



COMMUNITY POLICING AND
SHARED VALUES
LAW ENFORCEMENT INITIATIVE

Community Policing and Shared-Based Law Enforcement Initiative

Minnesota Department of Public Safety (DPS)

September 2020

Executive Summary

This report is associated with the Community Policing and Character-Based Law Enforcement Initiative. Over the past months, the DPS conducted a series of community listening sessions and focus group sessions with staff representing the Minnesota State Patrol (MSP), Bureau of Criminal Apprehension (BCA), and Alcohol and Gambling Enforcement (AGED). The objective was to learn the values and behaviors that generate trust in the police and then align those values with those of the DPS. In brief, the basis for this project was the utilization of community engagement to identify shared values and increase community/police normative alignment. (This document provides the information referenced during the community report-back meetings.)

This initiative resulted in the development of a refreshed version of organizational core values that are aligned with the community's values. These updated core values established the foundation for the review of the MSP, BCA, and AGED processes associated with recruitment, selection, training, and evaluation. This process also facilitated the development of a framework for increasing police trust through the selection of officers who exhibit the shared values of community and DPS. Included in this framework is an implementation plan that directly aligns and integrates the shared values into the recruitment, selection, training, and evaluation procedures and practices of the MSP, BCA, and AGED.

The community participants expressed confidence that if the MSP, BCA, and AGED operationalized the listening session recommendations, then trust in the law enforcement officers and organization would increase. In addition, they believe that as mutual trust increases, organizational and community cohesiveness and cooperation will also increase. The DPS agrees with the community's recommendations and is committed to building trust-based police and community relationships through the reinforcement of these shared values in their organizational policies and practices. The DPS is confident that if this framework is fully implemented, it has the potential of becoming a statewide model to increase the community's trust in the police.

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Minnesota Department of Public Safety

Using Community Engagement to Increase Trust in the Law Enforcement Hiring Process

Minnesota Report-Back Meetings

September 21 and 23, 2020

Agenda

Welcome

Background

Purpose

This meeting is intended report-back the progress the Minnesota Department of Public Safety has made applying the community's input in the recruitment, selection, and training processes.

Introductions

Review

Recall the primary question the community helped answer:

"To increase the level of trust between you and the Department of Public Safety, what type of women and men should be hired?"

Overviews

Listening session responses

MSP/BCA/AGED responses

Integration of the community's recommendations

Next Steps

Community comments and recommendations

Wrap – Up

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Listening Session Agenda - Example

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Minnesota Department of Public Safety

Using Community Engagement to Increase Trust in the Law Enforcement Hiring Process

Agenda

Alcohol
and Gambling
Enforcement

Bureau of
Criminal
Apprehension

Driver
and Vehicle
Services

Emergency
Communication
Networks

Homeland
Security and
Emergency
Management

Minnesota
State Patrol

Office of
Communications

Office of
Justice Programs

Office of
Pipeline Safety

Office of
Traffic Safety

State Fire
Marshal

1. Welcome
2. Background
3. Purpose
 - a. This meeting is designed to test and validate a process that is able to benefit our communities and Department of Public Safety.
4. Introductions
5. Participation is voluntary and anonymous.
6. Primary question for discussion "To increase the level of trust between you and the Department of Public Safety, what type of women and men should be hired?"
7. Wrap – Up

Minnesota Department of Public Safety

Listening Session Recommendations

“To increase the level of trust between you and the Department of Public Safety, what type of women and men should be hired?”

Areas of Emphasis

1. Service

- a. Community participation (Community service)
 - i. Passion for community service
 - ii. Involved in the community
 - iii. Invested in communities (community connection)
 - iv. Lifetime of being of being part of their community
 - v. Involved in the community they serve (schools and volunteerism)
 - vi. Community collaboration experience
 - vii. Regular participation in community events
 - viii. Partner with a variety of community groups
 - ix. Be visible in the community
 - x. Able to interact with community members (ongoing conversations and relationships)
 - xi. Informed on issues that affect the community (neighborhood)
 - xii. Spending time with children and youth
- b. Team player
 - i. Team player
 - ii. Willing to help others
- c. Sense of responsibility to protect and serve
 - i. Think in terms of being together (versus “us and them”)
 - 1. Do not think in terms of “us vs. them”
 - 2. Lack of an “us vs. them” attitude
 - ii. People who know the community (humanity of the people) they serve and protect
 - iii. Protect the community more than they protect themselves
 - iv. Human connection (not just a uniform)
 - 1. More than the uniform
- d. Customer service skills (engaging as a human, good speaking skills) **a**
 - i. Helpful
 - ii. Quick and good response

2. Empathetic

- a. Empathy
 - i. Empathy (inclusion and diverse background) **a**
 - ii. Empathy in communication **a**
 - iii. Empathy (ability to sympathize)
 - iv. Ability to communicate empathy
- b. Compassionate
 - i. Kind
- c. Treat people like family members (Golden Rule)
 - i. Care about other people
 - ii. Actually (i.e., sincerely) care
 - iii. Able to build relationships
- d. Friendly
 - i. Friendly approach
 - 1. Wave and a smile
 - ii. Nice (people with good social skills)
 - iii. Personality (Able to engage with people. Human)
 - iv. Not robotic
 - 1. Able to know the officer outside the job (so they are not seen as a robot)
 - v. Good sense of humor
 - vi. Customer service skills (engaging as a human, good speaking skills) **b**
- e. Patience
 - i. Not in a hurry

3. Good judgment

- a. Judgment
 - i. Critical thinking skills **a**
 - ii. Discretion
- b. Level-headed in all circumstances
 - i. Clear headed
 - ii. Able to use force appropriate to the situation
 - 1. Violence as a last resort
- c. De-escalation skills
 - i. Able to de-escalate
 - ii. De-escalate real-life situations
 - iii. Able to communicate during tense situations
- d. Problem-solvers
 - i. Able to make quick decisions (good decision-making skills)

- e. Open-minded
 - i. Able to think more broadly
 - ii. Free thinker (good judgment and able to think for yourself)
 - 1. No rogue tendencies (do not want them to be bad apples)
- f. Able to understand and synthesize information from multiple sources
 - i. Able to read each situation
 - ii. Social media usage (Avoid someone who forwards false information. Police officers need to be able to detect false vs factual information)

4. Leadership skills

- a. Competence
 - i. Able to learn
 - ii. Able to use technology
- b. Critical thinking skills **b**
- c. Personable and professional (simultaneous)
 - i. First impressions are important
 - ii. Personal contact is always the first time for the citizen
- d. Well-rounded
 - i. Broad knowledge base
- e. Sense of self (maturity)
 - i. Self-confidence (comfortable in their own skin)
 - ii. Well-grounded in life
 - iii. Life Experience
 - iv. Spiritually grounded
- f. Visionary (dedicated to their careers; **Committed**)
 - i. Able to take on the responsibilities of an officer (not prone to excessive force or heavy hand-handed) (i.e., uphold their oath first)
 - ii. Officer would investigate anyone
- g. People who know how to network

5. Good communication (written and orally)

- a. Good communication skills
 - i. Good Communication
 - ii. Customer service skills (engaging as a human, good speaking skills) **c**
 - iii. Empathy in communication **b**
 - iv. Do not use bad language
 - v. Only use abrupt communication when it is necessary
- b. Listening skills - Active listener
 - i. Listen first (take time to understand)

- c. Being able to communicate across cultures **a**
 - i. Talk with people out in the public (on and off duty)

6. Cultural sensitivity

- a. Cultural competency (ability to work in multiple communities)
 - i. Empathy (inclusion and diverse background) **b**
 - ii. Being able to communicate across cultures **b**
- b. Reflect the community
 - i. Reflect the community (in background and experience)
 - ii. Be able to identify with ALL communities (Reflect the community)
 - iii. Hire people from the local community
 - 1. Look like the community

