

Strong Workforce Program
Regional Workforce Advisory Meeting Proceedings
Administration of Justice
October 15th, 2021
Virtual - Zoom

Introduction

The Los Rios Community College District, in partnership with Valley Vision, and in collaboration with Sierra College and Yuba Community College District, invests Strong Workforce funding to organize and convene Regional Advisories. The objectives of the Regional Advisories are to build strong relationships between employers, educators, and workforce that:

- Provide timely information on skills gaps and workforce needs, informing partners on major industry trend information;
- Improve the efficiency of the advisory process for educators and employers;
- Reflect a regional view of workforce needs and assets;
- Provide opportunities for more systemic, ongoing engagement that includes workforce partners in key industry sectors.

Regional Advisory meetings help inform decisions on needed investments and enhancements for Career Education (CE) programs to help fill the growing demand for middle-skill positions. This meeting proceedings report includes key findings, best practices, and minutes from the Fall 2021 Regional Advisory meeting focused specifically on careers in Administration of Justice Field.

Valley Vision supports a robust talent pipeline through our multiple 21st Century Workforce initiatives. We prepare our regional workforce for the future by addressing skills gaps, advancing research, aligning efforts and strengthening systems. Valley Vision's workforce efforts are supported by the Sacramento Employment and Training Agency (SETA), Golden Sierra Workforce Development Board (WDB), North Central Counties Consortium, Yolo WDB, City of Sacramento, local community college districts and others.

The Strong Workforce program provides Career Education opportunities to increase social mobility and fuel regional economies with skilled workers.

Key Findings

- Increasing female representation in the field of administration of justice yields benefits. Research shared by keynote speaker, retired police chief Ivonne Roman, demonstrates that employing female police officers results in less use of force and less complaints of excessive force, resulting in fewer lawsuits and liabilities for police departments. Female officers are also more likely to be perceived by communities as honest and compassionate, and often have a calming influence on the individuals they serve. Efforts to increase female enrollment and persistence can benefit the larger community.
- Job posting analysis by the Centers of Excellence (COE) revealed an opportunity to create new cross-sector career pathways through the intersection of law enforcement and specialized investigations. Career fields specifically outlined in this crossover include cyber security and cyber crimes, intelligence analysis, financial forensics, and accounting.
- When examining job posting data, COE research found a large gap between candidate supply and industry demand for careers in corrections and legal support, with demand far outpacing candidate supply, as opposed to law enforcement careers, where demand and supply are nearly equal. COE recommended further research into the cause of this supply and demand disparity at a larger level. Along with this research, there is also a need to examine the future impacts automation may have on legal support careers, which are largely administrative, and how legislative changes in California like Prop 25 may impact corrections staffing patterns.
- Administration of Justice entities highlighted communication, specifically oral communication proficiency, as an essential skill for candidates to have. Being able to carry on a conversation, ask questions chronologically, and verbally take control in chaotic environments are highly desired skill sets. Adept communication intelligence lays the groundwork for additional skills candidates must possess, such as conflict resolution and facilitation. Within specific ADJ careers, individuals will need to practice critical thinking and decision making, and have the ability to analyze a situation and see a variety of options for resolution. Employers from various backgrounds stated the need for candidates to be trauma-informed problem solvers with the ability to understand and engage others, and easily navigate and mitigate conflict.
- The employer panel discussed ways in which applicants fail out of the application process, and stated that candidates often omit information within background investigations that they believe may disqualify them from consideration, which leads to major hiring barriers when this information is uncovered. Panelists stressed the importance of honesty and being forthcoming in applications, and explained that being able to show candor far outweighs a checkered personal background. Further, the ability to be honest shows ADJ employers that candidates have integrity, the ability to self assess, and demonstrate good judgement - all key skills when working within this field.

Welcome and Introduction

The advisory began with an introduction from Renee John, 21st Century Workforce Project Leader at Valley Vision, and Kelly Gould, Department Chair and Professor at Sacramento City College. John thanked Los Rios Community College District for helping to coordinate this advisory, and stated that the goal of this event was to understand the changes currently taking place in the Administration of Justice field, and the need to adapt to evolving current and future needs. Gould highlighted Los Rios Community College District's role in this process - developing academic curriculum that pertains to the study of criminal justice as a behavioral and social science, as well as providing a career and technical education program in order to create career pipelines for students to enter the workforce.

