



WASHINGTON STATE
CRIMINAL JUSTICE TRAINING COMMISSION
19010 1ST AVENUE SOUTH, BURIEN, WA 98148

COMMISSION MEETING

Wednesday, June 14, 2006
10:00 AM

COMMISSION MEMBERS PRESENT:

Craig Thayer (Vice Chair), Sheriff, Stevens Co. Sheriff's Office
Anne Kirkpatrick, Chief, Federal Way Police Department
Brenda Stonecipher, Council Member, City of Everett
Garry Lucas, Sheriff, Clark Co. Sheriff's Office
Gil Kerlikowske, Chief, Seattle Police Department
Karen Daniels, Chief Deputy of Corrections, Thurston Co. Sheriff's Office
Laura Laughlin, Special Agent in Charge, FBI – Seattle Office
Mike Amos, Sergeant, Yakima Police Department
Shon Small, Detective, Benton Co. Sheriff's Office

WSCJTC STAFF PRESENT:

Michael D. Parsons, Executive Director
Carri Brezonick, Deputy Director
Bob Bragg, Central Sound Regional Training Manager
Bob Kerrigan, COA/Work Release Coordinator and Instructor
Brian Elliott, Manager, Financial Division
Brian Maxey, Assistant Attorney General, Attorney General's (AG's) Office
Cheryl Price, Coordinator, Accreditation/Public Disclosure
Doug Blair, Manager, Peace Officer Certification
Greg Baxter, Manager, Human Resources
Peter Costa, Supply Officer
Ron Griffin, Commander, Basic Law Enforcement Academy
Sonja Hirsch, Confidential Secretary
Wanda Townsend, Manager, Quality, Standards, & Technology Division
Wesley Anderson, Manager, Facilities Division

GUESTS PRESENT:

Fred Fakkema, Captain, Washington State Patrol
Robert Maule, Officer, Tacoma Police Department

INTRODUCTION

The Chair called the meeting to order at 10:05 AM with a quorum present.

Self-introductions followed.

COMMISSION APPOINTMENTS

Michael D. Parsons, Executive Director

Commissioner Gil Kerlikowske, Chief, Seattle Police Department

Commissioner Kerlikowske stated that he is delighted to be on the Commission.

He hopes that he can be of some help and assistance on the different kinds of difficult issues that the Commission has to face. He stated that he is familiar with the long and rich history of Seattle's relationship with training and the Academy.

It has been a long time since the Seattle Police Chief sat on the Commission. He hopes that the Seattle Police Department's reputation over the last five years with both the Washington Association of Sheriff's and Police Chiefs (WASPC) and the King County Chiefs, in trying to do whatever they can to be of help and assistance, will now carry forward at the state level.

Commissioner Shon Small, Detective, Benton County Sheriff's Office

Commissioner Small stated that it is a pleasure and honor to be in attendance.

He stated that he was very impressed when Director Parsons traveled to Benton County to introduce himself last week.

APPROVAL OF MEETING MINUTES OF MARCH 8, 2006

Commissioner Amos moved to approve the minutes of March 8, 2006.

Commissioner Lucas seconded the motion. The motion carried unanimously.

COMMISSION AND BOARD VACANCIES/APPOINTMENTS/REAPPOINTMENTS

Michael D. Parsons, Executive Director

The following individuals have been nominated to serve on the Board on Law Enforcement Training, Standards, and Education:

- ◆ Sheriff Gerald Weeks, Pend Oreille County Sheriff's Office
- ◆ Chief John Gray, Arlington Police Department

Commissioner Lucas moved to appoint Sheriff Weeks and Chief Gray to the Board on Law Enforcement Training, Standards, and Education. Commissioner Amos seconded the motion. The motion carried unanimously.

ADMINISTRATIVE EXEMPTIONS

Doug Blair, Peace Officer Certification Manager

Mr. Blair stated that, from the certification standpoint, there has been an increased number of requests for administrative exemptions.

He referenced RCW 41.14.070 (2), which reads:

“The unclassified position appointments authorized by this section must include selections from the following positions up to the limit of the number of positions authorized: Undersheriff, inspector, chief criminal deputy, chief civil deputy, jail superintendent, and administrative assistant or administrative secretary.”

