opportunity to achieve certification through a waiver examination, instead of completing the basic training. In addition, the Board recognizes other Pennsylvania-based law enforcement training and experience of police officers and deputy sheriffs. Constables who also serve in these law enforcement capacities have the opportunity to take waiver examinations in certain subjects to achieve certification. These are:

- Civil Law and Process;**
- Criminal Law and Process;**
- Use of Force;**
- Mechanics of Arrest;**
- Prisoner Transport and Custody;**
- Court Security, and**
- Professional Development.**

As of the date of this report, a total of 652 constables have received certification by successfully passing the waiver exam.

Since the creation of the certification process, a total of 3,117 individuals have successfully completed either basic training or the waiver examination and have been certified by the Board.

Act 44 also requires annual continuing education to maintain certification. Under the Commission's present rules, constables and deputy constables must successfully complete a twenty (20) hour course each year. When continuing education training is completed prior to October, the constables and deputy constables are issued certification cards in December signifying certification for the following year.

The required continuing education program currently includes:

- Legal Updates - 4 hours;**
- Infectious Diseases - 4 hours;**
- Management of Aggressive Behavior - 4 hours;**
- Transporting a Resistive Prisoner - 8 hours.**

There are no waivers for certified law enforcement officers for these trainings. Additional details can be found in Appendix B to this testimony.

In 2008, voluntary optional training was offered in addition to the mandatory continuing education and basic training. These optional modules are determined by expressed need and are not duplicative of any part of the mandatory training. Constables can elect to participate in one, two, or all three modules. Courses are offered on a first come, first served basis. Participation in optional training is limited to constables and deputy constables who were currently in office, and who were current with their training, insurance, and certification requirements. Approximately 15% of certified constables took one or more optional courses in 2008. Detail on the optional modules is also located in Appendix C of your packet.

There are currently a total of 4,830 constables and deputy constables registered with PCCD. Of these, 1,277 were currently active as constables and had maintained their certifications for 2008.

Curriculum Delivery

The Board utilizes a curriculum development contractor, Penn State University, to refine and enhance the constables' 80-hour basic training curriculum. Having a single training curriculum developer assures a standardized approach to instruction, course presentation, and content among the Board's five regional training contractors. The curriculum includes a topical outline, instructors' outlines and study guides, trainee study guides, PowerPoint presentations, handouts, and a bank of standardized test questions to support each subject module. A summary of the basic training curriculum for 2009 appears in the Appendix A of this testimony.

In 2006, seven Requests-for-Proposals (RFP) were released for the 2007 training year. One RFP was released for Curriculum Development and six RFPs were released for Curriculum Delivery. Penn State Fayette was awarded the contract for Curriculum Development. The recipients of the six regional Curriculum Delivery contracts were:

- Northwest - Indiana University of Pennsylvania
- North Central - Mansfield University
- Northeast - Lackawanna College
- Southwest - Indiana University of Pennsylvania
- South Central - Harrisburg Area Community College
- Southeast - Temple University

A total of 99 new constables and deputy constables completed the 80-hour basic training and received their certifications and 1178 completed their continuing education requirements in 2008.

Firearms Training and Qualification

Act 44 gave the PCCD and the Board responsibility for the establishment of firearms qualification criteria in order for constables to carry or use firearms in the performance of their judicial duties. The Board has structured firearms qualification as an annual requirement, similar to continuing education. Constables take firearms training in one calendar year, to be certified to carry firearms in the performance of their judicial duties for the following calendar year.

Firearms training and certification courses are restricted to constables presently in office who have achieved and maintained certification under Act 44. The 40 hour Basic Force Options course is designed to provide basic skills in acceptable law enforcement techniques for constables who are not yet certified to carry firearms. After achieving initial certification to carry a firearm, a constable must attend and successfully complete an annual 20 hour firearms training program in order to remain certified.

In order for the Board to certify constables to carry firearms, it must also ensure they are legally eligible to possess, use, control, transfer, manufacture, or obtain firearms under the relevant State and federal statutes. Therefore, prior to issuance of firearms certification, PCCD performs a criminal history background check.

The 20 hour annual firearms course is made up of four hours of classroom instruction and 16 hours on the firing range.

In both the basic and annual firearms courses, individuals are required to pass a written exam and a qualification course of fire that tests the skills learned in the course. Passing scores of at least 75% on the written exam and the range qualification are required for certification.