Keynote Speaker - Ivonne Roman

Ivonne Roman is a retired Chief of Police, Co-Founder of the 30x30 Initiative, and currently serves as an Executive Fellow at the National Police Foundation. Roman discussed her work to increase the number of women in policing, which began when she struggled to hire officers, and discovered that the number of women in policing nationally had not increased in over 25 years. Nationally, women only make up around 13% of total police officers, and Roman noted there is difficulty determining the cause of this due to different standards, background checks, and other hiring measures in police departments across counties, regions, and states, making it difficult to narrow down this reason at a national level. In comparison, both Canada and the United Kingdom have police forces made up of over 20% women.

Within her experience working in police departments, Roman uncovered that female candidates adeptly passed background checks as well as psychological and written exams, but had a harder time passing physical fitness tests. Difficulty with fitness tests often stemmed from females having less networking or mentoring opportunities than male candidates, as policing tends to be a majority-male environment, which lead to a lack of understanding of what the physical fitness test entailed. Roman began teaching classes and providing resources for female candidates, which resulted in graduating classes with 90% female officers. Currently, Roman works through the 30x30 initiative, a non-profit which outlines how to diversify and increase the number of women in policing across the nation with low and no-cost ideas, with the goal to increase the number of women in policing to 30% by the year 2030.

Roman also discussed some of the [research](#) shared by the 30x30 Initiative, which has shown that there are a myriad of positive outcomes as a result of increasing the number of women in policing. Research shows that women police officers result in less lawsuits, engage in less use of force, have less complaints of excessive force, and citizens rate them as equally qualified as their male counterparts. Female police officers tend to have a calming influence on their peers, and overall offer higher quality policing with less liabilities to police agencies.

Labor Market and Occupational Pathways

Ebony J. Benzing is the Research Manager at Centers of Excellence (COE). She presented data on labor market and occupation pathways. When examining occupational data, the Centers of

Excellence identified three career fields of the Administration of Justice field: Law Enforcement, Corrections, and Legal Support. Figure 1, below, identifies some of the main occupations identified within these groups.

Figure 1: Administration of Justice Career Fields & Occupations



The Centers of Excellence also examined job growth across these key areas, and found the following:

Law Enforcement positions have a projected job growth of 6% over the next 5 years, closely mirroring the Sacramento region’s overall job growth across all occupations, which also falls at 6%. Law Enforcement is projected to have around 670 annual job openings each year over the next 5 years.

Corrections positions have a projected job growth of 2% over the next 5 years, which is lower than the Sacramento region overall, and is projected to have 413 annual job openings over the next 5 years. Benzing also noted that some occupations within Corrections, such as probation officers and correctional treatment specialists, typically require a four-year degree for entry-level job positions.

Legal Support positions have a very low projected job growth of 1% over the next 5 years, however this area is also projected to have 457 annual job openings.

Additionally, the Centers of Excellence examined job turnover rates in these positions, and found that whole turnover rates were high across all occupations during the pandemic, around 62%, ADJ occupations experienced a much lower turnover rate, with law enforcement occupations turnover rate being around 24%, and legal support occupations turnover rate being around 45%.

The Centers of Excellence also utilized Burning Glass Labor Insights to research online job postings data covering law enforcement, corrections, and legal support occupations from October 1, 2020 through September 30, 2021, including primary employers, job titles and skills required in the Greater Sacramento region. The breakdown of each area can be found in Figure 2. Benzing stated that many of these details were on par with what is normally found in the ADJ industry, but pointed out some interesting new differences. Law Enforcement in our region is seeing new employers outside of education and the public sector - most notably, Deloitte, an auditing and tax firm, and General Dynamics, an aerospace and defense firm. Going deeper, Benzing explained that these employers are looking for specialized investigative detectives for their work sites, with Deloitte seeking financial analysts and accounting forensics specialists, while General Dynamics is looking to fill intelligence positions. Additionally, within the Corrections area, new skills needed by employers included Elder Care. Benzing noted these new branches of law enforcement and corrections careers could be an opportunity for community colleges to branch out, and assess the intersection of law enforcement with specialized activities.

