

Summary Report for Florida Police Accreditation Coalition
Designing an Effective Accreditation Process
February 20, 2004

Our day began with a welcome and introductions by Major Butch Arenall. The facilitators then asked the group to participate in a sign in activity. Participants were asked to state one thing they were willing to offer to the group and one need they had. These were placed on cards and the results follow:

Something I Offer:

Joanne	Philosophy surrounding the Accreditation Process
David Diggs	I bring knowledge of time management
Lori Collins	Organize proofs and files
Dody Williams	Open mind
Debbie Jourdan	Reporting mechanism for collection of “proofs” of compliance
James Wright	A process for facilitating policy approval
Rita Pawchoo	Gather proofs of compliance
Simon Dixon	Training Background/coordination skills
Steve Meyer	File design
Michael Leatherman	Computer skills
Joe Cortez	Corrections Operations/Management
Bill Davis	Experience of reaccreditation
Carole Burleson	Meeting with Accreditation Liaisons for collection of proofs
Vicki Castro	Organization skills
Betty L. Miller	Willingness to learn
Steve Bucklin	Intranet based S.O.P.
Meg Ross	University Law Enforcement Experience
Richard Ferwer	Knowledge of Microsoft Access, Excel and SQL *Database design
Darin Howie	New accreditation plan/delegation/communication
Paul	26 year experience
Alfreda Jackson	Experience of having gone through an initial accreditation
Marie Shelton	Color code your files & file folders. It creates a uniform, neat look and makes it easier to locate the exact file you want. (i.e. all mandatory files in red, N/A files all green, etc.)
Bruce Clark	Using “Hidden text” standard numbers in policies
Lori Cameron	File set-up; organization
Margie Carr	I’m a new “bee” – Just starting from scratch – I was able to write written directives to replace the dept’s old policy manual
Gary Robinson	CFA Chapter assignment spreadsheet for assessors/team

leader use to make chapter assignments for on-site assessments.

(Excel), Tallies standards & bullet counts to equalize work load.

Cheryl Berky	Knowledge: Power point presentations
Wanda White	Power point presentations
Jim Fradejar	Developing policy
Donald Jacobs	Can do attitude and project management
Traci Armas	Experience with the process
Mike Page	Team Building
Elaine Minton	FMJS Break down into categories
Debbie Williams	Able to work/communicate with a variety of people
Richard Spaleay	Dedication
Cassandra Snipes	Resources, legal experience, knowledge
John Woods	Legal knowledge
Linda Johnson	An accreditation manager and assessor's perspective
Warren Merriman	I composed a matrix chart for every standard and delegated the majority to the D.R. – below
Dianne Hill	Electronic management of written directives system for collection of proofs
Jennifer Williamson	Knowledge of written directives system
Zeva Edmondson	2 years staff inspections experience
Norene Monanan	Access database for documentation collection & tracking
Diane Lynch	Experience of several years working on accreditation
Barbara Savoie	Willingness to help
Frank Tomassini	Knowledge, experience
Mike Cochran	Electronic policy and procedure delivery
Karen Nau	Ideas

Something I Need:

Karen Nau	Resources
Mike Cochran	An assistant
Frank Tomassini	Physical help! New ideas and ways to do more and better
Barbara Savoie	Organization
Diane Lynch	Buy in from employees in my department
Norene Monahan	To get agency members to like, buy into, motivation for accreditation.
Zeva Edmondson	Experience in accreditation
Jennifer Williamson	Better knowledge of standards and interpretation
Diane Hill	Compliance from the “Dinosaurs”
Warren Merriman	Advice on going for complete CALEA accreditation process
Linda Johnson	Ideas for collecting proofs of compliance more expediently & with less excuses from agency members on why