He also referenced RCW 36.28.010 (6), which reads:

“Shall keep and preserve the peace in their respective counties, and quiet and suppress all affrays, riots, unlawful assemblies and insurrections, for which purpose, and for the service of process in civil or criminal cases, and in apprehending or securing any person for felony or breach of the peace, they may call to their aid such persons, or power of their county as they may deem necessary.”

Most Sheriffs, when they make an appointment, will commission that appointment. Appointments do not have to be made from the law enforcement ranks.

In short, the Sheriff of Franklin County has elected to commission Captain Richard Long and Lieutenant Ronelle Nelson for the purpose of providing law enforcement services of an administrative nature.

Captain Long and Lieutenant Nelson, Franklin County Sheriff’s Office

Captain Long and Lieutenant Nelson have met all of the requirements for an administrative exemption, and the Washington State Criminal Justice Training Commission (WSCJTC) staff recommends approval of their requests for an administrative exemption.

Commissioner Lucas moved to approve the administrative exemptions for Captain Richard Long and Lieutenant Ronelle Nelson of the Franklin County Sheriff’s Office. Commissioner Laughlin seconded the motion. The motion carried unanimously.

BOARD ON CORRECTIONS TRAINING, STANDARDS, & EDUCATION (BCTSE)

Carri Brezonick, Deputy Director

Beginning last fall, the Board began looking at career mapping and developing a series of protocols and maps for Corrections Officers from a cradle-to-grave perspective. The Board has created a committee to work on the project and is in the early stages of the process.

An Assessment of the Corrections Officers Academy (COA) will be conducted. The process will begin later this fall where staff will interview Sheriffs and their staff and city and county jails throughout the state to look at the academy training the WSCJTC provides in the COA. Staff will then analyze and assess to determine if it meets the expectations and needs of folks the WSCJTC serves.

BOARD ON LAW ENFORCEMENT TRAINING, STANDARDS, & EDUCATION (BLETSE)

Carri Brezonick, Deputy Director

Sheriff Mike Brasfield, Jefferson County Sheriff’s Office, volunteered to lead a statewide assessment of Reserve Academy training. Sheriff Brasfield did a survey and has

received input regarding agencies around the state that have Reserve programs, how they use Reserves, the kind of training they need, and the capacities they fill. It has been discovered that there are many ways that Reserves are being used across Washington State.

The Board is putting together a recommendation report that will be available at the Board's meeting in July as a point of discussion regarding next steps.

WAC RULE REVIEW

Cheryl Price, Accreditation/Public Disclosure Coordinator

WAC 139-05-200

Requirement of Basic Law Enforcement Training

The WSCJTC staff in conjunction with Tribal Law Enforcement Agencies, the Washington Department of Natural Resources, the Washington State Gambling Commission, and the Washington State Liquor Control Board proposed the rule.

Reason for change: Currently, tribal police officers in Washington State, natural resource investigators employed by the Washington Department of Natural Resources, special agents employed by the Washington State Gambling Commission, and liquor enforcement officers employed by the Washington State Liquor Control Board (officers/investigators/agents) who attend basic training or basic equivalency training are not recognized in the same manner as Washington peace officers who meet the same training requirements. When they return to their agency, they may be cross-commissioned by local law enforcement agencies to enforce Washington laws and laws pertaining to their agency. Their law enforcement service is not recognized by the WSCJTC as regular and commissioned employment; therefore, if they leave their agency and are employed as a Washington peace officer, the time served at their agency is considered a break in law enforcement service. This requires the officer/investigator/agent to complete the Basic Law Enforcement Equivalency Academy as a condition of Peace Officer Certification.

This change will result in tribal and limited-commission officer's who have successfully completed the basic or equivalency academy, as having their service with their agency recognized by the WSCJTC as "regular and commissioned employment as a law enforcement officer."

The WSCJTC staff, Tribal Law Enforcement Agencies, the Washington Department of Natural Resources, the Washington State Gambling Commission, and the Washington State Liquor Control Board recommend approval for final action.

Commissioner Lucas moved to approve WAC 139-05-200, Requirement of Basic Law Enforcement Training, for final action. Commissioner Daniels seconded the motion. The motion carried unanimously.

EXECUTIVE DIRECTOR'S REPORT

Michael D. Parsons, Executive Director

Employee Recognition

Greg Baxter, Human Resources Manager

Mr. Baxter has been the Human Resources Manager for the WSCJTC since September 2003.