A 20 hour Advanced Firearms course was added in 2007. Constables with a range score of 88% or higher the previous year were qualified to participate in the curriculum.

During 2008, a total of 904 constables achieved or maintained their firearms certification under the mandates of Act 44.

Financial Support of Constables' Training

Act 44 provides funding for the Board solely through a surcharge on cases in the Magisterial District Judges Courts, which are serviced by constables. The surcharge is established at \$5 per docket number in each criminal case and \$5 per named defendant in each civil case in which a constable performs a service.

The Commonwealth's Comptroller maintains these funds in a special restricted account, as identified in Act 44. Working closely with the Comptroller, the PCCD is responsible for disbursements from the account, to support development and delivery of the training programs and the activities of the Board and PCCD to administer the programs.

The Constables' Education and Training Account balance, as of the end of calendar year 2008, was \$1,032,038.

Act 233 of 2004 changed the flexibility with which the Constables' Education and Training Account could be used. Act 233 amended the statutory language to allow the commission to allocate any surplus funds to assist constables and deputy constables with costs associated with attendance of continuing education programs. Of the 1,223 constables who were eligible for Training Year 2007, 912 constables chose to participate. Each of those 912 constables received a stipend payment of \$153.75, for a total expenditure of \$140,220.00.

Job Task Analysis

In 2005, PCCD contracted with the research firm CALIBER to conduct a job task analysis and subsequent training needs assessment for Constables. The researchers met with Constables' Education and Training Board members, reviewed background materials, and researched prior job analyses findings with relevance to constable tasks. They conducted job observations and workshops with constables to collect feedback on our job analysis questionnaire and met with Magisterial District Judges and trainers to learn their experiences and expectations.

The Job Task Analysis was completed and the findings were presented to the Constables' Education and Training Board on September 10, 2007. They determined that the substantive curriculum was appropriate and adequate, but recommended increasing the Basic training from 80 to a range of 96 - 110 hours, and increasing the basic firearms training from 40 to a range of 40-44 hours. The overwhelming majority of the recommendations focused on increases in time for practice, testing and demonstration of learned proficiencies. The Executive Summary of the Job Task Analysis has been provided to the you.

I appreciate the opportunity to come before you and share our experiences at PCCD and would be happy to answer any questions you might have.

2009 Constables' Training

80-hour BASIC TRAINING

All newly elected constables or appointed deputy constables are required, under Act 1994-44 §2942(a), to attend and successfully complete basic training in order to perform judicial duties and be paid. Constables or appointed deputy constables must be registered with PCCD.

In order to successfully complete basic training, an individual must attend and participate in all training as scheduled, achieve a passing score of at least 70% on each written examination administered during the course, and successfully demonstrate practical skills during each proficiency examination. There are twelve subjects covered in basic training. Constables and deputy constables are tested on each of the twelve subjects. An individual who receives less than 70% on any written exam will have only one opportunity to re-test in that subject. If an individual fails the re-test, that individual has failed the basic training course and will not be certified by the Board. A constable or deputy constable who fails the basic training course will be afforded only two additional opportunities to re-attend the course in its entirety, on an annual basis.

CONSTABLES' BASIC TRAINING: 80-HOUR CURRICULUM

Role of the Constable in the Justice System (Four Hours)

Provides an introduction to the Pennsylvania justice system and an overview of the development of the role of the constable in Pennsylvania. Also discusses civil liability issues that pertain to the office of constable, and clarifies some of the constable's legal responsibilities.

Professional Development (Eight Hours)

Deals with issues of formal and informal communications and how they affect a constable's occupation. Introduces basic writing skills, effective oral communication, and information gathering. Examines issues of professional conduct in regard to a constable's day-to-day tasks, including concepts of moral standards, ethics, individual responsibility, relationships within the community, cultural diversity, and learning the effects of duty-related stress and coping mechanisms. Emphasizes accurate completion of constable fee sheets in accordance with Act 1994-44.

Civil Law and Process (Twelve Hours)

Focuses on many of the duties of the constable in the area of civil procedure, including landlord-tenant and other service of civil process issued by the Magisterial District Judges Courts. Instruction focuses on segments of the United States and Pennsylvania Constitutions that assure all parties in an action "due process" by the Pennsylvania court system. The topic takes into account procedural rules that are applicable throughout the Commonwealth, while directing constables to be cognizant of local rules and practice.