Figure 1: Online Job Postings, Law Enforcement, Corrections, and Legal Support Occupations

LAW ENFORCEMENT

Employers	Job Titles	Skills
<ul style="list-style-type: none"> • City of Sacramento • Deloitte • County of El Dorado • Sacramento County • City of Elk Grove • Los Rios Community College District • General Dynamics • California State University, Sacramento • Sacramento Sheriff's Department 	<ul style="list-style-type: none"> • Police Officer • Dispatcher • Deputy Sheriff II • Campus Patrol • Chief of Police • Monitoring Agent • Border Patrol Agent • Police Officer Lateral • Police Recruit • Criminal Investigator 	<ul style="list-style-type: none"> • Public Health and Safety • Prevention of Criminal Activity • Scheduling • Law Enforcement or Criminal Justice Experience • Customer Service • Criminal Justice • Warrants • Cardiopulmonary Resuscitation (CPR)

CORRECTIONS

Employers	Job Titles	Skills
<ul style="list-style-type: none"> • County of El Dorado • Sacramento County • California Division of Correctional Rehabilitation • Sacramento Sheriff's Department • Yolo County • Placer County • River Oak Center For Children • G4S • Brinks Incorporated 	<ul style="list-style-type: none"> • Correctional Officer I • Deputy Probation Officer I • Detention Aide • Probation Aide • Assistant Probation Officer • Captain, Adult Institution • Correctional Lieutenant • Correctional Officer I/II • Deputy Probation Officer • Parole Agent III, Adult Parole 	<ul style="list-style-type: none"> • Rehabilitation • Cardiopulmonary Resuscitation (CPR) • Record Keeping • Criminal Justice • Crisis Intervention • Counseling Services • Elder Care • Public Health and Safety • Staff Management • Law Enforcement or Criminal Justice Experience

LEGAL SUPPORT

Employers	Job Titles	Skills
<ul style="list-style-type: none"> • Nyman Turkish Pc • Fujitani Consulting • DLA Piper • Adams & Martin Group • Orrick Herrington & Sutcliffe • University Enterprises Incorporated • County of El Dorado • The Law Offices Of Daniel A Hunt • Nelson Kennard • Gurstel Law Firm 	<ul style="list-style-type: none"> • Paralegal • Legal Secretary • Legal Assistant • Litigation Paralegal • Paralegal/Legal Assistant • Family Law Paralegal • Legal Assistant/Paralegal • Legal Administrative Assistant • Legal Secretary/Assistant • Litigation Secretary 	<ul style="list-style-type: none"> • Litigation • Legal Documentation • Legal Document Composition • Legal Support • Administrative Support • Customer Service • Legal Research • Case Management • Scheduling • Cleaning

The Centers of Excellence also examined awards across all of the ADJ programs in the Greater Sacramento region community colleges, including Los Rios Community College District, Sierra College, Lake Tahoe Community College, and Yuba Community College District. Law

Enforcement programs conferred an average of 677 awards per year over the last three years, while corrections conferred 15 awards per year, and Legal Support conferred 67 awards.

Using this information, Benzing compared supply vs. demand within the ADJ job market, and found that law enforcement has near parity between the two, while corrections and legal support careers show large gaps, with demand far outpacing supply. Benzing suggested there may be law enforcement programs that are more apt to connect individuals with their first time job in law enforcement, but recommended further research in order to close these gaps. Benzing also recommended further analysis of job postings data which revealed an intersection between law enforcement and specialized investigations, particularly in the fields of cybersecurity/cyber crimes, intelligence analysts, and financial forensics/accounting. Benzing also highlighted the need to consider future impacts of automation on legal support jobs, and how changes in legislation, such as CA Prop 25, may impact corrections staffing, as these careers are more administrative, and have a potential to be automated.

Legislative Changes, Opportunities Implications in Police Officer Training

Meagan Poulos is a Legislative Liaison and Public Information Officer for Peace Officer and Standards Training (POST). POST provides the minimum training required for hiring standards in peace officer training. It is a voluntary and incentive-based program which means that agencies are not required to participate in the POST program, however, they can receive reimbursement and additional resources for training peace officers through POST. POST provides regulations and executes mandates for peace officer training, and has 18 commissioners appointed by the governor and the legislature.