John Woods	deadlines can not be met.
Cassandra Snipes	Microsoft word formatting skills
Richard Spaleay	Accreditation Managers Course Organization
Debbie Williams	knowledge
Elaine Minton	Stronger speaking/language skills
Traci Armas	Better organizational skills and time management
Donald Jacobs	Better ability to juggle many assignments
Jim Fradejar	New ideas and ways of performing
Wanda White	Cooperation
Cheryl Berky	Cooperation and consistency
Gary Robinson	Time management
Margie Carr	More involvement by other staff members
	Help! I'm just starting the process. I have a million questions and concerns as our dept. is very unique- I'm learning how to complete all the steps of the process correctly.
Lori Cameron	Learn how to write policy
Bruce Clark	How t deal with a "black hole" administrator
Marie Shelton	Need to learn a complete process for reaccreditation whereby you can't overlook or miss documenting something.
Alfreda Jackson	Tips on effectively managing/facilitating the reaccreditation process.
Paul	Agency to fully accept accreditation at tall times not just at reaccreditation
Darin Howie	Time – help
Richard Ferwer	Policy/Directive receipt tracking using automating techniques. Intranet/internet/VPN enabled
Meg Ross	Need to learn the process
Betty Miller	How to get my fellow workers more involved in the accreditation process.
Vicki Castro	Innovative ways to find proofs
Carole Burleson	AC/TRAC Training and understanding
Bill Davis	Assistance in departmental buy-in of the accreditation process
Joe Cortez	Knowledge on creating "Computer based training"
	Time management
Michael Leatherman	More time in the day
No Name	How to obtain buy in from staff regarding the accreditation process
Steve Meyer	Gathering proofs/system for
Simon Dixon	File organization, building
Rita Pawchoo	Office help – manpower/organization
Joanne	Patience
James Wright	A system for gathering proofs of compliance from different organizational units

Debbie Jourdan
Dody Williams
Lori Collins
David Diggs

Manpower
Time
Support Personnel
I need to learn better listening skills

The purpose for the session was to share best practices for the Accreditation Process through communication, mutual cooperation, support and sharing of resources. This is important because a deeper understanding of the design and implementation of the process and best practices will result in agencies that are better positioned for achieving Accreditation.

We divided into 5 groups to brainstorm and gather best practices and information. The five questions we addressed and the information gathered are listed in numerical order below. After each group had been given the opportunity to visit and add their thoughts to each question, the top five most important responses were selected for each question. Those will be listed immediately after each set of responses to each question.

Question #1. “What is the role of the Accreditation Manager?”

- inform
- interpret standards for impact on agency
- collector
- project manager – keep people on task/coordinator
- teacher
- motivator
- enforcer
- liaison
- facilitator
- excellent communicator
- organizer
- coach
- inspector
- change agent
- policy maker
- de-stressor
- develop synergy
- sharer of info
- “scape goat”
- risk taker
- counselor
- visionary
- knowledge of all aspects of agency
- sales person
- net worker

- doer
- positive
- open-minded
- parent/babysitter
- team builder
- mediator
- training coordinator
- trainer
- researcher
- administrator
- ambassador
- student
- jack of all trades
- imaginative
- librarian – resource
- timekeeper
- leader
- record keeper
- computer expert
- editor
- forms developer
- innovator
- agency resource
- problem solver
- bad gut “bearer of bad news”

Top Five

- 1. Leader**
- 2. Project Manager**
- 3. Researcher**
- 4. Problem Solver**
- 5. Salesperson**

Question #2. “How can I best understand and organize the process?”

- Setting goals and objectives for the process
- Learning how other agencies do “business”
- Attend meetings and share information
- Learn agency’s strengths and weaknesses
- Study standard requirements
- Establish timelines (Gant Chart)
- Proofs accountability in agency

- knowing your tools and using them
- attend specific accreditation training programs and classes
- continuous networking
- listen and observe agency performance
- request internal and external feedback
- identify and utilize internal and external resources
- knowing what your administrators really want
- take advantage of site visits and agency mocks
- constantly re-evaluate your agency
- be flexible!
- orientation all agency employees
- training liaison within agency
- follow up task assigned
- delegate – with organization
- constant checks and balances
- information sharing – bulletins
- develop computer skills
- join FL PAC
- obtain policies of accredited agencies
- inform and educate administrators of what is involved in process and what resources are needed
- establish system for gathering proofs – include key personnel
- establish system for policy updates and distribution
- ATTEND FLA-PAC meetings
- county wide accreditation work groups

Top Five

- 1. Attend FL-PAC meetings, training**
- 2. Setting goals and timelines**
- 3. Internal/external feedback**
- 4. Develop/establish system for proof gathering**
- 5. Be flexible**

Question #3. “How do I create a high-performance team agency-wide?”

