

Administrative Manual

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INITIAL STEPS

The Chief or agency Chief Law Enforcement Officer makes the decision to pursue accredited status.

The Chief or agency Chief Law Enforcement Officer (*hereafter referred to as Chief*) may decide to proceed with the accreditation process for several reasons. It is important that the Chief is aware of the complexity of the task process and willing to be supportive of the Accreditation Manager (AM). Without the Chief making it clear to all members of the organization that accreditation is a priority, it will be extremely difficult for the AM to get the job done. The Chief should review all program materials, prepare for routine update meetings with the AM and think about space and time accommodations.

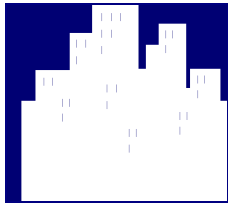
Initially the Chief needs to designate an Accreditation Manager. There are several factors to consider when choosing an AM. The Chief should appoint an individual whom:

- ✓ Has an interest in doing the job
- ✓ Is computer literate
- ✓ Is organized and efficient in their present job tasks
- ✓ Is capable of writing clearly and concisely
- ✓ Is capable of formulating drafts of agency policy statements
- ✓ Is capable of dealing effectively with all levels of agency management
- ✓ Is willing to work the long hours that accreditation activities demand
- ✓ Is innovative and willing to change

Expect Agency Change

Let there be no doubt, accreditation WILL change your agency. The AM is a key change agent. The Chief should also be aware that accreditation is a task in which the entire agency participates. The Chief and command staff will need to participate in the process regularly.

Personalized Training



The AM will receive training by staff or Commission members. Formal training classes are offered on an as needed basis. To prepare, it is recommended that the AM review and study the materials provided. Full-time PLEAC staff is available by phone and email to answer any questions as they arise.

A presentation by PLEAC members or staff will be available to agency command staff and other invited personnel. This presentation is a great way to clearly present the program details and allow an opportunity for questions to be asked and answered.

Letter of Intent

Complete the *Letter of Intent*. This is simply a formal notice to the Commission that the agency has clearly reviewed the program process, requirements, and goals with appropriate agency personnel and jurisdictional authorities and is now requesting Commission consideration, both man hours and financial, to further the accreditation endeavor. This is not binding and the agency is free to discontinue the process at any time.

Formal Notice

“The Letter of Intent is not a binding contract and can be abandoned at any time by either party.”

The Letter of Intent should be signed by both the Chief and appropriate governmental representative. Agencies may want to consider using a public meeting to sign and recognize this step. By doing so, the public can be made aware of the commitment by the agency, as well as receive publicity.

Upon receipt, this Letter of Intent will be reviewed by staff who will then respond to the law enforcement head who signed the letter.

Application Fee

The application fee is \$250.00 and should accompany the Letter of Intent. **(08/09)**

Notify Staff

A memo to the staff from the Chief is a “must do” step in the initial accreditation process. The Chief should advise all agency personnel what accreditation means to the agency, generate enthusiasm for the process and advise of the steps needed to complete the process. In addition, the AM’s authority when dealing with accreditation issues and timelines should be addressed and recognized. The introductory package includes a CD, which could accomplish these tasks. Also included are instructions for accessing the labels and forms which will be needed, one of which is a Department Profile. (See Appendage B)

Designate Clerical Staff

Accreditation is information intensive. Creation and dissemination of information regarding agency policy lies at the heart of the process. The level of clerical support for the Accreditation Manager is dependent on his/her own clerical and organizational abilities, in addition to the resources available within the agency. Of course, some AM's prefer to produce their own documents.

Our introductory package includes items to ease the clerical burden such as a computer program to track progress. In addition, much of the documentation can be provided to agencies via downloaded files, files on disk and preprinted forms.

Hold regular briefings on accreditation status. The AM will also serve as an information liaison. As part of the initial process, it is recommended that the AM coordinate with the Chief to hold regular briefings on accreditation activities. The Chief may also want to schedule time at regular command staff meetings for the AM to bring staff personnel up to date on progress and address problem areas. Agencies may find it useful to use the staff briefings to formalize the process of assigning agency command staff policy review areas and other duties designed to assist the AM.