Criminal Law and Process (Twelve Hours)

Provides an overview of the history and development of criminal law in Pennsylvania, focusing on the Crimes Code and specific constable duties related to the criminal process. Deals with constables' obligations, their responsibilities in the areas of arrest, and the recognition of the most current law dealing with constable authority. Focuses on the classification of crimes, criminal procedure, and constitutional law.

Use Of Force (Four Hours)

Reviews the legal issues associated with the proper application of force and when the use of force is justified by law and authorized under the provisions of the Crimes Code. Explores the use of force continuum and less lethal force options.

Mechanics of Arrest (Eight Hours)

Covers proper techniques for the arrest of both compliant and non-compliant persons, applying subject control, takedowns if necessary, and handcuffing techniques. Consists of practical exercises in performing the tactics, as well as classroom lecture.

Defensive Tactics (Sixteen Hours)

Presents concepts and techniques for defense against armed and unarmed attackers and for retaining the handgun while under attack. Includes basic patterns of movement, reactionary gap and interview stance, ground fighting, blocks and kicks, controls and arm locks, basic techniques against knife and club attacks, and checking attacks from the rear. Defensive Tactics also includes four hours of chemical aerosol training and four hours of expandable baton training.

Prisoner Transport and Custody (Four Hours)

Discusses basic procedures associated with prisoner transport and custody with emphasis on understanding and developing safe, legal habits and practices. Covers the issues of transportation responsibilities, complacency, professional routine, standards for applying restraints, transferring custody, escorting prisoners, and special transportation concerns.

Court Security (Four Hours)

Provides an overview of court security to heighten awareness of potential problems that may arise in the courtroom, such as threatening behavior, searches and response to emergencies.

Crisis Intervention (Eight Hours)

Provides an understanding of basic approaches to defuse confrontations that could evolve into life-threatening situations, with emphasis on understanding the signs of aggression, recognizing behavioral signals, avoiding potentially dangerous situations, and minimizing risk.

2009 Constables' Training

20-hour CONTINUING EDUCATION

Constables and deputy constables must successfully complete the 20-hour Continuing Education course in order to renew their certifications for 2010. Based upon successful completion of continuing education by October 2009, constables and deputy constables will be issued certification cards in December 2009, which will indicate certification for 2010. **There are no waiverable subjects for municipal police officers or deputy sheriffs in 2009.**

Legal Updates – This four-hour course will include a segment on constable responsibilities pertaining to the Election Code for Polling Place Activities, as well as a review of Protection From Abuse procedures. Also discussed will be the issue of constables possessing emergency vehicle equipment and the legal implications and risks of conducting vehicle stops. In addition, a case study of a recent incident involving a constable will be presented in detail, as per the status of the case within the judicial system. The cornerstone of the course will be an interactive fee bill exercise that will be included in the take-home CD provided to each constable upon his or her completion of the 20-hours of Continuing Education for 2009.

Infectious Diseases – This four-hour block of instruction has been designed to present Pennsylvania constables with the information they need to avoid, reduce, and/or eliminate their risk of exposure to infectious diseases. The course will focus on prevention (precautions, immunizations, screenings, and on-the-job risks) and post exposure procedures (record keeping and medical follow-up), as well as providing an overview of transmission potentials, exposure symptoms, and treatment options for each disease. Finally, the course will conclude with discussion on Avian and Pandemic Influenza, and the possible impacts those diseases could have on Pennsylvania communities.

Management of Aggressive Behavior (MOAB) – This four-hour course will present principles, techniques, and skills for recognizing, reducing, and managing violent and aggressive behavior. The program will also provide humane and compassionate methods of dealing with aggressive people. MOAB provides nonverbal, verbal and physical techniques, and strategies for preventing and diffusing a crisis.

Transporting the Resistive Prisoner (8-hours) - This class will focus on techniques used to control and place a combative individual in a vehicle, and also extract them and move them to a given location on foot. The course will deal with equipment selection, verbal skills, positioning dynamics, control techniques, and use of force. The course will also address situations involving multiple actors.

2009 Constables' Training

8-hour OPTIONAL TRAINING

Defensive Tactics - Compliance Techniques - Many constable tasks require the ability to control/move non-cooperating individuals. This class will focus on techniques used to gain compliance of a non-complying individual without resorting to OC or other force measures. The course will deal with verbal skills, positioning dynamics, control techniques, and use of force. The course will also address situations involving multiple actors.