7. Honest

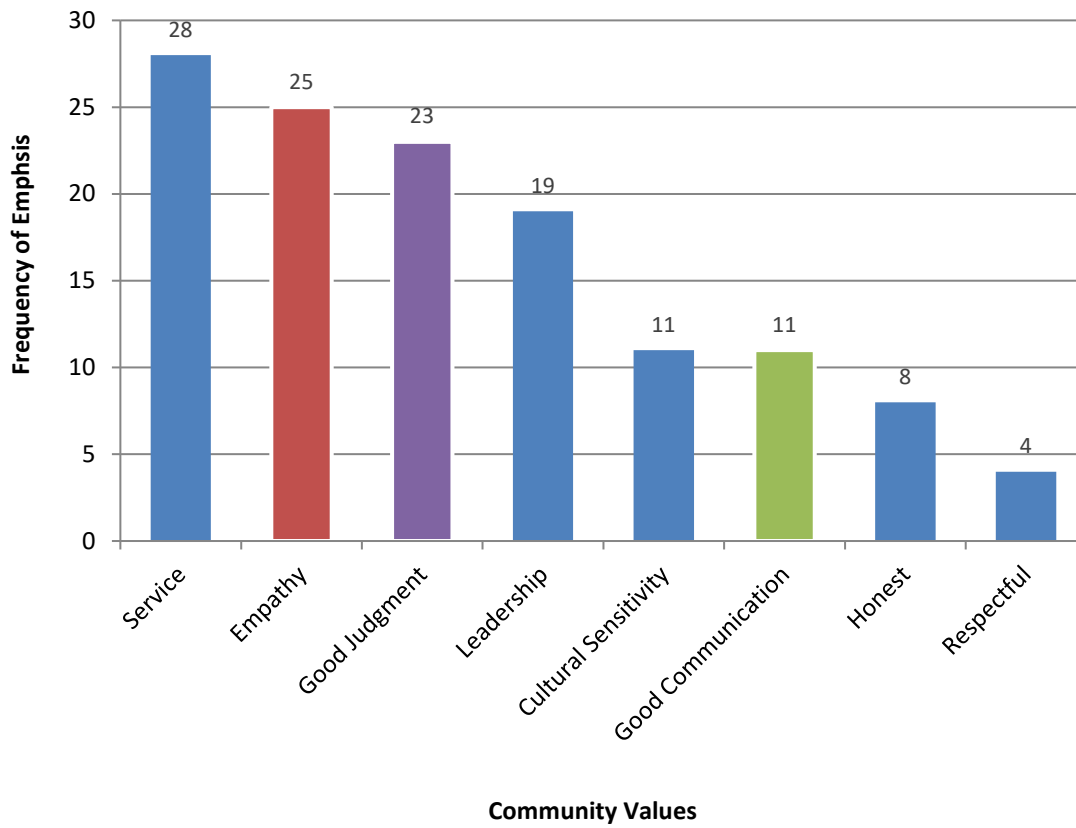
- a. Don't lie (be honest)
 - i. Accountability
 - ii. Transparent and Accessible
 - iii. Be truthful
- b. Unbiased
 - i. Able to navigate their biases

8. Respectfulness

- a. Respect
- b. Lack of sarcasm
- c. Communicate respectfully

Letters a, b, and c indicate the occurrence of duplicate usage. For example, in the area of emphasis **Service**, "Customer service skills (engaging as a human, good speaking skills) **a**" indicates that this recommendation is aligned with more than one area of emphasis. The **b** indicates that this is first area occurrence of emphasis. It appears again in the area of emphasis **Empathetic**, "Customer service skills (engaging as a human, good speaking skills) **b**" indicates that this is second reference to this community recommendation.

Figure 1 Minnesota Listening Session Areas of Emphasis



The above chart is a distribution of the terms and descriptors that Minnesotans believe, if exhibited by police officers, will generate trust. Even though some terms were discussed more frequently than others, this does not mean that participants favored one value or behavior more than another. In short, Minnesotans believe that police officers will be trusted if they are a **Service**-minded **Leaders** who have **Good Judgment** and are **Honest, Respectful, Empathetic, Culturally Sensitive,** and **Good Communicators**.

Minnesota Department of Public Safety

Rochester – Listening Session

July 30, 2019

10:00am

“To increase the level of trust between you and the Department of Public Safety, what type of women and men should be hired?”

1. Treat people like family members (Golden Rule)
2. Respect
3. Self-confidence (comfortable in their own skin)
4. More than the uniform
5. Personable and professional (simultaneous)
6. Think in terms of being together (versus “us and them”)
7. Able to think more broadly
8. Able to navigate their biases
9. Empathy (ability to sympathize)
10. Listen first
11. Not in a hurry
12. Human connection
13. Reflect the community
14. Life Experience

Minnesota Department of Public Safety

Listening Session Areas of Emphasis

Rochester Responses are highlighted

“To increase the level of trust between you and the Department of Public Safety, what type of women and men should be hired?”

1. Service

- a. Community participation (Community service)
 - i. Passion for community service
 - ii. Involved in the community
 - iii. Invested in communities (community connection)
 - iv. Lifetime of being of being part of their community
 - v. Involved in the community they serve (schools and volunteerism)
 - vi. Community collaboration experience
 - vii. Regular participation in community events
 - viii. Partner with a variety of community groups
 - ix. Be visible in the community
 - x. Invested in communities (community connection)
 - xi. Able to interact with community members (ongoing conversations and relationships)
 - xii. Informed on issues that affect the community (neighborhood)
 - xiii. Spending time with children and youth
- b. Team player
 - i. Team player
 - ii. Willing to help others
- c. Sense of responsibility to protect and serve
 - i. Think in terms of being together (versus “us and them”)**
 - 1. Do not think in terms of “us vs. them”
 - 2. Lack of an “us vs. them” attitude
 - ii. People who know the community (humanity of the people) they serve and protect
 - iii. Protect the community more than they protect themselves
 - iv. Human connection (not just a uniform)**
 - 1. More than the uniform**
- d. Customer service skills (engaging as a human, good speaking skills) **a**
 - i. Helpful
 - ii. Quick and good response

2. Empathetic

- a. Empathy
 - i. Empathy (inclusion and diverse background) **a**
 - ii. Empathy in communication **a**
 - iii. Empathy (ability to sympathize)
 - iv. Ability to communicate empathy
- b. Compassionate
 - i. Kind
- c. Treat people like family members (Golden Rule)
 - i. Care about other people
 - ii. Actually (i.e., sincerely) care
 - iii. Able to build relationships
- d. Friendly
 - i. Friendly approach
 - 1. Wave and a smile
 - ii. Nice (people with good social skills)
 - iii. Personality (Able to engage with people. Human)
 - iv. Not robotic
 - 1. Able to know the officer outside the job (so they are not seen as a robot)
 - v. Good sense of humor
 - vi. Customer service skills (engaging as a human, good speaking skills) **b**
- e. Patience
 - i. Not in a hurry

3. Good judgment

- a. Judgment
 - i. Critical thinking skills **a**
 - ii. Discretion
- b. Level-headed in all circumstances
 - i. Clear headed
 - ii. Able to use force appropriate to the situation
 - 1. Violence as a last resort
- c. De-escalation skills
 - i. Able to de-escalate
 - ii. De-escalate real-life situations
 - iii. Able to communicate during tense situations
- d. Problem-solvers
 - i. Able to make quick decisions (good decision-making skills)