He has 30 years of Human Resources Management experience, including positions with large and small corporations, years as an independent consultant, and seven years as a Professor of Human Resources Management at Southeastern Oklahoma State University and the U.S. Army War College.

He holds a Masters in Management and a Doctorate in Business Administration.

Mr. Baxter has testified as a Human Resources Expert Witness and Statistical Expert Witness in more than 100 employment lawsuits in state and federal courts across the nation.

He has published research papers in academic and employment law journals and in several Civil War magazines.

In 2001, he retired as a Colonel in the Army Reserve.

Mr. Baxter added that his position has been a very interesting and very rewarding assignment.

Peter Costa, Supply Officer

Mr. Costa was born in Manhattan and grew up in Long Island, NY. By the time he was three years old, he traveled across the Atlantic. In 1974, he moved to Florida, and worked for a land surveying company and then enlisted in the U.S. Coast Guard.

After basic training and a technical school, he became a machinery technician. Besides the operation, maintenance, and repairs of engineering equipment, he also procured and maintained a large inventory of engineering supplies. After his first four years he went to another technical school and became a storekeeper. His first job as a storekeeper was managing 500 pay records for two years in Juneau. After that he transferred to Yokota Air Base near Tokyo and specialized in supply and logistics. Other duties or missions he was involved in were: managing a small Coast Guard Exchange, search and rescue, fire fighting, ice breaking, marine environmental protection, drug smuggling interdiction, and fishery patrols.

After 20 years in the Coast Guard he worked, traveled, and lived in numerous places such as Alaska, Hawaii, New Jersey, Virginia, California, and more. While in Honolulu, he retired from the Coast Guard as a Chief Storekeeper.

He has worked for the state of Washington for ten years. He started as a Supply Control Tech at the Department of Corrections Headquarters and at the Washington Correction Center for Women (WCCW).

Mr. Costa has worked for the WSCJTC since March of 2000. As the purchasing agent, he is responsible for receiving all supplies, the disposition of surplus property, updates to the property inventory log, and more.

What keeps him busy, on a personal basis, is taking care of his house, garden, cat, parakeet, cooking, and most of all, his daughter Silvia.

In addition, he likes to swim, snorkel, scuba dive, surf, fish, camp, hike, and ski. He also likes to explore the South Puget Sound and some of the local lakes on a kayak.

BLEA Survey

Director Parsons stated that the WSCJTC asked the Legislature for money for additional academies, and the money was received. As a result of the request for funding, the Legislature required the WSCJTC to conduct a survey of all of the law enforcement agencies in the state in regard to how many officers will need to be trained in the next biennium. The WSCJTC is required to submit the results of the survey to the Legislature by October 2006.

In order to move the WSCJTC's Strategic Plan and budget forward, the information was needed prior to the Legislature's deadline. Therefore, in June, Tisha Ehret, BLEA Secretary Administrative, and Sonja Hirsch, Confidential Secretary, phoned each agency to request their hiring needs figures. Then, in July, they took the figures that were received and sent them back to the agency for confirmation.

The preliminary figures from the survey were provided to the Commissioners.

Because of the number of law enforcement officers that need to be trained over the next three years, the WSCJTC will need to hold 13-14 basic academies during Fiscal Year 2007, 22 basic academies during Fiscal Year 2008, and 19 basic academies during Fiscal Year 2009.

Director Parsons will seek funding from the Legislature to support the need for the additional academies.

Commander Griffin added that additional instructors may be needed to teach academies that may be held in the evening.

He stated that the figures from the survey are merely an anticipated number of new and lateral hires.

Captain Fakkema added that the WSCJTC needs to contact the Washington State Patrol to coordinate the traffic week for the additional academies. He stated that the increase in academies will be a major impact to their operations.

Commander Griffin stated that the Basic Law Enforcement Academy will soon begin recruiting for additional TAC Officers.

Commissioner Kerlikowske stated that he was unaware of the need for TAC Officers. He stated that he would be willing to really push the issue, because we need to have the best and the brightest instructors.

He stated that the selection process should be harder.

Commander Griffin stated that the Basic Law Enforcement Academy has a fair selection process, and candidates are looked at very closely.

Director Parsons stated that candidates are also limited, because people are only willing to commute so far.

Commander Griffin said there is currently a TAC Officer commuting daily from Kelso and two from the Lacey/Olympia area.