- AND -

OCAT Oleoresin Capsicum (OC) Course This four-hour block of instruction will cover the practical applications of Oleoresin Capsicum (pepper) spray. The course will be divided between lectures and practical exercises. Lectures will cover the characteristics, effects, proper usage, and decontamination of OC spray, as well as a review of the use-of-force continuum. Practical exercises will review proper carrying and drawing techniques, body positioning, proxemics, patterns of movement, and spraying. Scenarios will cover spraying a combative subject in a variety of settings, including single-constable, contact/cover, and constable-down situations. *No live weapons or ammunition.*

2009 Constables' Firearms Training

Participation in firearms training is limited to constables who are current with their training, insurance, and certification. Only constables and deputy constables who are currently in office, and who have achieved certification through basic training or the waiver examination, will be allowed to attend any firearms training course. Current, valid certification is required before any constable or deputy constable can be enrolled or admitted to any firearms class. See Title 37 Law, Chapter 431, for regulations relating to the certification of constables and deputy constables.

Once certified to carry a firearm while performing the duties of a constable under §2948 of Act 1994-44, a constable or deputy constable must annually attend and successfully complete firearms training in order to remain certified to carry a firearm. An annual background check of each individual's criminal history record is also conducted. Constables and deputy constables who desire firearms certification under §2948 of Act 44 must initially attend and successfully complete the 40-Hour Basic Firearms Training. Constables who have previously been certified to carry a firearm under Act 44 should schedule themselves to attend Annual Firearms or Advanced Firearms Training. Firearms classes are distinguished by the last digit in the class ID number. "B" stands for Basic Firearms, "A" for Annual Firearms, "S" for Advanced Firearms.

Necessary equipment for the constable participating in Firearms Training:

- 1.) Appropriate service handgun of one of the following calibers: 380, 38 Special, 357, 40, 45, 9mm, 10mm. Refer to Title 37 Law, § 431.43 for regulations relating to firearms qualification.
- 2.) Appropriate reloading device (at least two speed loaders or two magazines)
- 3.) Minimum of 60 rounds of service-type ammunition for qualification (50 rounds for five-shot revolvers). Constables are encouraged to bring enough extra ammunition for second attempts to qualify, if necessary.
- 4.) Duty belt, holster, and flashlight suitable for reduced-light exercises
- 5.) Eye and ear protection, baseball cap, and clothing suitable for inclement weather

Secondary Weapons

Qualification with secondary weapons is permitted, subject to time constraints and range conditions. Constables must qualify with their primary duty weapons before they will be permitted to use secondary weapons. A constable is permitted one additional attempt to qualify, if the constable fails in the initial attempt. The only exception to this is if a weapon failure occurs. Then the constable will be permitted two attempts to qualify with a secondary weapon, provided the constable has sufficient ammunition.

Handgun Qualification Course of Fire

Semi-Automatic Pistols and 6-Shot Revolvers Qualification 2009				
60 total rounds -- B-27 target				
Stage	Distance	# Of Rounds	Time	Technique
1	3 yards	12 total 6-strong hand Reload 6-support hand	20P/25R sec.	One-handed Point Shoulder Standing - with reload
<i>Stages 2 through 6 will be two-handed/strong hand shooting</i>				
2	7 yards	6 rounds	10 sec.	Standing from low ready
3	7 yards	12 rounds	20P/25R sec.	Standing - with reload
<i>30 rounds have been fired -- score and change targets</i>				
4	15 yards	6 rounds	12 sec.	Standing from low ready
5	15 yards	12 rounds	25 sec.	Standing -- with reload
6	25 yards	12 total 6-standing Reload 6-kneeling	60 sec.	Standing/Kneeling with reload
<i>Score second half and total</i>				

Note: All stages begin from snapped-in holster unless otherwise indicated.