- e. Open-minded
 - i. Able to think more broadly
 - ii. Free thinker (good judgment and able to think for yourself)
 - 1. No rogue tendencies (do not want them to be bad apples)
- f. Able to understand and synthesize information from multiple sources
 - i. Able to read each situation
 - ii. Social media usage (Avoid someone who forwards false information. Police officers need to be able to detect false vs factual information)

4. Leadership skills

- a. Competence
 - i. Able to learn
 - ii. Able to use technology
- b. Critical thinking skills **b**
- c. Personable and professional (simultaneous)
 - i. First impressions are important
 - ii. Personal contact is always the first time for the citizen
- d. Well-rounded
 - i. Broad knowledge base
- e. Sense of self (maturity)
 - i. Self-confidence (comfortable in their own skin)
 - ii. Well-grounded in life
 - iii. Life Experience
 - iv. Spiritually grounded
- f. Visionary (dedicated to their careers; **Committed**)
 - i. Able to take on the responsibilities of an officer (not prone to excessive force or heavy hand-handed) (i.e., uphold their oath first)
 - ii. Officer would investigate anyone
- g. People who know how to network

5. Good communication (written and orally)

- a. Good communication skills
 - i. Good Communication
 - ii. Customer service skills (engaging as a human, good speaking skills) **c**
 - iii. Empathy in communication **b**
 - iv. Do not use bad language
 - v. Only use abrupt communication when it is necessary
- b. Listening skills - Active listener
 - i. Listen first (take time to understand)

- c. Being able to communicate across cultures **a**
 - i. Talk with people out in the public (on and off duty)

6. Cultural sensitivity

- a. Cultural competency (ability to work in multiple communities)
 - i. Empathy (inclusion and diverse background) **b**
 - ii. Being able to communicate across cultures **b**
- b. Reflect the community**
 - i. Reflect the community (in background and experience)
 - ii. Be able to identify with ALL communities (Reflect the community)
 - iii. Hire people from the local community
 - 1. Look like the community

7. Honest

- a. Don't lie (be honest)
 - i. Accountability
 - ii. Be truthful
 - iii. Transparent and Accessible
- b. Unbiased
 - i. Able to navigate their biases**

8. Respectfulness

- a. Respect**
- b. Lack of sarcasm
- c. Communicate respectfully

Minnesota Department of Public Safety

Burnsville – Listening Session

August 8, 2019

10:00am

“To increase the level of trust between you and the Department of Public Safety, what type of women and men should be hired?”

1. Well-grounded in life
2. Extraordinarily vetted (no domestic violence, aware of potential bias, chemical dependence susceptibility)
3. Visionary (dedicated to their careers)
4. Honest
5. Quick and good response
6. Not Rogue
7. Accountability
8. Lack of sarcasm
9. Do not use bad language
10. Consistent behaviors
11. Lack of an “us versus them” attitude
12. Team player
13. Personality (Able to engage with people. Human)
14. Abrupt communication when it may not be necessary
15. Involved in the community
16. Kind
17. Helpful
18. Communicate respectfully
19. Care
20. Customer service skills (engaging as a human, good speaking skills)
21. Empathy (inclusion and diversity background)
22. Reflect the community

Minnesota Department of Public Safety

Listening Session Areas of Emphasis

Burnsville responses are highlighted

“To increase the level of trust between you and the Department of Public Safety, what type of women and men should be hired?”

1. Service

- a. Community participation (Community service)
 - i. Passion for community service
 - ii. Involved in the community
 - iii. Invested in communities (community connection)
 - iv. Lifetime of being of being part of their community
 - v. Involved in the community they serve (schools and volunteerism)
 - vi. Community collaboration experience
 - vii. Regular participation in community events
 - viii. Partner with a variety of community groups
 - ix. Be visible in the community
 - x. Invested in communities (community connection)
 - xi. Able to interact with community members (ongoing conversations and relationships)
 - xii. Informed on issues that affect the community (neighborhood)
 - xiii. Spending time with children and youth
- b. Team player
 - i. Team player
 - ii. Willing to help others
- c. Sense of responsibility to protect and serve
 - i. Think in terms of being together (versus “us and them”)
 - 1. Do not think in terms of “us vs. them”
 - 2. Lack of an “us vs. them” attitude
 - ii. People who know the community (humanity of the people) they serve and protect
 - iii. Protect the community more than they protect themselves
 - iv. Human connection (not just a uniform)
 - 1. More than the uniform
- d. Customer service skills (engaging as a human, good speaking skills) **a**
 - i. Helpful
 - ii. Quick and good response

2. Empathetic

- a. Empathy
 - i. Empathy (inclusion and diverse background) **a**
 - ii. Empathy in communication **a**
 - iii. Empathy (ability to sympathize)
 - iv. Ability to communicate empathy
- b. Compassionate
 - i. Kind
- c. Treat people like family members (Golden Rule)
 - i. Care about other people
 - ii. Actually (i.e., sincerely) care
 - iii. Able to build relationships
- d. Friendly
 - i. Friendly approach
 - 1. Wave and a smile
 - ii. Nice (people with good social skills)
 - iii. Personality (Able to engage with people. Human)
 - iv. Not robotic
 - 1. Able to know the officer outside the job (so they are not seen as a robot)
 - v. Good sense of humor
 - vi. Customer service skills (engaging as a human, good speaking skills) **b**
- e. Patience
 - i. Not in a hurry

3. Good judgment

- a. Judgment
 - i. Critical thinking skills **a**
 - ii. Discretion
- b. Level-headed in all circumstances
 - i. Clear headed
 - ii. Able to use force appropriate to the situation
 - 1. Violence as a last resort
- c. De-escalation skills
 - i. Able to de-escalate
 - ii. De-escalate real-life situations
 - iii. Able to communicate during tense situations
- d. Problem-solvers
 - i. Able to make quick decisions (good decision-making skills)

- e. Open-minded
 - i. Able to think more broadly
 - ii. Free thinker (good judgment and able to think for yourself)
 - 1. No rogue tendencies (do not want them to be bad apples)
- f. Able to understand and synthesize information from multiple sources
 - i. Able to read each situation
 - ii. Social media usage (Avoid someone who forwards false information. Police officers need to be able to detect false vs factual information)

4. Leadership skills

- a. Competence
 - i. Able to learn
 - ii. Able to use technology
- b. Critical thinking skills **b**
- c. Personable and professional (simultaneous)
 - i. First impressions are important
 - ii. Personal contact is always the first time for the citizen
- d. Well-rounded
 - i. Broad knowledge base
- e. Sense of self (maturity)
 - i. Self-confidence (comfortable in their own skin)
 - ii. Well-grounded in life
 - iii. Life Experience
 - iv. Spiritually grounded
- f. Visionary (dedicated to their careers; **Committed**)
 - i. Consistent behaviors
 - ii. Able to take on the responsibilities of an officer (not prone to excessive force or heavy hand-handed) (i.e., uphold their oath first)
 - iii. Officer would investigate anyone
- g. People who know how to network

5. Good communication (written and orally)

- a. Good communication skills
 - i. Good Communication
 - ii. Customer service skills (engaging as a human, good speaking skills) **c**
 - iii. Empathy in communication **b**
 - iv. Do not use bad language
 - v. Only use abrupt communication when it is necessary

- b. Listening skills - Active listener
 - i. Listen first (take time to understand)
- c. Being able to communicate across cultures **a**
 - i. Talk with people out in the public (on and off duty)

6. Cultural sensitivity

- a. Cultural competency (ability to work in multiple communities)
 - i. Empathy (inclusion and diverse background) **b**
 - ii. Being able to communicate across cultures **b**
- b. Reflect the community
 - i. Reflect the community (in background and experience)
 - ii. Be able to identify with ALL communities (Reflect the community)
 - iii. Hire people from the local community
 - 1. Look like the community

7. Honest

- a. Don't lie (be honest)
 - i. Accountability
 - ii. Be truthful
 - iii. Transparent and Accessible
- b. Unbiased
 - i. Able to navigate their biases

8. Respectfulness

- a. Respect
- b. Lack of sarcasm
- c. Communicate respectfully

Minnesota Department of Public Safety

Maple Grove – Listening Session

August 14, 2019

10:00am

“To increase the level of trust between you and the Department of Public Safety, what type of women and men should be hired?”