Minimum Training Standards- The basic training for police officers requires a minimum of 664 hours including 43 learning domains. On average, academies teach upwards of 900 hours. For instance, the California Highway Patrol Academy, one of the largest POST agencies in the state, includes about 1,000 hours of training. Approximately five thousand recruits graduate from POST academies each year.

There are 41 police academies in California, of which, nearly 50% are community college-based, and the remaining are aligned specifically to a law enforcement agency. Poulos noted that peace officers are already hired by an agency before they begin POST training, and as such, they are considered affiliated, while around 15% of peace officers are not hired by any organization when they begin training, and are considered non-affiliated. These peace officers put themselves through the training program and usually enter the field through community college in order to complete the training.

Required Learning - It takes approximately two years for recruits to obtain a basic certificate to become a peace officer. If hired, peace officers go through a field training program with a minimum training of 400 hours, and have to pass a probationary period.

If not hired out of the academy, non-affiliated recruits have three years to obtain a basic certificate before their training at the academy expires, which would require them to re-enroll in the academy again. Peace officers are required to receive mandatory 24 hours of continual POST-certified professional training every two years through in-service training, though most

officers complete around 90 hours. This can be completed in partnership with a community college or an agency can create its own POST-certified training. Patrol officers complete 18 hours of continual POST-training every year through POST's Perishable Skills Program which includes firearms training, driving, strategic training, and use of force.

Legislative Changes

Legislative changes continually impact and adjust POST's training requirements on a yearly basis. Poulos identified several recent bills which have changed these standards, first listing Assembly Bill 89 (AB 89) increases the minimum age requirement to hire a peace officer from 18 to 21 years. An individual can attend a training academy before turning 21, but must be 21 years upon being hired. Additionally, AB 89 requires that the vice-chancellor of the community college work with POST to develop a report on potential education requirements in hiring, with a goal of creating a modern policing degree at the community college level, which would become a requirement for peace officers to obtain. The report is due July 1, 2023, and AB 89 requires that POST adopt recommendations within two years of the report release date. Senate Bill 2 (SB 2) will outline specific courses that would be included in the modern policing degree.

Poulos also mentioned that Senate Bill 2 (SB 2) would largely impact POST training, as it establishes a decertification program for peace officers in California. Local agencies are responsible for conducting investigations on serious misconduct and reporting the peace officers to POST, which then reviews the information and determines if peace officers should be suspended or have their certification revoked. The law goes into effect on January 1, 2023.

Panel Discussion

The panel discussion included the Chair and Professor from the Division of Criminal Justice at CSU Sacramento, Assistant Dean from UC Davis School of Law and representatives from different branches of the criminal justice system. All panelists are listed as follows:

- **Dr. Ernest Uwazie, Chair and Professor**, Division of Criminal Justice, CSU Sacramento
- **Craig Compton, Assistant Dean of Career Services**, UC Davis School of Law
- **Seandre King, Deputy Probation Officer**, Sacramento County Probation
- **Mark Slaughter, Supervising Attorney**, Sacramento County Office of the Public Defender
- **Josh Rosen, Recruitment Manager**, California's Department of Justice Division of Law Enforcement
- **Daniel Rodriguez, Special Agent**, Federal Bureau of Investigation, Sacramento
- **Lieutenant Zachary Bales, Outreach and Engagement**, Sacramento Police Department
- **Sergeant Jon Sams**, California Department of Corrections and Rehabilitation



Open positions in Administration of Justice Fields

Sacramento County Probation - Current entry level positions include on-call probation aides, which was listed as the best way to enter a career in probation. Additionally, Sacramento County Probation periodically offers job openings for assistant deputy probation officer positions. This organization also continually offers internships to students from accredited universities.

Sacramento County Office of the Public Defender - Current entry-level positions available are primarily for attorneys, however the office also has investigative staff and legal support staff, with entry level positions such as legal secretaries and legal office assistance, who generally perform financial work, or financial management of grant program funding. Other entry-level positions include investigative assistants, a role which does not require previous law enforcement experience, but does require community college coursework, or relevant work experience.