Note

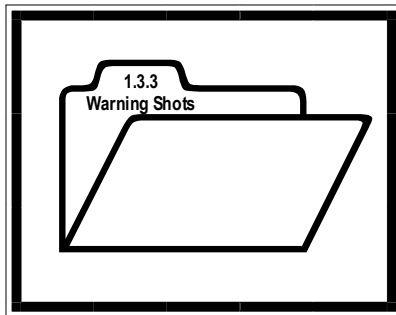
The Accreditation Manager should make every effort to visit other accredited agencies. The information gathered will prove to be invaluable.

ORGANIZATION

While we supply information regarding the necessary paper supplies needed to begin, the way you organize them is up to you.

A computer workspace, along with a file cabinet dedicated to the task is necessary. A review of other programs has revealed that color coded files seems to be the easiest and most accepted method of identification (red for Administration, blue for Operations, etc.).

Folder Organization



should lay loose in the folder and be

Figure 1

In order to streamline the assessment process, you need to set up your files in a consistent manner. Each folder should be labeled with the standard number and title on the tab, along with the cover. See Figure 1. Instructions on how to obtain and print these labels are provided to you. On the inside cover of the folder, staple or tape the Standard applicable to that folder. Documentation should then be filed in the order listed on the Standard Compliance Form. The Standard Compliance Form should lay loose in the folder and be the first piece of paper in the file.

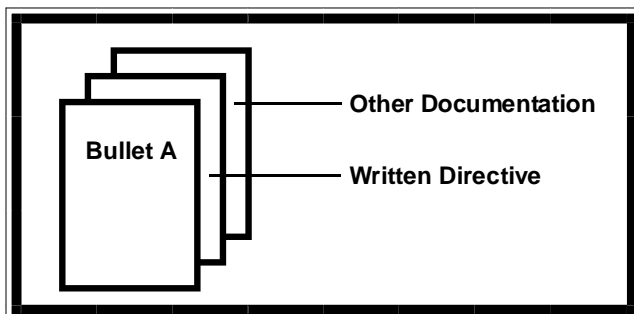


Figure 2

If there are bulleted items in the standard, these items should be separated by a page titled with the bullet number. See Figure 2. You should highlight relevant text within documents, please be consistent with the highlight method.

Setting up the folders is the easy part, now you can begin filling them. Each folder should have a copy of the applicable

standard, related policy, completed Standard Compliance Form (SCF) and proof of compliance in format capable of filing.



Tips from others who have completed this process include:

- ☑ Place the standard number for every proof of compliance at a consistent location on all items. This will help identify loose papers, especially if a pile of folders accidentally is knocked on the floor. It will also speed the filing process.
- ☑ Use a separation sheet for each proof for bulleted items. The proofs of compliance are arranged so that the assessor can read the standard statement and immediately tab to bullet “c” if desired.
- ☑ Be creative when necessary. Compliance is demonstrated not only in written materials, but also via videotape, recorded materials, interview and demonstration.

Schedule Briefings for All Staff

Schedule briefings for officers and clerical staff. Personnel should be briefed regularly on the progress toward accreditation status.

STANDARDS

The standards developed by PLEAC should serve as a blueprint for agency policy.

They are not, however, the only resource the agency should explore. Pennsylvania law enforcement agencies have an excellent reputation regarding the sharing of information, especially in the area of policy development. Law enforcement agencies that have a long-term commitment to accreditation efforts can serve as a tremendous resource to those departments just starting the process. New AM's seeking advice should never hesitate to contact other agencies involved in the accreditation process or the staff of the Commission.



Standard Categories

The standards are divided into four chapters: Organization and Management Role, Law Enforcement Functions, Staff Support Responsibilities and Pennsylvania Legal Mandates.

Organization and Management Role covers those law enforcement assignments that are involved with the administration of the organization. These standards address the agency role, authority, direction, personnel selection and training, planning and managing the department. These standards address the functions of the organization that do not normally result in direct law enforcement services to the community.

The *Law Enforcement Functions* section covers those areas where direct service delivery of law enforcement services is most often found. Examples include Patrol, Unusual Occurrences, Traffic and Prisoner Security.