1. Judgment
2. Able to make quick decisions (good decision-making skills)
3. Competence
4. Critical thinking skills
5. Broad knowledge base
6. Able to learn,
7. Able understand synthesize information from multiple sources.
8. Social media usage (able to detect false vs factual information)
9. Clear headed
10. Unbiased
11. Good communication skills
12. Transparency
13. Informed on issues that affect the community (neighborhood)
14. Accessibility
15. Reflect the community (in background and experience)
16. Able to de-escalate
17. Level-headed in all circumstances
18. Empathy
19. Listening skills
20. Recognize safety and place the person in the safer place

Minnesota Department of Public Safety

Listening Session Areas of Emphasis

Maple Grove responses are highlighted

“To increase the level of trust between you and the Department of Public Safety, what type of women and men should be hired?”

1. Service

- a. Community participation (Community service)
 - i. Passion for community service
 - ii. Involved in the community
 - iii. Invested in communities (community connection)
 - iv. Lifetime of being of being part of their community
 - v. Involved in the community they serve (schools and volunteerism)
 - vi. Community collaboration experience
 - vii. Regular participation in community events
 - viii. Partner with a variety of community groups
 - ix. Be visible in the community
 - x. Invested in communities (community connection)
 - xi. Able to interact with community members (ongoing conversations and relationships)
 - xii. Informed on issues that affect the community (neighborhood)
 - xiii. Spending time with children and youth
- b. Team player
 - i. Team player
 - ii. Willing to help others
- c. Sense of responsibility to protect and serve
 - i. Think in terms of being together (versus “us and them”)
 - 1. Do not think in terms of “us vs. them”
 - 2. Lack of an “us vs. them” attitude
 - ii. People who know the community (humanity of the people) they serve and protect
 - iii. Protect the community more than they protect themselves
 - iv. Human connection (not just a uniform)
 - 1. More than the uniform
- d. Customer service skills (engaging as a human, good speaking skills) **a**
 - i. Helpful
 - ii. Quick and good response

2. Empathetic

a. Empathy

- i. Empathy (inclusion and diverse background) **a**
- ii. Empathy in communication **a**
- iii. Empathy (ability to sympathize)
- iv. Ability to communicate empathy

b. Compassionate

- i. Kind

c. Treat people like family members (Golden Rule)

- i. Care about other people
- ii. Actually (i.e., sincerely) care
- iii. Able to build relationships

d. Friendly

- i. Friendly approach
 1. Wave and a smile
- ii. Nice (people with good social skills)
- iii. Personality (Able to engage with people. Human)
- iv. Not robotic
 1. Able to know the officer outside the job (so they are not seen as a robot)
- v. Good sense of humor
- vi. Customer service skills (engaging as a human, good speaking skills) **b**

e. Patience

- i. Not in a hurry

3. Good judgment

a. Judgment

- i. Critical thinking skills **a**
- ii. Discretion

b. Level-headed in all circumstances

- i. Clear headed
- ii. Able to use force appropriate to the situation
 1. Violence as a last resort

c. De-escalation skills

- i. Able to de-escalate
- ii. De-escalate real-life situations
- iii. Able to communicate during tense situations

d. Problem-solvers

- i. Able to make quick decisions (good decision-making skills)

- e. Open-minded
 - i. Able to think more broadly
 - ii. Free thinker (good judgment and able to think for yourself)
 - 1. No rogue tendencies (do not want them to be bad apples)
- f. Able to understand and synthesize information from multiple sources
 - i. Able to read each situation
 - ii. Social media usage (Avoid someone who forwards false information. Police officers need to be able to detect false vs factual information)

4. Leadership skills

- a. Competence
 - i. Able to learn
 - ii. Able to use technology
- b. Critical thinking skills **b**
- c. Personable and professional (simultaneous)
 - i. First impressions are important
 - ii. Personal contact is always the first time for the citizen
- d. Well-rounded
 - i. Broad knowledge base
- e. Sense of self (maturity)
 - i. Self-confidence (comfortable in their own skin)
 - ii. Well-grounded in life
 - iii. Life Experience
 - iv. Spiritually grounded
- f. Visionary (dedicated to their careers; **Committed**)
 - i. Consistent behaviors
 - ii. Able to take on the responsibilities of an officer (not prone to excessive force or heavy hand-handed) (i.e., uphold their oath first)
 - iii. Officer would investigate anyone
- g. People who know how to network

5. Good communication (written and orally)

- a. Good communication skills
 - i. Good Communication
 - ii. Customer service skills (engaging as a human, good speaking skills) **c**
 - iii. Empathy in communication **b**
 - iv. Do not use bad language
 - v. Only use abrupt communication when it is necessary

b. Listening skills - Active listener

- i. Listen first (take time to understand)
- c. Being able to communicate across cultures **a**
 - i. Talk with people out in the public (on and off duty)

6. Cultural sensitivity

- a. Cultural competency (ability to work in multiple communities)
 - i. Empathy (inclusion and diverse background) **b**
 - ii. Being able to communicate across cultures **b**
- b. Reflect the community
 - i. Reflect the community (in background and experience)
 - ii. Be able to identify with ALL communities (Reflect the community)
 - iii. Hire people from the local community (2)
 - 1. Look like the community

7. Honest (8)

- a. Don't lie (be honest)
 - i. Accountability
 - ii. Be truthful
 - iii. **Transparent** and **Accessible**
- b. Unbiased**
 - i. Able to navigate their biases

8. Respectfulness

- a. Respect
- b. Lack of sarcasm
- c. Communicate respectfully

Minnesota Department of Public Safety

Thief River Falls – Listening Session

August 15, 2019

10:00am

“To increase the level of trust between you and the Department of Public Safety, what type of women and men should be hired?”

1. Good communication (written and orally)
2. Out in the public
3. Empathetic
4. Able to know the officer outside the job
5. Discretion
6. Able to read each situation
7. Able to build relationships
8. Leadership skills
9. Care about other people
10. Willing to help others
11. Responsible to protect and serve
12. Team player
13. Hire people from the local community
14. Able to interact with community members (ongoing conversations)
15. Able to use technology

Minnesota Department of Public Safety

Listening Session Areas of Emphasis

Thief River Falls responses are highlighted

“To increase the level of trust between you and the Department of Public Safety, what type of women and men should be hired?”