CALEA

The WSCJTC went through the accreditation process almost one year ago.

The WSCJTC purchased a software product called TAME, out of Oregon.

In the process, the auditors performed the audit; the WSCJTC met all of the standards. Director Parsons then received a phone call from a CALEA Regional Coordinator giving the WSCJTC two choices. The choices were that the WSCJTC could appeal its accreditation to the Commission as a result of a copyright violation or the WSCJTC could stop using the TAME software. Director Parsons was notified that could expect a letter from the Director of CALEA, which would confirm what the CALEA staff member had just told him.

Director Parsons sent a letter to CALEA stating that the WSCJTC was unaware that by using TAME it had violated a copyright; the WSCJTC does not feel it violated a copyright, and the WSCJTC was not notified that by using TAME they would violate a copyright when the contract was signed. Director Parsons then sent a copy of each letter to the CALEA Commissioners in which he received seven or eight responses stating that they would look into the matter.

Since that time there has been additional correspondence and a telephone conference regarding the alleged copyright violation; however, no positive results have been achieved by the WSCJTC.

Director Parsons; Cheryl Price, Accreditation/Public Disclosure Coordinator; and Ron Price, former BLEA Commander plan to attend the CALEA hearing in Lexington, Kentucky, on July 29, 2006. However, they will not attend until Director Parsons receives some assurance from CALEA that the WSCJTC will be upheld in their position.

National Institute of Justice

The National Institute of Justice has instituted Technology Working Groups (TWG). There are approximately 18 across the United States and their focus is to work on different areas of interest and need within the law enforcement community. Director Parsons is part of the Modeling and Simulation Committee.

Part of the mandate is to take the military technology and to translate it into a useful resource for the law enforcement community.

Director Parsons was interested in the Immersive Technology/Virtual Reality. From the military model, they have computer-guided interaction and simulation technologies that

are very expensive. The TWG is trying to take it and make it into a more palatable and realistic learning environment for law enforcement, so officers can enhance their skills, decision making, and judgments by using this technology.

Currently, law enforcement has limited versions of that, such as the FATS machine and the driving simulator. However, those are very limited compared to what the military uses in their models, where they go through live scenarios in terms of putting on a helmet and experiencing the different kinds of weaponry, training, etc. that can all be translated to civilian practical use.

Strategic Plan

The 2007-2009 Strategic Plan is relatively short compared to previous plans. The Strategic Plan was revised as a result of a discussion between Carri Brezonick, Deputy Director, and Garry Austin, OFM Analyst. Also incorporated into the Strategic Plan is the Governor's GMAP (Government Management Accountability and Performance) process, which is using statistical data to look at what the WSCJTC does and how it does it. The Strategic Plan will then be tied into the agency's budget request, which is due by September 1, 2006.

Legislative Liaison

At the last Commission Meeting, Director Parsons was challenged with finding a different process for dealing with the Legislature. After looking at resources and talking with staff, Director Parsons recommended that Carri Brezonick serve as the Legislative Liaison. Therefore, during the legislative session, Ms. Brezonick will be a lobbyist for the WSCJTC. Director Parsons will continue to serve as the Director as well as consume the duties of the Deputy Director.

Commissioner Stonecipher stated that it is a great idea to have someone from within representing the agency. She stated that the WSCJTC may want an additional outside lobbyist to help set the strategy for the agency and to provide a broader perspective on everything that is going on with the Legislature.

Dormitory Replacement

The WSCJTC has a 64-bed dormitory that is very old and deteriorating. Due to the number of people being trained, the WSCJTC will ask, within the Capital Budget, for a 100-bed replacement dormitory rather than the current 64.

Other Legislation

The WSCJTC will ask for additional funding to justify the number of officers that need to be trained in BLEA.

In addition, the WSCJTC will again pursue Certification/Decertification for Corrections. Currently, there are approximately 20 states that certify/decertify corrections officers, so the WSCJTC will use that to pursue certification/decertification for corrections officers in Washington State.

The WSCJTC will seek funding for a daytime custodian. There are currently two nighttime custodians; however, with the amount of classes and meetings that take place, there needs to be a daytime custodian.

Long term, the WSCJTC will be looking at mandated in-service training for the Professional Development Division and Reserve Academies throughout the state. As Ms. Brezonick discussed, the BLETSE is studying the Reserve Academies. Currently, Reserve Officers are being used in a multitude of capacities from working parades and other local functions to full-time officers without supervision and very limited training.