- in-service training – annually
- distribute standards to all members
- get support from command staff
- solicit ideas from different level agency members on motivation
- include Accreditation Managers in staff meetings to give updates/post updates in agency
- rewards or celebration for all agency members after accreditation milestones
- “attaboys/attagirls”

- money talks/incentives for keeping accredited status
- bring someone to quarterly meeting from rank and file
- encourage agency members to become assessors and attend various training
- don't make accreditation a special process – make it a way of life
- designate/locate/create point people/compliance mgrs
- “They” are the team – communicating that to them – all personnel
- quality in-service training
- make the standards available to all members
- must have “buy in” from top down
- involve first-line supervisors and mid-level (the more involved, the more have ownership)
- test and evaluate – it makes the process “real”
- orientation training for all new members
- Accreditation Managers lead by example (professionalism)
- written endorsement from CEO and authority

Top Five

- 1. Involve first-line and mid-level supervision . . . ownership of process**
- 2. Rewards and celebration for agency**
- 3. Solicit ideas from agency members**
- 4. In-service training annually; include roll-call**
- 5. Don't make accreditation a process, make it a way of life**

Question #4. “What are the three most critical issues, if I could have answered/resolved by an expert, that would help in my role as Accreditation Manager?”

- build bridge of support between Corr and L.E. management to buy-in with necessary resources
- continual buy-in/live accreditation after initial accreditation
- getting the importance across
- understanding interpretation of the standards
- how much documentation is needed - standardize involvement of CEO
- fluent in AC TRAC software
- organizational skills/time management
- county PACS and file reviews
- “field trips” to agencies that have exceptional accreditation programs
- outside/grant funding for FCAC
- development of system for gathering supporting documents
- agency buy-in
- how to gain resources in order to achieve accreditation
- keeping policies on track to meet the intent of accreditation
- how to handle “problem” employees (refuse to provide proofs, high ranking procrastinators)
- file building

- guidance through process
- make accreditation sole assignment
- make accreditation a career path and/or rotating/training path

Top Five

- 1. Agency buy-in**
- 2. Make accreditation sole assignment**
- 3. Keeping policies on track to meet the intent of accreditation**
- 4. Development of system for gathering supporting documents**
- 5. How to handle “problem” employees (i.e. refuse to provide proofs, high-ranking procrastinators)**

Question #5. “How do we keep momentum going after the Accreditation Process?”

- recognition/appreciation
- monthly meetings/status updates
- reaffirm on-going process
- staggering inspections corrections – FCAC / NCRAC etc. Fl. model jail
- delegation of gathering proofs
- educate CEO
- informal inspections from outside
- talk with rank and file/spend time
- set up informal meeting with those to give you documentation – make sure they understand what you need for your files and why!
- establish a system easy for lay persons to understand to collect documentation
- make it part of the promotional process
- set time lines for proofs
- send out thank you cards to everyone that participated – note in what way they assisted as a personal touch
- stress that accreditation is a way of life . . . not a piece of paper on the wall!
- develop and encourage members to become assessors
- immediately start promoting reaccreditation
- include accreditation in evaluations and performance measures and COM stat

Top Five

- 1. Immediately start promoting accreditation as a way of life**
- 2. Recognition and appreciation**
- 3. Have a system for:**
 - A. gathering proofs**
 - B. establishing policies**
 - C. keeping everyone informed**
- 4. Spend time with rank and file**
- 5. Status updates**

Recommendations and Next Steps

We recommend that each agency review the top five most important responses for each issue and decide what is most applicable for you regarding which phase you currently are going through in the accreditation process. Determine which priorities you want to focus on and establish a goal and plan of action for each priority. It is important to match resources (i.e. dollars, human capital, and time) with the goal.

Communication and Leadership Development are two areas to be considered for further training and development.

The benefits of Accreditation for all stakeholders can not be over emphasized. You can not lead others to a place you yourself are not passionate about. Developing your own support system is critical in order to lead the process effectively. Be sure you know who you can turn to and where you can go for support, encouragement and positive direction. Utilize the expertise among yourselves as indicated in the beginning of this summary report.

Remember that Accreditation is not an end in itself, but a process of continual improvement. Establishing a culture that encourages continual improvement will change mindsets and allow you to constantly focus on how to do things better.

The standards will always be changing. Behaviors are the most difficult to change, so if we focus on changing behaviors, meeting new and existing standards will be easier.

We ended the session with a plus/delta evaluation of the facilitators. Those responses follow. Thank you for allowing us to work and learn with you. We appreciate your hard work and dedication to your profession. We wish you great success in the Accreditation Process and the good work you do. If we can be of further help, please don't hesitate to contact us.

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well organized
we let you come up with the answers
additional resources
gained ideas for starting point
explained goals and objectives well
and stayed on task

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provided more time for interaction
power point handouts

Respectfully submitted,

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