1. Service

- a. Community participation (Community service)
 - i. Passion for community service
 - ii. Involved in the community
 - iii. Invested in communities (community connection)
 - iv. Lifetime of being of being part of their community
 - v. Involved in the community they serve (schools and volunteerism)
 - vi. Community collaboration experience
 - vii. Regular participation in community events
 - viii. Partner with a variety of community groups
 - ix. Be visible in the community
 - x. Invested in communities (community connection)
 - xi. Able to interact with community members (ongoing conversations and relationships)
 - xii. Informed on issues that affect the community (neighborhood)
 - xiii. Spending time with children and youth
- b. Team player
 - i. Team player
 - ii. Willing to help others
- c. Sense of responsibility to protect and serve
 - i. Think in terms of being together (versus “us and them”)
 - 1. Do not think in terms of “us vs. them”
 - 2. Lack of an “us vs. them” attitude
 - ii. People who know the community (humanity of the people) they serve and protect
 - iii. Protect the community more than they protect themselves
 - iv. Human connection (not just a uniform)
 - 1. More than the uniform
- d. Customer service skills (engaging as a human, good speaking skills) **a**
 - i. Helpful
 - ii. Quick and good response

2. Empathetic

- a. Empathy
 - i. Empathy (inclusion and diverse background) **a**
 - ii. Empathy in communication **a**
 - iii. Empathy (ability to sympathize)
 - iv. Ability to communicate empathy
- b. Compassionate
 - i. Kind
- c. Treat people like family members (Golden Rule)
 - i. Care about other people
 - ii. Actually (i.e., sincerely) care
 - iii. Able to build relationships
- d. Friendly
 - i. Friendly approach
 - 1. Wave and a smile
 - ii. Nice (people with good social skills)
 - iii. Personality (Able to engage with people. Human)
 - iv. Not robotic
 - 1. Able to know the officer outside the job (so they are not seen as a robot)
 - v. Good sense of humor
 - vi. Customer service skills (engaging as a human, good speaking skills) **b**
- e. Patience
 - i. Not in a hurry

3. Good judgment

- a. Judgment
 - i. Critical thinking skills **a**
 - ii. Discretion
- b. Level-headed in all circumstances
 - i. Clear headed
 - ii. Able to use force appropriate to the situation
 - 1. Violence as a last resort
- c. De-escalation skills
 - i. Able to de-escalate
 - ii. De-escalate real-life situations
 - iii. Able to communicate during tense situations
- d. Problem-solvers
 - i. Able to make quick decisions (good decision-making skills)

- e. Open-minded
 - i. Able to think more broadly
 - ii. Free-thinker (good judgment and able to think for yourself)
 - 1. No rogue tendencies (do not want them to be bad apples)
- f. Able to understand and synthesize information from multiple sources
 - i. Able to read each situation
 - ii. Social media usage (Avoid someone who forwards false information. Police officers need to be able to detect false vs factual information)

4. Leadership skills

- a. Competence
 - i. Able to learn
 - ii. Able to use technology
- b. Critical thinking skills **b**
- c. Personable and professional (simultaneous)
 - i. First impressions are important
 - ii. Personal contact is always the first time for the citizen
- d. Well-rounded
 - i. Broad knowledge base
- e. Sense of self (maturity)
 - i. Self-confidence (comfortable in their own skin)
 - ii. Well-grounded in life
 - iii. Life Experience
 - iv. Spiritually grounded
- f. Visionary (dedicated to their careers; **Committed**)
 - i. Consistent behaviors
 - ii. Able to take on the responsibilities of an officer (not prone to excessive force or heavy hand-handed) (i.e., uphold their oath first)
 - iii. Officer would investigate anyone
- g. People who know how to network

5. Good communication (written and orally)

- a. Good communication skills
 - i. Good Communication
 - ii. Customer service skills (engaging as a human, good speaking skills) **c**
 - iii. Empathy in communication **b**
 - iv. Do not use bad language
 - v. Only use abrupt communication when it is necessary

- b. Listening skills - Active listener
 - i. Listen first (take time to understand)
- c. Being able to communicate across cultures **a**
 - i. Talk with people out in the public (on and off duty)

6. Cultural sensitivity

- a. Cultural competency (ability to work in multiple communities)
 - i. Empathy (inclusion and diverse background) **b**
 - ii. Being able to communicate across cultures **b**
- b. Reflect the community
 - i. Reflect the community (in background and experience)
 - ii. Be able to identify with ALL communities (Reflect the community)
 - iii. Hire people from the local community
 - 1. Look like the community

7. Honest

- a. Don't lie (be honest)
 - i. Accountability
 - ii. Be truthful
 - iii. Transparent and Accessible
- b. Unbiased
 - i. Able to navigate their biases

8. Respectfulness

- a. Respect
- b. Lack of sarcasm
- c. Communicate respectfully

Minnesota Department of Public Safety

Saint Cloud – Listening Session

August 16, 2019

10:00am

“To increase the level of trust between you and the Department of Public Safety, what type of women and men should be hired?”

1. Officer would investigate anyone
2. People who know how to network
3. Active listener
4. Good Communication
5. Passion for community service
6. Wave and a smile
7. Respectfulness
8. Community participation
9. Empathetic (Empathy)
10. First impressions are important
11. Friendly approach
12. Communication associated with tense situations
13. Don't lie (be honest)
14. Be visible in the community
15. Cultural sensitivity
16. Personal contact is always the first time for the citizen
17. Patience
18. Spending time with children and youth

Minnesota Department of Public Safety

Listening Session Areas of Emphasis

Saint Cloud responses are highlighted

“To increase the level of trust between you and the Department of Public Safety, what type of women and men should be hired?”

1. Service

- a. Community participation (Community service)
 - i. Passion for community service
 - ii. Involved in the community
 - iii. Invested in communities (community connection)
 - iv. Lifetime of being of being part of their community
 - v. Involved in the community they serve (schools and volunteerism)
 - vi. Community collaboration experience
 - vii. Regular participation in community events
 - viii. Partner with a variety of community groups
 - ix. Be visible in the community
 - x. Invested in communities (community connection)
 - xi. Able to interact with community members (ongoing conversations and relationships)
 - xii. Informed on issues that affect the community (neighborhood)
 - xiii. Spending time with children and youth
- b. Team player
 - i. Team player
 - ii. Willing to help others
- c. Sense of responsibility to protect and serve
 - i. Think in terms of being together (versus “us and them”)
 - 1. Do not think in terms of “us vs. them”
 - 2. Lack of an “us vs. them” attitude
 - ii. People who know the community (humanity of the people) they serve and protect
 - iii. Protect the community more than they protect themselves
 - iv. Human connection (not just a uniform)
 - 1. More than the uniform
- d. Customer service skills (engaging as a human, good speaking skills) **a**
 - i. Helpful
 - ii. Quick and good response

2. Empathetic

- a. Empathy
 - i. Empathy (inclusion and diverse background) **a**
 - ii. Empathy in communication **a**
 - iii. Empathy (ability to sympathize)
 - iv. Ability to communicate empathy
- b. Compassionate
 - i. Kind
- c. Treat people like family members (Golden Rule)
 - i. Care about other people
 - ii. Actually (i.e., sincerely) care
 - iii. Able to build relationships
- d. Friendly
 - i. Friendly approach
 - 1. Wave and a smile
 - ii. Nice (people with good social skills)
 - iii. Personality (Able to engage with people. Human)
 - iv. Not robotic
 - 1. Able to know the officer outside the job (so they are not seen as a robot)
 - v. Good sense of humor
 - vi. Customer service skills (engaging as a human, good speaking skills) **b**
- e. Patience
 - i. Not in a hurry

3. Good judgment

- a. Judgment
 - i. Critical thinking skills **a**
 - ii. Discretion
- b. Level-headed in all circumstances
 - i. Clear headed
 - ii. Able to use force appropriate to the situation
 - 1. Violence as a last resort
- c. De-escalation skills
 - i. Able to de-escalate
 - ii. De-escalate real-life situations
 - iii. Able to communicate during tense situations
- d. Problem-solvers
 - i. Able to make quick decisions (good decision-making skills)

- e. Open-minded
 - i. Able to think more broadly
 - ii. Free thinker (good judgment and able to think for yourself)
 - 1. No rogue tendencies (do not want them to be bad apples)
- f. Able to understand and synthesize information from multiple sources
 - i. Able to read each situation
 - ii. Social media usage (Avoid someone who forwards false information. Police officers need to be able to detect false vs factual information)