Department of Justice California Division on Law Enforcement - The entry-level positions in this department include crime analyst roles. Crime Analyst I positions require the completion of 60 college units, with no need for a completed Associate's Degree. Other positions include criminal analyst, forensic scientist, special agent, and staff services analyst roles, which require a bachelor's degree. Administrative positions include office technicians and legal support staff. Additional entry-level roles include staff services analysts, which require a 4 year degree from an accredited university, as well as legal support staff.

Federal Bureau of Investigations (FBI) - Entry-level positions include the Honor's Internship Program, and Collegiate Hiring Initiative, which hires college seniors into entry level positions as computer scientists, electronic technicians, data analysts, IT specialists, and operational servicing technicians.

Sacramento Police Department - Entry-level positions include dispatchers, crime scene investigators, and professional staff including records personnel, police clerks, administrative analysts, and IT specialists. The Sacramento Police Department hires college student trainees with no experience needed. Police officers need a minimum of 60 college units to be hired. However, most police officers have a bachelor's degree. Police officers require a minimum training of two years.

California Department of Corrections (CDCR) - The minimum qualifications to work at the CDCR include being above 21 years old, a legal record without any felonies, the ability to possess a

firearm. Additionally, officers must be a United States Citizen, or be on a path to becoming a citizen, with a high school diploma or GED. CDCR hires approximately 1500 people annually into many positions.

Communication & Emotional Skills Gaps

Consistently, panelists across all areas of the Administration of Justice sector agreed that oral communication skills and emotional intelligence are crucial skills for applicants to have. Employers highlighted the need for recruits to be able to demonstrate strong verbal communication skills, especially during times of chaos or conflict, in order to make critical decisions, collaborate with peers and those they serve, and resolve problems. Both employers and educators agreed that incoming ADJ professionals need to have the ability to employ logic, adeptly problem solve, and critically analyze a situation in order to visualize and employ a variety of solutions. Having high emotional intelligence, and the willingness to work and communicate with others will set these candidates up for success, especially when working with diverse populations. Being an open-minded, trauma-informed, and adaptable problem solver is essential in this sector.

Failures in the Application Process

Aforementioned lack of communication skills also present themselves as a barrier within the application process for many ADJ careers. Through both oral and written exams, candidates often struggle to connect their past experiences or work history with the job they are applying for, or fail to demonstrate this experience when facing a written or verbal communication test. The ability to discuss a chronological series of events, or write topic sentences with supporting details is also a key skill for applicants.

The written exams and background checks required for ADJ careers also pose a challenge to some applicants. Exam dates are often met with a high attrition rate - with only 30% of applicants actually arriving and completing the task. Additionally, the exam and application process of these careers can be long, and requires candidates to follow a series of instructions, resulting in many dropping out of the process along the way.

Throughout all Administration of Justice fields, employers also noted that candidates frequently fail background checks due to omitting or furnishing inaccurate information. The panel explained that having a checkered past does not disqualify a candidate, as long as the information is presented before the background check. Candidates' ability to be transparent about their experiences and legal history shows that they have the ability to self assess, learn from mistakes, and be successful. Failing background tests particularly affects the Corrections field, with more males not passing background checks, leading to higher rates of female correctional officers.

Overview of Higher Education Administration of Justice Programs

CSU Sacramento has the second-largest Criminal Justice Program in the country. The college has over 1800 majors with Bachelors' and Master's degree programs, which focus on giving graduates the skills necessary to make a positive impact in the community. The curriculum teaches critical thinking skills, evidence-based decision making, and emotional intelligence for

ethical reasoning. Programs also focus on racial justice and a global awareness lens that helps students work in diverse communities. There is an emphasis on discretionary justice because students learn that they will face challenges in their careers that will require them to rely on their discretion to make appropriate decisions.