Staff Support Responsibilities are devoted to those policies that govern the support services that are necessary for a law enforcement agency to function. Standards in this section deal with Communications, Evidence Collection, Property Control, etc.

The *Pennsylvania Legal Mandates* are very important for law enforcement executives in the Commonwealth. The policies developed for these items greatly influence many other areas. These directives must be developed in conformance to the law.

Numbering System

STANDARDS

The standards are numbered according to their placement within the chapter and section to which they apply. In Figure 1, the standard number is 1.2.2. The 1 refers to the chapter, Organization and Management Role. The first 2 refers to the section within the first chapter, Limits of Authority. The final 2 corresponds to the chronological order of the standard within this section.

Components of the Standard

Standard Statement In Figure 1, the standard is identified by its specific number, 1.2.2. Following the number is the standard statement. The standard statement can be several sentences long and will describe the crux of the requirement. In some cases, such as in the example we are using here, the standard statement also contains several bullets. This standard has three bullets, a, b and c. The bullets indicate specific points that must be addressed in the agency's directive (policy statement) for compliance.

Narrative Statement Following the standard statement is a narrative statement. These narratives were developed by the Commission to more fully define the intent of the particular standard. However, for assessment purposes, you are only required to comply with the standard statement.

Figure 1

1.2.2 A written directive governing procedures for assuring compliance with all applicable constitutional requirements for in-custody situations, including, but not limited to:

- a. interrogations; **(12/08)**
- b. access to counsel; and
- c. search and seizure.

Narrative: *These constitutional requirements, federal and state, are vital to the role and function of law enforcement in a free society. By complying with these constitutional requirements, law enforcement officers and law enforcement agencies ensure fair, legal and equitable treatment of all people.*

Multiple Components Within a Standard The standard statement may contain more than one requirement. In Figure 1, you will see the standard statement includes three bulleted items. Each of these bulleted items or parts of the standard will require a proof of compliance.

Standard Change Dates If a change in a standard takes place, the date of that change, month and year **(12/08)** will be shown. If the entire standard is changed, the date will appear after the standard statement. If only a bullet is changed, the date will appear after that bullet and if the narrative changes the date will follow the narrative statement. See Figure 1.

Figure 2

Standards Containing the Word “If”

Some standards are “if” standards. See *Figure 2*. For instance, if the law enforcement agency does not allow the discharge or use of “warning shots,” the agency is not required to develop a detailed policy regarding the prohibited discharge of “warning shots” as stated in Standard 1.3.3. However, the agency must develop a written policy statement (written directive) regarding the prohibition of discharging “warning shots.”

1.3.3 If the law enforcement agency permits the use of firearm “warning shots” by agency personnel, the agency shall have a written directive governing their use. Otherwise, the agency shall have a written directive prohibiting the discharge of “warning shots” by agency personnel.

Narrative: *If “warning shots” are permitted by the agency, then it is necessary for the agency to define under what circumstances. Otherwise, the directive should prohibit the discharge of “warning shots” by agency personnel.*

Sometimes the “if” standard will be self-evident, even without the word “if,” such as in *Figure 3*.

Figure 3

3.1.1 A written directive requiring that agency personnel receive training on the operations of the cell area, to include the use of fire suppression and other emergency equipment provided by the agency.

If your law enforcement agency does not manage or operate a cell area, as defined by Commission regulations, you are not required to develop a directive or policy that would be required for this standard or the other standards relating to cell areas. Standards 3.1.1 through 3.1.23 address the required standards relating to cell areas.

Observation Only Files

The Commission shall maintain a list of particular standards that may be proved by observation only. No other documentation proofs will be required for these standards, and the observation may be done at the on-site during the agency tour. The AM’s will be provided with this list of standards and any changes to it from the Commission staff. These standards will be marked with an **(O)** after the standard in the standards section of the manual to identify it as an observation only file.

Standards Not Applicable to Agency

If your agency does not offer a service or function as required in a standard, then this standard does not apply to you and may be marked NA. For example, if your agency does not have cells, then your agency would simply complete the Standard Compliance Form(s) (SCF) as NA. A folder should be created and placed in front of each of the four chapters for the NA files. If an agency were claiming two NA standards in Chapter 1, they would be placed in the folder at the front of Chapter 1.