"P" = Semi-Automatic Pistol "R" = Revolver

5-Shot Revolvers Qualification 2009				
50 total rounds -- B-27 target				
Stage	Distance	# Of Rounds	Time	Technique
1	3 yards	10 total 5-strong hand Reload 5-support hand	25 sec.	One-handed Point Shoulder Standing - with reload
<i>Stages 2 through 6 will be two-handed/strong hand shooting</i>				
2	7 yards	5 rounds	10 sec.	Standing from low-ready
3	7 yards	10 rounds	25 sec.	Standing - with reload
<i>25 rounds have been fired -- score and change targets</i>				
4	15 yards	5 rounds	12 sec.	Standing from low ready
5	15 yards	10 rounds	25 sec.	Standing -- with reload
6	25 yards	10 total 5-standing Reload 5-kneeling	60 sec.	Standing/Kneelin g with reload
<i>Score second half and Total</i>				

40-hour BASIC FIREARMS

The Basic Firearms course has been designed to provide essential grounding in acceptable law enforcement techniques for any constable who is not certified to carry a firearm by the Pennsylvania Commission on Crime and Delinquency (PCCD). It consists of 40 hours of basic firearms training and qualification. While not mandatory, it is available to any constable who has completed the 80-hour Basic Training Course, has acquired a certification number, and is at least twenty-one years of age.

The 40-hour Basic Firearms course consists of a series of lectures, laboratory activities, and practical exercises that provide a basic understanding of the safe manipulation of a service revolver or semi-automatic pistol. It starts with the presumption that the participant has little or no formal training. The course stresses safe handling techniques, proper cleaning, correct weapons handling skills, and marksmanship.

The constable will be exposed to firing in reduced light and to interactive judgmental shooting scenarios. Successful course completion will require passing all practical exercises and tests, and demonstrating proficient, safe weapons handling skills. The constable will be required to complete a series of stage assessments and to fire a minimum qualification standard on the Constable Qualification Course (CQC). The CQC is divided into two stages. A shooter must qualify on each stage with a score of at least a 75%. The shooter who fails to pass one of the stages will be permitted to repeat the stage on which he or she did not meet the 75% threshold. This will be the shooter's one remedial attempt to qualify.

2009 Constables' Training

20-hour ANNUAL FIREARMS

The 20-hour Annual Firearms program has been designed to provide refresher training to certified constables. It will focus on improving acceptable law enforcement techniques presented in the Basic Firearms course. It also serves as a standard for advancement to the Advanced Firearms training modules. It will consist of a series of lectures, laboratory, and practical exercises that provide aid in the improvement of the safe manipulation of the constable's service revolver or pistol. The course will emphasize safe handling techniques, proper cleaning, correct weapons handling skills, and marksmanship. Constables will also be exposed to firing in reduced light and to interactive judgmental shooting scenarios. Satisfactory course completion will require a passing score of 75% on all assessments and tests. Constables must achieve a qualification standard of 75% or better on the Constable Qualification Course (CQC) using their primary service duty weapons.

The Annual Constable Firearms Training Course for 2009 will consist of 20 hours of instruction focused on improving basic marksmanship skills. It will include reduced light and judgmental training, as well as annual weapons qualification. The Advanced Constable Firearms Training Course will also be 20 hours, but will provide more advanced training. It will take the place of the Annual Firearms Training, provided the constable demonstrated the required skill level the previous year. There will be two prerequisites for the 2009 Advanced Firearms Course. The first will be the successful completion of the 2008 Annual or Basic Firearms Course with a score of at least an 88% on the CQC with the constable's primary duty weapon. The second will be the completion of all 12 Stage Assessments in the 2008 Firearms Course without any significant deviations from established protocols. The 2009 Advanced Firearms Program will consist of a series of assessments, laboratory, and practical exercises, in order to insure the constable meets or exceeds the PCCD's minimum firearms certification requirements. It will include reduced light and judgmental training, as well as the qualification course. Using input from the 2008 Constable Firearms Survey, Constable Survival Techniques was selected as the 2009 Advanced Firearms Topic.

20-hour ADVANCED FIREARMS

In 2009, a 20-hour Advanced Firearms certification course will also be offered. The Advanced Firearms Course was designed for more experienced shooters. There will be minimum requirements for attendance. A constable must have achieved a qualifying score of 88% on the range the previous year and must also have scored a 75% in all other areas, such as weapon manipulation skills, judgmental shooting, and written tests. The qualifying score for the course of fire will be the same as for all other firearms classes. Shooters will fire for qualification at the beginning of the course. **If a constable fails to qualify in the Advanced Firearms course, he or she will be allowed to attend a standard Annual Firearms class that year at no cost or penalty.**

Executive Summary

CALIBER
an ICF International Company

Job Task Analysis for Pennsylvania Constables

June 2007

Prepared for:
Pennsylvania Commission on Crime
and Delinquency

Prepared by:
Caliber
an ICF International Company
9300 Lee Highway
Fairfax, VA 22034
(703) 934-3000