4. Leadership skills

- a. Competence
 - i. Able to learn
 - ii. Able to use technology
- b. Critical thinking skills **b**
- c. Personable and professional (simultaneous)
 - i. First impressions are important
 - ii. Personal contact is always the first time for the citizen
- d. Well-rounded
 - i. Broad knowledge base
- e. Sense of self (maturity)
 - i. Self-confidence (comfortable in their own skin)
 - ii. Well-grounded in life
 - iii. Life Experience
 - iv. Spiritually grounded
- f. Visionary (dedicated to their careers; **Committed**)
 - i. Consistent behaviors
 - ii. Able to take on the responsibilities of an officer (not prone to excessive force or heavy hand-handed) (i.e., uphold their oath first)
 - iii. Officer would investigate anyone
- g. People who know how to network

5. Good communication (written and orally)

- a. Good communication skills
 - i. Good Communication
 - ii. Customer service skills (engaging as a human, good speaking skills) **c**
 - iii. Empathy in communication **b**
 - iv. Do not use bad language
 - v. Only use abrupt communication when it is necessary

b. Listening skills - Active listener

- i. Listen first (take time to understand)
- c. Being able to communicate across cultures **a**
 - i. Talk with people out in the public (on and off duty)

6. Cultural sensitivity

- a. Cultural competency (ability to work in multiple communities)
 - i. Empathy (inclusion and diverse background) **b**
 - ii. Being able to communicate across cultures **b**
- b. Reflect the community
 - i. Reflect the community (in background and experience)
 - ii. Be able to identify with ALL communities (Reflect the community)
 - iii. Hire people from the local community
 - 1. Look like the community

7. Honest

- a. Don't lie (be honest)**
 - i. Accountability
 - ii. Be truthful
 - iii. Transparent and Accessible
- b. Unbiased
 - i. Able to navigate their biases

8. Respectfulness

- a. Respect
- b. Lack of sarcasm
- c. Communicate respectfully

Minnesota Department of Public Safety

Duluth – Listening Session

August 23, 2019

10:00am

“To increase the level of trust between you and the Department of Public Safety, what type of women and men should be hired?”

1. Nice (people with good social skills)
2. Ability to communicate empathy
3. Transparency
4. Invested in communities (community connection)
5. Open-minded
6. Problem-solvers
7. Friendly
8. Sense of self (maturity)
9. Good sense of humor
10. Well-rounded
11. Compassionate
12. Be able to identify with ALL communities (Reflect the community)
13. Lifetime being connected with their community
14. Being able to communicate across cultures
15. Do not be robotic
16. Empathy in communication
17. Free thinker (good judgment)
18. Regular participation in community events

Minnesota Department of Public Safety

Listening Session Areas of Emphasis

Duluth Responses are highlighted

“To increase the level of trust between you and the Department of Public Safety, what type of women and men should be hired?”

1. Service

- a. Community participation (Community service)
 - i. Passion for community service
 - ii. Involved in the community
 - iii. Invested in communities (community connection)
 - iv. Lifetime of being of being part of their community
 - v. Involved in the community they serve (schools and volunteerism)
 - vi. Community collaboration experience
 - vii. Regular participation in community events
 - viii. Partner with a variety of community groups
 - ix. Be visible in the community
 - x. Able to interact with community members (ongoing conversations and relationships)
 - xi. Informed on issues that affect the community (neighborhood)
 - xii. Spending time with children and youth
- b. Team player
 - i. Team player
 - ii. Willing to help others
- c. Sense of responsibility to protect and serve
 - i. Think in terms of being together (versus “us and them”)
 - 1. Do not think in terms of “us vs. them”
 - 2. Lack of an “us vs. them” attitude
 - ii. People who know the community (humanity of the people) they serve and protect
 - iii. Protect the community more than they protect themselves
 - iv. Human connection (not just a uniform)
 - 1. More than the uniform
- d. Customer service skills (engaging as a human, good speaking skills) **a**
 - i. Helpful
 - ii. Quick and good response

3. Empathetic

- a. Empathy
 - i. Empathy (inclusion and diverse background) **a**
 - ii. Empathy in communication **a**
 - iii. Empathy (ability to sympathize)
 - iv. Ability to communicate empathy
- b. Compassionate
 - i. Kind
- c. Treat people like family members (Golden Rule)
 - i. Care about other people
 - ii. Actually (i.e., sincerely) care
 - iii. Able to build relationships
- d. Friendly
 - i. Friendly approach
 - 1. Wave and a smile
 - ii. Nice (people with good social skills)
 - iii. Personality (Able to engage with people. Human)
 - iv. Not robotic
 - 1. Able to know the officer outside the job (so they are not seen as a robot)
 - v. Good sense of humor
 - vi. Customer service skills (engaging as a human, good speaking skills) **b**
- e. Patience
 - i. Not in a hurry

4. Good judgment

- a. Judgment
 - i. Critical thinking skills **a**
 - ii. Discretion
- b. Level-headed in all circumstances
 - i. Clear headed
 - ii. Able to use force appropriate to the situation
 - 1. Violence as a last resort
- c. De-escalation skills
 - i. Able to de-escalate
 - ii. De-escalate real-life situations
 - iii. Able to communicate during tense situations
- d. Problem-solvers
 - i. Able to make quick decisions (good decision-making skills)

a. Open-minded

- i. Able to think more broadly
- ii. Free thinker (good judgment and able to think for yourself)
 - 1. No rogue tendencies (do not want them to be bad apples)
- b. Able to understand and synthesize information from multiple sources
 - i. Able to read each situation
 - ii. Social media usage (Avoid someone who forwards false information. Police officers need to be able to detect false vs factual information)

6. Leadership skills

- a. Competence
 - i. Able to learn
 - ii. Able to use technology
- b. Critical thinking skills **b**
- c. Personable and professional (simultaneous)
 - i. First impressions are important
 - ii. Personal contact is always the first time for the citizen
- d. Well-rounded
 - i. Broad knowledge base
- e. Sense of self (maturity)
 - i. Self-confidence (comfortable in their own skin)
 - ii. Well-grounded in life
 - iii. Life Experience
 - iv. Spiritually grounded
- f. Visionary (dedicated to their careers; **Committed**)
 - i. Able to take on the responsibilities of an officer (not prone to excessive force or heavy hand-handed) (i.e., uphold their oath first)
 - ii. Officer would investigate anyone
- g. People who know how to network

7. Good communication (written and orally)

- a. Good communication skills
 - i. Good Communication
 - ii. Customer service skills (engaging as a human, good speaking skills) **c**
 - iii. Empathy in communication **b**
 - iv. Do not use bad language
 - v. Only use abrupt communication when it is necessary
- b. Listening skills - Active listener
 - i. Listen first (take time to understand)

c. Being able to communicate across cultures *a*

- i. Talk with people out in the public (on and off duty)

8. Cultural sensitivity

- a. Cultural competency (ability to work in multiple communities)
 - i. Empathy (inclusion and diverse background) ***b***
 - ii. Being able to communicate across cultures ***b***
- b. Reflect the community
 - i. Reflect the community (in background and experience)
 - ii. Be able to identify with ALL communities (Reflect the community)
 - iii. Hire people from the local community
 - 1. Look like the community

9. Honest

- a. Don't lie (be honest)
 - i. Accountability
 - ii. Be truthful
 - iii. Transparent (2) and Accessible
- b. Unbiased
 - i. Able to navigate their biases

10. Respectfulness

- a. Respect
- b. Lack of sarcasm
- c. Communicate respectfully

Minnesota Department of Public Safety

Minneapolis – Listening Session

August 27, 2019

10:00am

“To increase the level of trust between you and the Department of Public Safety, what type of women and men should be hired?”