STANDARDS

If the agency were claiming four NA standards in Chapter 2, they would be placed in the folder at the front of Chapter 2 and so on for Chapter 3 and Chapter 4.

Waiver from Standard Compliance

There are rare occasions when an agency may qualify for and receive a waiver. Waivers are available to agencies when it is impossible to comply with a specific standard. Examples include conflict with collective bargaining agreements or local ordinance.

A request to waive standard compliance must be made and approved via letter to the Pennsylvania Law Enforcement Accreditation Commission through the staff. This letter should clearly detail the situation that eliminates any possibility of complying with the standard, along with supporting documentation. Please allow a minimum of 90 days for approval.



MANAGING, CONTROLLING AND PROVING COMPLIANCE WITH STANDARDS

Create and implement a tracking system.

The AM will need to create a tracking system that will provide quick reference to the status of each folder. Some Managers use a large white board, others a spreadsheet. This should be convenient and easy to use. A status board makes it easy for the Chief and other interested parties to visualize the agency progress. Your starter package includes instructions on a Commission developed software tracking program based on a Microsoft Access database. This program is intended for novice computer users.

Self Assessment

The self-assessment should begin as an exercise in comparison. Once the filing system is organized, the AM starts comparing current agency policy to the accreditation standards. Law enforcement adapts to the ebb and flow of legislative changes and agencies adopt policy that is consistent with the law. As the Accreditation Manager compares what must be covered for the accreditation purposes, he/she will probably find that some fine-tuning is necessary. One of the biggest mistakes committed by new Accreditation Managers is in rushing the job. There is a generous two-year time limitation, with extensions granted on request, on the PLEAC process. The Manager may want to address high liability areas first in order to get any necessary changes in agency policy into the hands of those it effects as quickly as possible. Use of force, pursuit driving, property and evidence control, arrest procedures, etc. are some of these high liability areas.

Cross Compliance and Reference

When comparing agency policy to the standards, the Manager will need to be mindful of **cross-compliance and reference**. Is there separate policy on this (or any) one element? If so, the AM will need the separate policy in the compliance folder, or may opt to submit a draft combining the two.

Compile Supportive Documentation

There are several ways to prove compliance on just about every standard.

**MANAGING, CONTROLLING AND PROVING
COMPLIANCE WITH STANDARDS**

Accreditation Managers are not bound by conventional wisdom when it comes to proving compliance to standards. The Standard Compliance Form (SCF) designates six types of proofs of compliance: written directives, written documentation, other documentation, interviews, observation and individual standard status reports.

Written Directive – A policy of the department issued by the Chief or designee as an order, generally codified in the General Operating Manual.

Written Documentation – Examples of written documents include, but are not limited to lesson plans, memos, emails, state law sections, or judicial policies and law. Agency policy is usually considered a written directive and will most often be the first item the Manager has available to prove compliance.

Other Documentation – May include photographs, video, log sheets, agency forms, training rosters, evidence bags or a number of other items. The key element in this category is that the proof does not require specific action be taken, but is an instrument of the person taking the action.

Interviews – Will be conducted by the assessment team. The Manager may want to list individuals on the SCF who are most knowledgeable about the agency action in a specific area. For example, the director of personnel for the jurisdiction may be listed as a potential interview to prove compliance with certain personnel standards. The lead dispatcher may be listed as the best source of information on dispatch responsibilities during high-speed pursuits. Listing the names of individuals does not insure that the assessment team will interview the person. However, if the team does choose to interview the suggested person, the Manager has already supplied them with the name (and proper spelling) of the interviewee. This makes the assessor's job easier and that makes the assessment go faster.

Observation – This is the final category on the SCF. This type of proof is the easiest for the assessor and probably the least utilized. There are several standards where simply observing the action or a piece of equipment is proof that the agency is in compliance with the standard. Standards addressing markings on agency vehicles, alternate sources of power for communications equipment or instructions for citizen complaints are examples of observation compliance.