Corrections Physical Ability Test (PAT) Workgroup

Carri Brezonick, Deputy Director

In December, the WSCJTC received a letter from the Teamsters Local, who represents Corrections Officers within the Department of Corrections (DOC). The letter indicated, from a basic analysis that they had done, that the PAT in some way may prevent them from recruiting an appropriate number of females for employment with DOC.

In January, WSCJTC staff met with the Teamsters and DOC. As a result, a workgroup was formed to look at PAT testing for Corrections. Part of the process will be to look at the WSCJTC's PAT records and looking at the failure rates, not only by gender, but by test (run, sit-ups, and push-ups).

The WSCJTC has been working with DOC to collect their data and analyze it.

It has been agreed upon to look at both the testing as well as the injury rate to determine whether or not the tests currently used are an appropriate measurement for success in the academy training.

Leadership Training

For the past several years, the WSCJTC has provided First Level and Mid-management training using tools predominately developed by Ken Blanchard and Associates. Over the last few months, Director Parsons has challenged staff to look at the training because of the cost per student per class.

The International Association of Chiefs of Police (IACP) is piloting a new training that was developed using a model out of West Point on leadership training. Al Isaac, Professional Development Division Manager, will be attending the first pilot in Arizona in June and July.

A long-range plan to look at the WSCJTC's leadership training will be brought before the Commission in September.

Correctional Worker Core (CWC) Audit

Michael D. Parsons, Executive Director

A few years ago, DOC and the WSCJTC had a discussion about how to audit the CWC program. The CWC is DOC's equivalent to the WSCJTC's Corrections Officers Academy (COA). Part of the discussion was that the WSCJTC is responsible for those programs. The WSCJTC needs to assure the quality of the CWC since it is the equivalent to the COA.

A protocol has been developed, which can be used to audit the various CWC programs.

Director Parsons stated that it is a good program, and he has discussed it with Secretary Harold Clarke who is interested in continuing it. The CWC audit will be expanded to include defensive tactics, which is currently not audited. In addition, DOC is currently

looking at combining some of their CWC programs, so they do not have so many across the state.

Director Parsons' Evaluation

Director Parsons provided an update to the list of the 15 or 16 agency achievements.

In addition, he recently sent the Commissioners a list of all of the items he feels he should be evaluated on for July 2006 through June 2007.

Clark County

Brian Maxey stated that Sheriff Garry Lucas, Clark County Sheriff's Office, brought to the WSCJTC's attention that there are two statutes that clearly conflict regarding polygraphs. The first is the WSCJTC's statute under RCW 43.101.095 that governs Peace Officer Certification. The statute requires that, "As a condition of continuing employment for any applicant that has been offered a conditional offer of employment as a fully commissioned peace officer... the applicant shall successfully pass a psychological examination and a polygraph or similar test as administered by the county, city, or state law enforcement agency..."; therefore, polygraphs are mandatory.

There is also a statute RCW 49.44.120, which states, "It shall be unlawful for any person, firm, corporation or the state of Washington, its political subdivisions or municipal corporations to require, directly or indirectly, that any employee or prospective employee take or be subjected to any lie detector or similar tests as a condition of employment or continued employment...", which directly contradicts the WSCJTC statute and mandate.

Moreover, the exceptions that apply to RCW 49.44.120 include persons making initial application for employment with any law enforcement agency. This covers most situations; however, there are two situations it does not cover. One is people who are not serving as peace officers who are employed by a law enforcement agency who later want to become a peace officer. This transition is not an initial application for employment with that agency as they already work there. The second problem occurs if a person has a 24-month lapse in their employment with an agency who then reapplies to be reinstated with that agency. Again, that is not an initial application with that agency.

Clearly, the two statutes conflict directly. There is no ability in the WSCJTC's statute that permits a waiver of the polygraph. Again, the two statutes are completely incompatible. The goal, at this point, is to strategize as to the best way to fix RCW 49.44.120 to remove the language that says, "initial application." Language would be added that excludes people who have taken a 24-month break in service.

Commissioner Lucas stated that eventually it will affect every sheriff that has a custody officer who wants to become a sworn peace officer in the state.