Authors:
Brian Cronin, Ph.D.
Rebecca Mulvaney, Ph.D.
Eric Weingar
Emily Feinberg
Rachel Houli
Caliber
an ICF International Company
Todd Baker, Ph.D.
Human Performance Systems, Inc



ICF

ACKNOWLEDGEMENTS

The project team wishes to thank John Pfau, Craig Stone, and Donald Horst for their commitment to this project. Their personal involvement helped to ensure our team had the full support of the Pennsylvania Commission on Crime and Delinquency (PCCD) and the resources needed to complete this study. The project team also acknowledges the openness and cooperation that was extended by constables, trainers, and Magisterial District Judges (MDJs) during our interviews and assessments. The contributions of all individuals mentioned above helped to ensure the success of this effort.

EXECUTIVE SUMMARY

This report describes the job task analysis and subsequent training needs assessment conducted from January 2006 through June 2007 for Pennsylvania constables and deputy constables. The job analysis was conducted to gather data to inform the training needs assessment for the Constables' Training and Education Program and ensure that training is based upon the tasks required for optimal job performance, as described in Title 42 Pa. C.S.A. § 2950 (Act 1994-44). The Pennsylvania Commission on Crime and Delinquency sought to identify the impact of specified, implied, and essential tasks on current and future training curricula needs through a detailed job task analysis study. The recommendations provided for updating constable training will contribute to the efficiency, effectiveness, and safety of Pennsylvania constables and deputy constables as it will guide and encourage them in meeting the cognitive and physical demands associated with their positions.

1. OVERVIEW OF METHODOLOGY

Our approach to conducting the job analysis and training needs assessment included four main tasks:

1. **Conduct a job task analysis.** We met with Constables' Education and Training Board members, reviewed background materials, and researched prior job analyses findings with relevance to constable tasks. We conducted job observations and workshops with constables to collect feedback on our job analysis questionnaire (JAQ) and met with Magisterial District Judges and trainers to hear their comments.
2. **Make recommendations regarding training curricula.** We made recommendations regarding changes to curricula used to train constables and deputy constables, including basic training, firearms training, continuing education and optional training curricula. Our recommendations were based on a combination of factors, including SME input (collected as part of the JAQ and during the follow-up data collection) and expert curricula review. Our recommendations included identifying the level of standard to which an individual skill must be performed.
3. **Monitor statutes, rules of procedure, case law, and law enforcement practice and procedures.** We examined sources of legal information and followed newsworthy events that directly impact constables.

4. **Evaluate all methods of testing and/or training evaluation and make recommendations for any change or improvement.** The purpose of Task 4 was to ensure that trainees attain the required level of proficiency needed for effective job performance by the conclusion of the constable training. In conducting this task, we reviewed best practices in training evaluation and assessment, as well as the results of the job task analysis, to make recommendations regarding training evaluation and knowledge and skill assessment.

2. OVERVIEW OF CONCLUSIONS

Overview of Conclusions

For this job task analysis and training assessment, we made recommendations around six ‘services’, five from the original statement of work (SOW) (RFP, page 19) and one around physical demands. Summary findings for each service are described below.

2.1 Conduct a Detailed Job Task Analysis

A detailed job task analysis of constables and deputy constables was performed. Results of the study define the duties and responsibilities of all Pennsylvania constables. To define requirements, we collected data by the importance and depth of each individual task performed. Tasks were defined as specified, implied and/or essential. The depth of specified tasks identified are presented in Exhibit 1 below.

EXHIBIT 1 DEPTH OF SPECIFIED TASKS		
Specified Task	Number of Implied Tasks	Number of Essential Tasks
Effectuate the payment of fines and costs by attempting to execute a warrant	32	30
Serving emergency protection from abuse	29	28
Transport defendant to/from court or jail	23	23
Serve complaint, summons, or notice on suitor or tenant *	17	15
Provide courtroom security as ordered *	16	15
Levy goods in accordance with order of execution +	11	11
Eject former tenant +	15	11
Execute order of possession	9	8
Sale of levied goods	9	6
Monitor voting polls on Election Day	3	3

* Serve complaint, summons, or notice on suitor or tenant and Provide courtroom security as ordered share the same number of essential tasks.