Individual Standard Status Reports (ISSR's) – CALEA accredited agencies may submit their ISSR's (equivalent to PA Standard Compliance Form) as proofs. (Proofs must be provided for any time period that is not concurrent with the submitted ISSR's. Additionally, PLEAC assessors may request to see the proofs of compliance indicated on the submitted ISSR's)

Accreditation Managers should also be aware that the best assessors do not settle for a single proof of compliance unless it is overwhelming in nature. The wise Manager will list proofs in at least two categories, and in some cases, all four categories. The more ways a Manager can show the agency is truly doing what they say they are doing, the better. The assessors will be looking to find compliance with the first few items they look at in the folder. Having additional proofs will never hurt, but not having enough is a common shortcoming.

Train Agency Personnel in Policy Changes

Whenever appropriate, the Manager should utilize the briefing schedules set up early in the process. The Manager may want to have other agency personnel present the changes (including the Chief or other high ranking officer) or may simply coordinate with shift commanders. The important point is that agency personnel know about newly adopted policy as soon as possible. Any new policy should include a training component for those it affects, and the AM should remember that the assessment team may desire to interview agency rank and file on the particular issue addressed.



PREPARING FOR AND CONDUCTING THE MOCK ON-SITE ASSESSMENT

Utilization of a mock assessment is strongly recommended.

The AM should plan to observe or participate in a mock assessment. Peers will assist agencies in obtaining accredited status by role-playing this most important test. When the agency has completed the self-assessment phase, it should arrange for a mock assessment. Mock assessments are not required, but when conducted properly can be the most helpful strategy to prepare for actual Commission evaluation. Mock assessments are a tremendous classroom for the people who are assessing an agency. When asked to participate on a mock team, the AM is assisting his/her own agency at least as much as the agency being assessed. Whenever possible, AM's should participate on the mock teams.

Generally, the mock assessment will be evaluated by local assessors. Thereby keeping costs at a minimum and avoiding any conflicts later with assessor availability. An assessor who performs a mock assessment will not be utilized on final assessment. Plan to receive a written evaluation for record keeping purposes. It will be the agencies' responsibility to forward a copy of the mock report to the PLEAC staff as soon as possible after receiving it.

The AM should conduct a thorough review of all folders. Setting up a final review of all agency folders prior to holding a mock assessment will give the Manager one last opportunity to fill any gaps and correct last minute compliance issues. How thorough the review must be is dependent on many factors, however giving one last check never hurts.

Schedule and Host a Mock Assessment

PLEAC does not arrange for mock assessments, however staff personnel will assist identifying potential assessors from the Commission pool. The AM is responsible for organizing a team, making all arrangements for the team, what is to be looked at and time scheduling. The more comprehensive the mock, the more likely the actual assessment will be successful. Mock assessments are not

Place yourself in the assessors' shoes . . .

Assessors will be viewing the standard as a "crime." The agency policy is the "suspect." The proofs of compliance are the "evidence." Assessors are trained to prove the policy matches the standard by using proofs.

Understanding and applying this as you are compiling your information will make your assessment a success.

PREPARING FOR AND CONDUCTING THE MOCK ON-SITE ASSESSMENT

required, but are considered critical to a successful on-site assessment. Agencies are expected to conduct internal mock assessments as part of preparations for assessment.

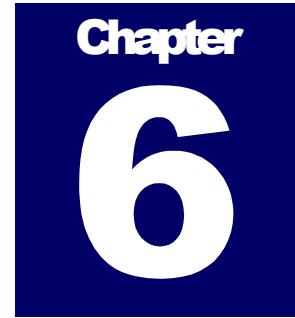
The Pennsylvania Police Accreditation Coalition (PaPAC) will also organize a mock for your agency. This service is provided to PaPAC members and non-members as outlined on their web site. For more information on the PAC go to www.papac.org.