1. Actions by officers around the country affect local perceptions*
2. De-escalation skills
3. Do not think in terms of “us vs. them”
4. Think twice about all of the elements involved in hiring military veterans*
5. Seek more women in law enforcement
6. Training in de-escalation tactics (i.e., ongoing, re-certification)
7. Partnering with other community groups who have successfully helped de-escalate real-life situations*
8. Cultural competency
9. Involved in the community they serve (schools and volunteerism)
10. Community collaboration experience
11. Hire from within the community*
12. Partner with a variety of community groups
13. Good judgment
14. Empathy
15. Level-headed
16. Spiritually grounded
17. Resort to violence as a last resort
18. Look like the community
19. People who know the community (people) they serve and protect
20. Training in Race, Class, and Culture*
21. Protect the community more than they protect themselves
22. Able to take on the responsibilities of an officers (not prone to excessive force or heavy hand-handed)
23. Intentional partnerships between the state agencies and local communities*
24. Officer’s identity should not be attached to their gun
25. Involve citizens in the hiring process*
26. Check the backgrounds of officers for inappropriate social groups
27. Unbiased toward all people
28. Be truthful

29. Relationship building throughout the community (also, through the parks and education system)*

- * Indicates answers that are more focused on organizational concerns versus the identification of types (i.e., behavior and traits) of people who increase trust. *These factors were communicated to the Commissioner of Public Safety.*

Minnesota Department of Public Safety

Listening Session Areas of Emphasis

Minneapolis responses are highlighted

“To increase the level of trust between you and the Department of Public Safety, what type of women and men should be hired?”

1. Service

- a. Community participation (Community service)
 - i. Passion for community service
 - ii. Involved in the community
 - iii. Invested in communities (community connection)
 - iv. Lifetime of being of being part of their community
 - v. Involved in the community they serve (schools and volunteerism)
 - vi. Community collaboration experience
 - vii. Regular participation in community events
 - viii. Partner with a variety of community groups
 - ix. Be visible in the community
 - x. Able to interact with community members (ongoing conversations and relationships)
 - xi. Informed on issues that affect the community (neighborhood)
 - xii. Spending time with children and youth
- b. Team player
 - i. Team player
 - ii. Willing to help others
- c. Sense of responsibility to protect and serve
 - i. Think in terms of being together (versus “us and them”)
 - 1. Do not think in terms of “us vs. them”
 - 2. Lack of an “us vs. them” attitude
 - ii. People who know the community (humanity of the people) they serve and protect
 - iii. Protect the community more than they protect themselves
 - iv. Human connection (not just a uniform)
 - 1. More than the uniform
- d. Customer service skills (engaging as a human, good speaking skills) **a**
 - i. Helpful
 - ii. Quick and good response

2. Empathetic

a. Empathy

- i. Empathy (inclusion and diverse background) **a**
- ii. Empathy in communication **a**
- iii. Empathy (ability to sympathize)
- iv. Ability to communicate empathy

b. Compassionate

- i. Kind

c. Treat people like family members (Golden Rule)

- i. Care about other people
- ii. Actually (i.e., sincerely) care

iii. Able to build relationships

d. Friendly

- i. Friendly approach
 1. Wave and a smile
- ii. Nice (people with good social skills)
- iii. Personality (Able to engage with people. Human)
- iv. Not robotic
 1. Able to know the officer outside the job (so they are not seen as a robot)
- v. Good sense of humor
- vi. Customer service skills (engaging as a human, good speaking skills) **b**

e. Patience

- i. Not in a hurry

3. Good judgment

a. Judgment

- i. Critical thinking skills **a**
- ii. Discretion

b. Level-headed in all circumstances

- i. Clear headed
- ii. Able to use force appropriate to the situation
 1. Violence as a last resort

c. De-escalation skills

- i. Able to de-escalate
- ii. De-escalate real-life situations
- iii. Able to communicate during tense situations

d. Problem-solvers

- i. Able to make quick decisions (good decision-making skills)

- e. Open-minded
 - i. Able to think more broadly
 - ii. Free thinker (good judgment and able to think for yourself)
 - 1. No rogue tendencies (do not want them to be bad apples)
- f. Able to understand and synthesize information from multiple sources
 - i. Able to read each situation
 - ii. Social media usage (Avoid someone who forwards false information. Police officers need to be able to detect false vs factual information)

4. Leadership skills

- a. Competence
 - i. Able to learn
 - ii. Able to use technology
- b. Critical thinking skills **b**
- c. Personable and professional (simultaneous)
 - i. First impressions are important
 - ii. Personal contact is always the first time for the citizen
- d. Well-rounded
 - i. Broad knowledge base
- e. Sense of self (maturity)
 - i. Self-confidence (comfortable in their own skin)
 - ii. Well-grounded in life
 - iii. Life Experience
 - iv. Spiritually grounded
- f. Visionary (dedicated to their careers; **Committed**)
 - i. Consistent behaviors
 - ii. Able to take on the responsibilities of an officer (not prone to excessive force or heavy hand-handed) (i.e., uphold their oath first)
 - iii. Officer would investigate anyone
- g. People who know how to network

5. Good communication (written and orally)

- a. Good communication skills
 - i. Good Communication
 - ii. Customer service skills (engaging as a human, good speaking skills) **c**
 - iii. Empathy in communication **b**
 - iv. Do not use bad language
 - v. Only use abrupt communication when it is necessary
- b. Listening skills - Active listener
 - i. Listen first (take time to understand)

- c. Being able to communicate across cultures **a**
 - i. Talk with people out in the public (on and off duty)

6. Cultural sensitivity

- a. Cultural competency (ability to work in multiple communities)
 - i. Empathy (inclusion and diverse background) **b**
 - ii. Being able to communicate across cultures **b**
- b. Reflect the community
 - i. Reflect the community (in background and experience)
 - ii. Be able to identify with ALL communities (Reflect the community)
 - iii. Hire people from the local community
 - 1. Look like the community

7. Honest

- a. Don't lie (be honest)
 - i. Accountability
 - ii. Transparent and Accessible
 - iii. Be truthful
- b. Unbiased
 - i. Able to navigate their biases

8. Respectfulness

- a. Respect
- b. Lack of sarcasm
- c. Communicate respectfully

Alignment of the Community's Recommendations with DPS Departmental Core Values

Minnesota State Patrol – Core Values Definitions

Respect

Treating the public and ourselves the way we would want to be treated

Respect is further characterized by:

Respect means communicating respectfully (i.e., avoiding sarcasm)

Cultural sensitivity

Cultural sensitivity means having the desire and competence to work and communicate with multiple communities and cultures; reflecting the community in background and experience

Empathy

Empathy means being kind, compassionate, and empathetic in all communication; caring for and treating people like family members; demonstrating patience; having a friendly approach to people on and off duty

Good communication

Good communication means good written and oral communication skills; being an active listener; unwilling to use bad language; talking to people in public settings both on and off duty

Integrity

Absolute truthfulness and honesty

Integrity is further characterized by:

Accountable

Accountable refers to being transparent and accessible to the community and our partners

Honest

Honest means being truthful and never lying

Unbiased

Unbiased means being impartial and able to overcome implicit or explicit biases

Courage

Following the course of duty no matter what the danger; and standing up for what is right

Courage is further characterized by:

Dedication

Dedication means being committed to career; having the ability to take on the responsibilities of our oath; willing to only use necessary force; willing to fully investigate all crimes and allegations regardless of the status of the people involved

Good judgment

Good judgment refers to having critical thinking skills; discretion; being level-headed in all circumstances; de-escalating tense situations; being a problem-solver who has good decision-making skills; being open-minded; having the ability to understand and synthesize information from multiple sources

Excellence

Surpassing ordinary standards to the point that people take notice and recognize what occurred