The UC Davis Law School externship program allows students to gain academic credit by working in various offices such as the Federal Public Defender's Office, District Attorney's office, Public Defenders' Office, US Attorney's office, the Attorney General office and within civil rights organizations. The law school also has several other clinics such as the Civil Rights Clinics which take on civil rights claims brought forward by those in the prison system. The Aoki Social Justice Clinic focuses on the criminal justice system through a critical race perspective and is taught by leading scholars in the field. Additionally, UC Davis Law offers the Immigration Clinic, which focuses on legal issues pertaining to criminal and non-criminally detained immigrants, and works closely with public defenders' offices to educate individuals on immigration plea deals. The law school also offers Criminal Law and Policy certificate programs which provide students with experience writing law review articles on criminal justice, as well as experience interning in criminal justice fields like the public defender's office or with civil rights organizations. Research and writing are key skills for students interested in a career in law, and a background of classes in logic or logical reasoning is recommended to prepare students for the Law School Admission Test (LSAT).

Addressing Cultural Competency

CSU Sacramento is working with the college of continuing education to develop a post-baccalaureate cultural competency course. Additionally, the criminal justice course curriculum has a general education requirement that has race and ethnicity components. CSU Sacramento has a [Law Enforcement Candidate Scholar's College Program \(LECS\)](#) which provides resources to prepare students socially and emotionally to succeed in the police academy. The program also teaches students cultural competence and humility and includes a leadership and cultural competency speaker series involving speakers from different departments and organizations such as the Sacramento Police Department, organizations such as Martin Luther King Center, Project Rebound and the LGBTQ community. Additionally, students participate in community activities with elected officials and the district attorney's office.

Within UC Davis School of Law, 55-65% of students are people of color with 25% of the students being first-generation college graduates. UC Davis School of Law is also a majority-minority faculty. All first-year law students, faculty, and staff go through implicit bias training, and first-year courses also have a component that focuses on the law's effects on people of color. The law school has a racial justice speakers series clinic spearheaded by the dean and features speakers from around the country who speak on the issue of racial justice. The law school hired a full-time diversity, equity, and inclusion fellow, and convenes a diversity, equity, and inclusion committee in order to bring together students, staff, and faculty and address issues related to diversity, equity, and inclusion and how the college can improve its practices.

Employer and Community College Partnerships

The employer panel discussed their partnerships with community colleges as well as ways in which colleges could prepare students for Administration of Justice careers. Panelists stated that their organizations participate in speaking engagements in community colleges, high schools and four-year colleges. The FBI for example runs an FBI collegiate academy with CSU Sacramento through the career services department. University of California law schools also partner with community colleges in a pathway project known as the 2+2+3 Law School Pathway Project, a transfer program which puts students through a 2-year Associate Degree program, 2-year Bachelor's Degree program, and a 3-year Juris Doctorate. The program is designed to attract diverse populations.

The employer panel stressed that community colleges should prepare students for the high expectations demanded of employees in the field of administration of justice because modern police departments and other law enforcement arms require a more diverse skill set for employees. Prospective employees are required to apply critical decision-making in an environment that has little room for mistakes. Employees should be taught how to be adaptable, open-minded, flexible, and willing to accept the challenge.

The representative from the Sacramento County Office of the Public Defender stated that there is an opportunity to cultivate relationships with community colleges to develop a pipeline of students who can fill clerical and investigator positions in the Public Defender's office. In addition to diversity, equity, and inclusion programs in community college curricula, students interested in working in juvenile systems should be taught the basic intersectionality between biology, physiology of substance abuse, drug addiction, and mental health and how it intersects with the criminal justice system.

The representative from the Sacramento County Probation Office made the following recommendations on the college classes and skills that would be beneficial for new hires: motivational interviewing training, crisis intervention training, de-escalation techniques for those in crisis, mental health training, trauma-informed care, training in community service and outreach, effective communication training, report writing, and foundational understanding of penal codes and legislation. The employer stated that these classes are critical because probation officers work in a law-enforcement or social worker capacity.

Conclusion

The advisory concluded with comments from Dr. Uwazie from CSU Sacramento and Craig Crompton from UC Davis School of Law. Crompton stated that community colleges are an affordable gateway for a diverse student population interested in the legal profession, while Uwazie noted that college graduates should learn how to apply classroom knowledge when dealing with real-life scenarios. Valley Vision Project Leader Renee John and Kelly Gould, Department Chair and Professor at Sacramento City College, provided their contact information and encouraged participants to reach out for opportunities to connect in the future. Their contact information is provided below:

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