+ Levy goods in accordance with order of execution and Eject former tenant share the same number of essential tasks

2.2 Recommend, for any or all training curricula, changes or improvements necessary

We made recommendations related to the changes or improvements necessary for all constable basic training curricula. The training recommendations presented represent the common requirements across all training regions. An overview of our recommendations is presented in Exhibit 2 below.

EXHIBIT 2		
OVERVIEW OF BASIC TRAINING RECOMMENDATIONS		
Type	Current Length	Recommended Length
Basic	80 hours	96-110 hours
Fire Arms	40 hours	40-44 hours
Total	120 hours	136-154 hours

A more detailed review of the main findings for basic training requirements and basic fire arms are presented in Exhibit 3 and Exhibit 4.

EXHIBIT 3				
SUMMARY OF BASIC TRAINING RECOMMENDATIONS				
Course Title	Current Length	Recommended Length	Delivery	Assessment
1. Role of the Constable in the Justice System	4 hours	4-6 hours	Classroom, Live Practice	Knowledge Test, Trainee provides demonstration
2. Professional Development	8 hours	8-10 hours	Classroom, Role-playing	Knowledge Test
3. Civil Law and Process	20 hours	20-22 hours	Classroom, Viewing a demonstration	Knowledge Test
4. Criminal Law and Process	12 hours	14-16 hours	Classroom	Knowledge Test
5. Use of Force	4 hours	6-8 hours	Classroom, Viewing a demonstration, Role-playing, Live practice	Knowledge Test, Trainee provides demonstration
6. Mechanics of Arrest	8 hours	10-12 hours	Live practice, Classroom	Knowledge Test, Trainee provides demonstration
7. Defensive Tactics	8 hours	10-12 hours	Live Practice, Viewing a demonstration	Knowledge Test, Trainee provides demonstration
8. Prisoner Transport and Custody	4 hours	6-8 hours	Classroom, Viewing a demonstration, Live practice	Knowledge Test, Trainee provides demonstration
9. Courtroom Security	4 hours	4-6 hours	Classroom, Live practice	Knowledge Test, Trainee provides demonstration

EXHIBIT 3				
SUMMARY OF BASIC TRAINING RECOMMENDATIONS				
Course Title	Current Length	Recommended Length	Delivery	Assessment
10. Crisis Intervention	8 hours	8-10 hours	Classroom, Role-playing	Knowledge Test, Role-playing, trainee demonstration
Total	80 hours	96-110 hours		

EXHIBIT 4				
SUMMARY OF BASIC FIREARMS RECOMMENDATIONS				
Course Title	Current Length	Recommended Length	Delivery	Assessment
Basic Firearms	40 hours	40-44 hours	Live practice, Classroom	Trainee provides demonstration, Knowledge Test

In summary, we recommend increasing the current basic training program length from 80 hours to a minimum of 96 hours and a maximum of 110 hours with 40-44 hours of firearms training. We also recommend using the delivery methods and assessments listed above to increase training success. Additional research is needed to determine the number of students who will be in each class and structure of class activities. These factors will dictate the specific length of each course and the specific length of the full basic training program.

Appendix J provides a comprehensive framework of all recommended constable training requirements (basic and continuing education courses) including course titles; descriptions of the course content; tasks and Knowledges, Skills, and Abilities (KSAs) to be trained (i.e., learning objectives); the recommended length of each course; the best methods to assess training success; and recommended level of standard to which each task and KSA should be trained. This framework should be used to help ensure that the training program prepares constables to perform their job tasks effectively and safely.

2.3 Make Recommendations For The Revision Of Current And Future Continuing Education, Firearms, and Optional Training Curricula.

We made recommendations related to the changes or improvements necessary for all constable continuing education (CE) training curricula. The training recommendations presented represent the common requirements across all training regions. Our recommendations include both mandatory and voluntary CE courses. Based on our assessment, the current CE structure is meeting constable CE needs. An overview of our findings is presented in Exhibit 5 below. A more detailed summary of our findings is presented in Exhibit 6 below.