New WSCJTC Mission Statement

The WSCJTC has a new mission statement. Through a collective process, staff came up with the new mission statement, which reads, "Enhance the quality of life and public safety in Washington communities through innovative training and education of criminal justice personnel and enforcement of certification standards."

HB 2367

House Bill 2367 passed and will be implemented in January 2007, which is the tribal certification bill. The WSCJTC has the ability to certify tribal officers as tribal officers if their respective tribes enter into an agreement with the WSCJTC.

At least five or six tribes have expressed an interest in entering into an agreement with the WSCJTC.

CD: Interacting with Persons with Developmental Disabilities and Mental Illness

As a result of a request by the Legislature, the WSCJTC developed a training program in dealing with persons with developmental disabilities and mental illnesses. No funding was provided for this project.

A series of experts from the mental health community, autistic community, and other people of interest provided their concerns, issues, and interests. As a result, a CD was produced. The CD was distributed to the Commissioners.

Chief For a Day

Director Parsons received a letter from Chief Gerald Casey of the Department of Veterans Affairs. Director Parsons read a section of the letter, which read, "I wanted to let you know that Sonja Hirsch and Rachelle Parslow were incredible leaders for this event. They were organized, timely in their requests and responses and communicated consistently and appropriately. It is this type of leadership that sets the State of Washington Criminal Justice Training Center head and shoulders above others throughout the country.

Obviously, your trust in these fine employees was clearly evident to those of us intimately involved. Leadership is best done by example and you have set the example, tone, expectations, and goals for the Training center and these two young ladies stepped forward and produced an exceptional event."

Director Parsons stated that this years' Chief For a Day celebration was a very exceptional event and we achieved what needed to be achieved.

STAFF REPORTS

New BLEA TAC Officers

Ron Griffin, Commander, Basic Law Enforcement Academy

Commander Griffin reported that each TAC Officer is on a three-year contract with the Basic Law Enforcement Academy; therefore, each year there is a turnover of approximately one-third.

Officer Ron Tennyson

Officer Ron Tennyson is from the Tacoma Police Department, and he joined the BLEA Cadre a few weeks ago.

Officer Tennyson has been with the Tacoma Police Department for 16 years. He is a Patrol Officer, but has had several specialty assignments as well. He was assigned to the SWAT Team for 10 years, the Pro Act Team, and worked in the hiring unit as a background investigator. He currently instructs firearms, first aid, chemical agent/less-lethal, Taser, and has been a Field Training Officer (FTO) for the last 13 years.

In addition, he also has been a member of the BLEA Skills Team.

Officer Mark Best

Officer Best has been a law enforcement officer for 16 years and currently works for the Tacoma Police Department.

Officer Best has worked patrol and has spent a significant amount of time with traffic as a motorcycle officer, a fatality investigator, a member of the search and rescue team, on the Cladestine Lab team, and as a background investigator.

He also has worked on the Skills Team in the BLEA since January 2004.

New Corrections TAC Officer
Carri Brezonick, Deputy Director

Officer Bob Kerrigan

Officer Kerrigan joined the WSCJTC in September of 2005. He has been with the Pierce County Corrections Bureau for over 13 years.

Prior to his employment with Pierce County, Officer Kerrigan spent over 20 years with the United States Army Military Police and Corrections Corp.

During his time, he has been a training coordinator, a FTO, a FTO Coordinator, and is also a certified instructor for the WSCJTC to conduct training for trainers of FTOs around the state.

Officer Kerrigan resides in Olympia with his wife and has two sons.

WSCJTC Employee Survey
Greg Baxter, Human Resources Manager

In March 2006, the Washington State Department of Personnel (DOP) assisted agencies in conducting and analyzing a survey of state employees about workplace issues and employee treatment by managers and supervisors.

The DOP received 28 responses from the WSCJTC employees, which is approximately a 70 percent response rate. The statewide response rate was 42 percent.

The survey results on each of the responses range from 1-this never happens to 5-this always happens. On the 12 questions, the WSCJTC's average score was 4.3, and the statewide score was 3.8. The WSCJTC scored 4 or above on 11 out of 12 questions. Statewide, agencies scored 4.0 on only 4 out of 12 questions.

The WSCJTC's employees scored their managers and supervisors higher on all 12 questions than did the 36,423 other state employees.

Mr. Baxter went over the WSCJTC and statewide results for each of the 12 questions. A copy of the survey results was provided to each commissioner.