Excellence is further characterized by:

Community participation

Community participation means having a history of, and passion for, community service and includes ongoing collaboration with a variety of community groups

Customer service skills

Customer service skills means engaging as a human; having good speaking skills; being helpful; providing quick and quality responses

Sense of responsibility to protect and serve

Sense of responsibility to protect and serve refers to thinking in terms of working together (i.e., not an “us versus them” attitude); understanding the humanity of the people we serve; protecting the community more than self-interests; recognizing own humanity and not being just a uniform (i.e., government employee)

Team player

Team player means consistently willing to help others and work with the community, supervisors, and peers

Honor

Honoring those that have gone before us by furthering the traditions, work ethic, and service provided by the State Patrol

Honor is further characterized by:

Competence

Competence refers to possessing leadership skills; being able to learn; being able to use technology

Critical thinking skills

Critical thinking skills includes having good judgment; having the ability to understand and synthesize information from multiple sources

Personable and professional

Personable and professional means to simultaneously be both personable and professional; understand that first impressions are important; know how to network with other people

Self-confident

Self-confident refers to being comfortable in a person's own skin; exhibiting a mature sense of self; having life experience that results in being well-grounded

Visionary

Visionary means being dedicated and committed to career; having the ability to take on the responsibilities of our oath; willing to only use necessary force; willing to fully investigate all crimes and allegations regardless of the status of the people involved

Well-rounded

Well-rounded includes having a broad base of experience and knowledge

Bureau of Criminal Apprehension – Core Values Definitions

Integrity

Integrity is the cornerstone of public trust. This organization strives to always do the right thing.

Integrity is further characterized by:

Accountability

Accountability refers to being transparent and accessible to the community and our partners

Honesty

Honesty means being truthful and never lying

Unbiased

Being *Unbiased* means being impartial and able to overcome implicit or explicit biases

Good judgment

Good judgment refers to having critical thinking skills; discretion; being level-headed in all circumstances; de-escalating tense situations; being a problem-solver who has good decision-making skills; being open-minded; having the ability to understand and synthesize information from multiple sources

Ingenuity

Ingenuity drives progress. We strive to continually innovate in all of our programs to provide exceptional services, assistance and processes that protect the state of Minnesota.

Ingenuity is further characterized by:

Competence

Competence refers to possessing leadership skills; being able to learn; being able to use technology

Critical thinking skills

Critical thinking skills includes having good judgment; having the ability to understand and synthesize information from multiple sources

Open-mindedness

Open-minded means having the ability to think more broadly; being able to read each situation; understanding and synthesizing information from multiple sources

Personability and professionalism

Personable and professional means to simultaneously be both personable and professional; understand that first impressions are important; know how to network with other people

Problem-solving

Problem-solver means having good decision-making skills and ability to make quick decisions

Self-confidence

Self-confident refers to being comfortable in a person's own skin; exhibiting a mature sense of self; having life experience that results in being well-grounded

Visionary

Being a *Visionary means* being dedicated and committed to career; having the ability to take on the responsibilities of our oath; willing to only use necessary force; willing to fully investigate all crimes and allegations regardless of the status of the people involved

Well-roundedness

Well-rounded includes having a broad base of experience and knowledge

Partnerships

It is the mission of this organization to work in collaboration with our criminal justice and community partners to promote public safety.

Partnerships are further characterized by:

Respect

Respect means communicating respectfully (i.e., avoiding sarcasm)

Cultural sensitivity

Cultural sensitivity means having the desire and competence to work and communicate with multiple communities and cultures; reflecting the community in background and experience

Empathy

Empathy means being kind, compassionate, and empathetic in all communication; caring for and treating people like family members; demonstrating patience; having a friendly approach to people on and off duty

Good communication

Good communication means good written and oral communication skills; being an active listener; unwilling to use bad language; talking to people in public settings both on and off duty

Excellence

We value excellence in our people and our work to continually provide the best service to our partners, the Minnesota criminal justice community, and the citizens of this state.

Excellence is further characterized by:

Community participation

Community participation means having a history of, and passion for, community service and includes ongoing collaboration with a variety of community groups

Customer service skills

Customer service skills means engaging as a human; having good speaking skills; being helpful; providing quick and quality responses

Sense of responsibility to protect and serve

Having a *Sense of responsibility to protect and serve* refers to thinking in terms of working together (i.e., not an “us versus them” attitude); understanding the humanity of the people we serve; protecting the community more than self-interests; recognizing own humanity and not being just a uniform (i.e., government employee)

Team player

Being a *Team player* means consistently willing to help others and work with the community, supervisors, and peers

Alcohol and Gambling Enforcement Division – Core Values Definitions

Honesty

Accountable

Accountable refers to being transparent and accessible to the community and our partners

Truthful

Truthful means being honest and never lying

Unbiased

Unbiased means being impartial and able to overcome implicit or explicit biases

Leadership

Competence

Competence refers to possessing leadership skills; being able to learn; being able to use technology

Critical thinking skills

Critical thinking skills includes having good judgment; having the ability to understand and synthesize information from multiple sources

Personable and professional

Personable and professional means to simultaneously be both personable and professional; understand that first impressions are important; know how to network with other people

Self-confident

Self-confident refers to being comfortable in a person's own skin; exhibiting a mature sense of self; having life experience that results in being well-grounded

Visionary

Visionary means being dedicated and committed to our careers; having the ability to take on the responsibilities of our oath; willing to only use necessary force; willing to fully investigate all crimes and allegations regardless of the status of the people involved

Well-rounded

Well-rounded includes having a broad base of experience and knowledge

Respect

Respect means communicating respectfully (i.e., avoiding sarcasm)

Cultural sensitivity

Cultural sensitivity means having competence to work and communicate with multiple communities and cultures; reflecting the community in background and experience

Empathy

Empathy means being kind, compassionate, and empathetic in all communication; caring for and treating people like family members; demonstrating patience; having a friendly approach to people on and off duty

Good communication

Good communication means good written and oral communication skills; being an active listener; unwilling to use bad language; talking to people in public settings both on and off duty

Good judgment

Good judgment refers to having critical thinking skills; discretion; being level-headed in all circumstances; de-escalating tense situations; being a problem-solver who has good decision-making skills; being open-minded; having the ability to understand and synthesize information from multiple sources

Service

Community participation

Community participation means having a history of, and passion for, community service and includes ongoing collaboration with a variety of community groups

Customer service skills

Customer service skills means engaging as a human; having good speaking skills; being helpful; providing quick and quality responses

Sense of responsibility to protect and serve

Sense of responsibility to protect and serve refers to thinking in terms of working together (i.e., not an “us versus them” attitude); understanding the humanity of the people we serve; protecting the community more than self-interests; recognizing own humanity and not being just a uniform (i.e., government employee)

Team player

Team player means consistently willing to help others and work with the community, supervisors, and peers

Application of the Community's Recommendations

This information was foundational for the review of the MSP, BCA, and AGED processes associated with recruitment, selection, training, and evaluation. Specifically, the DPS examined the integration of each department's core values in the hiring process, first-year training, and evaluation process. The results of this assessment show that in some cases, the organization's core values are directly named. In other cases, the core values were indirectly described in the recruitment material, employment application, structured interview, background investigation, psychological assessment, training, and evaluation.

The DPS is looking forward to further emphasizing these shared values within the organization. Specifically, the DPS will connect the relevance of the shared values to serving with the Minnesota State Patrol, Bureau of Criminal Apprehension, and Alcohol and Gambling Enforcement Division throughout the recruitment, selection, training, and evaluation processes. We believe that these improvements to our processes will contribute to our ability to screen-in applicants who possess our shared values and screen-out those who do not.