EXHIBIT 5		
OVERVIEW OF CONTINUING EDUCATION RECOMMENDATIONS		
Type	Current Length	Recommended Length
Mandatory courses	20 hours	20 hours
Fire Arms	20 hours	20 hours
Voluntary courses	16 hours	16 hours
Total	56 hours	56 hours

EXHIBIT 6				
SUMMARY OF CONTINUING EDUCATION RECOMMENDATIONS				
Course Title	Current Length	Recommended Length	Delivery	Assessment
1. Legal Update: Levies	4 hours	4-6 hours	Classroom	Knowledge Test
2. Defensive Tactics: Assault Defense	8 hours	10-12 hours	Live Practice, Classroom	Trainee provides demonstration, Knowledge Test
3. Prisoner Escape Response	4 hours	4-6 hours	Live practice, Classroom	Trainee provides demonstration, Knowledge Test
4. Court Security	4 hours	4-6 hours	Classroom, Viewing a demonstration	Knowledge Test, Trainee provides demonstration
5. Domestic Violence	4 hours	4-6 hours	Classroom, Viewing a demonstration, Role-playing	Trainee provides demonstration, Knowledge Test
6. Handling Resistant Offenders	4 hours	6-8 hours	Live practice, Classroom	Trainee provides demonstration, Knowledge Test
7. Terrorism Awareness	4 hours	2-4 hours	Classroom	Knowledge Test
8. Annual Firearms	20 hours	22-24 hours	Live practice, Classroom	Trainee provides demonstration, Knowledge Test
9. Judgmental Shooting	4 hours	6-8 hours	Classroom, Role-playing, Live practice	Trainee provides demonstration, Role-playing, Knowledge Test
10. Constable as a Small Business	4 hours	6-8 hours	Classroom	Knowledge Test
11. Dealing with the Mentally Ill	4 hours	2-4 hours	Classroom, Viewing a demonstration, Role-playing	Knowledge Test, Role-playing
12. Defendant Contact Procedures	4 hours	6-8 hours	Classroom, Live practice	Knowledge Test, Trainee provides demonstration

Aside from the annual firearms training, each of the courses assessed can serve as a mandatory or voluntary CE course depending on constable needs for that year. We

recommend that, at a minimum, each basic training topic is covered once every two years in the CE program as 47% of our training assessment respondents indicated this timeframe.

2.4 Monitor Statutes, Rules of Procedure Case Law and Law Enforcement Practice And Procedures Relevant To The Duties Of Constables

To track relevant changes in laws and codes, we examined resources such as “The Pennsylvania Bulletin” and “The Pennsylvania Code” to check for changes in statutes, rules of procedure, case law, and law enforcement practice and procedures relevant to Constables and deputy constables in Pennsylvania. We also tracked Federal changes regarding issues such as revisions to Homeland Security laws. Pertinent changes were incorporated into the recommendations for change in the training curriculum.

2.5 Evaluate all methods of testing and/or training evaluation, including the law enforcement waiver exam

To more fully assess constable success throughout training, we recommend combining assessment methods to include knowledge tests, demonstrations, and role-plays. We also recommend that a combination of knowledge test, demonstration, and role-play items are designed to replace the current law enforcement waiver exam.

2.6 Recommendations related to physical demands for the certified constable position

We have organized the findings related to physical demands into 5 recommendations, which are described below:

- Generate a realistic job preview (RJP) of the constable position.
- Generate a physical training brochure specific to the constable position.
- A physical performance assessment should be implemented prior to entering constable training.
- A job-related medical examination should be conducted prior to entering constable training.
- Include specific physical components in constable training, including: Self-defense and defensive tactics, Physical restraint procedures and handcuffing, Procedures on how to use less than lethal weapons, and Compliance holds.

2.7 Time-Phased Work Plan

We provide a time-phased work plan below for implementing the recommendations described. We have identified 8 tasks that need to be completed over a two year period. Our recommended plan is provided in Exhibit 7.

EXHIBIT 7 TIME-PHASED WORK PLAN FOR IMPLEMENTING RECOMMENDATIONS													
Task	Months from contract completion...												
	2	4	6	8	10	12	14	16	18	20	22	24	
1. Present findings and recommendations to constable board	★												
2. Pass new legislation to increase length of constable basic training from 80 to 110 hours	▲	—————		★									
3. Update select training courses to ensure recommended requirements are addressed (Appendix J)			▲	—————		★							
4. Pilot test new training and assessment materials						▲	—————		★				
5. Update other training courses based on pilot feedback								▲	—————			★	
6. Develop and validate new law enforcement waiver exam									▲	—————			★
7. Implement recommendations related to physical abilities										▲	—————		★
8. Begin using new constable training program												★	

▲ = Start of change process ★ = Task successfully completed