Review mock team findings and amend folders as appropriate. The mock team will probably make suggestions as to compliance, format or arrangements in their final report to the agency. They may make recommendations in all of these areas and others too. The AM must not take the team's recommendations personally. The entire mock team format is designed to identify discrepancies now so that it will be easier when the true test comes. The Manager should review all mock team comments and weigh the relevance of each item. In one case, additional proofs may be suggested for a particular folder. In another case, rewording may be suggested. In rare cases, a complete rewriting of policy may be recommended. The agency has the option of accepting or not accepting the mock team recommendations. The Commission does not consider mock team findings when determining accredited status; however, if a mock assessment was conducted, a copy of the mock report must be forwarded to the PLEAC staff prior to scheduling an on-site assessment. One strategy on contested items may be to contact several other Managers and/or assessors prior to making any changes suggested by the mock team. When appropriate, make the changes.

Retrain Employees

Whenever a substantive change in policy is made, the retraining of affected personnel is necessary.

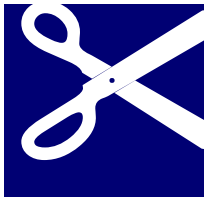
Make the decision as to whether to hold a second mock assessment. Mock assessments are relatively inexpensive and provide the agency with a professional evaluation without risk. Some agencies have been known to have more than one mock assessment prior to the initial full-fledged assessment. At least one mock assessment is recommended for all agencies prior to their initial evaluation by the Commission team.



PREPARING FOR AND CONDUCTING THE ON-SITE ASSESSMENT

Contact the Commission staff, when you feel you are prepared for the on-site assessment to arrange dates. The Commission will need a minimum of four weeks time to arrange for a team. Remember, the assessor must make personal and professional arrangements in order to come to your department. Your professional treatment of the team starts here. The Commission staff will offer several two-day time frames.

Assessor Selection List



The Commission staff will submit to the agency an Assessor Selection List (ASL) containing the names and departments for potential assessment team members. The agency has the option, but not the obligation, of striking one name off the list. The Chief and the AM should conduct the review of the ASL. The Commission will not question the striking of a name. The reviewed list with any strikes must then be forwarded back to the Commission for team selection. The Commission staff will make every effort to ensure a balanced team is formed. The agency will be notified of the final team composition as soon as possible.

Currently, all assessment costs including per diem fee for assessors, mileage expenses, hotel accommodations and meals are covered by the Accreditation Program. However, please note that if a second assessment is required, the agency will be expected to pay for these expenditures. So there are long-term financial benefits to taking the extra time to coordinate the mock assessment.

Time Schedule

You can expect to follow this schedule for the on-site assessment:

Day One – Team Arrives, Static Display and Agency Tour, File Review Begins

Day Two – File Review Continues and Concludes, Ride Along, Interviews, Team Holds Exit Interview with Chief and Accreditation Manager

On-Site Protocol

The Accreditation Manager has now reached the critical stage of the process, the actual site visit. Preparation for the team should be a well-orchestrated and efficient procedure. The following list does not represent all of the preparations the Manager may arrange, but is fairly comprehensive.

PREPARING FOR AND CONDUCTING THE ON-SITE ASSESSMENT

- ✓ Make a personal phone call to team members about two weeks prior to the visit.
- ✓ Send an Information Packet to each member containing a letter of welcome from the Chief, a map to the hotel, pertinent phone numbers (including the AM's home number and cell phone number), an explanation of meal arrangements, a proposed itinerary, and information on the jurisdiction such as history, demographics, etc.
- ✓ Discuss arrangements with the team leader as soon as possible. Arrange for the best possible accommodations. Individual rooms are a must. Check with team members for special considerations such as dietary restrictions, smoking/non-smoking preferences or disabled access.
- ✓ Lodging should be reasonably near the agency headquarters.
- ✓ Hotel accommodations will be made by staff well in advance of the arrival date. The AM should recheck the status of the reservations a minimum of two days prior to arrival. .
- ✓ Arrange with the hotel management for rooms away from main traffic corridors and in an area of the hotel away from distractions.
- ✓ Make the hotel manager aware of the importance of the team.
- ✓ Advise the hotel manager that the team may want to secure their weapons in the hotel safe.

Meal Schedules

Meal arrangements should be discussed with the team leader.

Mail in Files

A list of certain standards, to be reviewed by the assessors prior to arrival at the agency, will be provided to the AM when an on-site assessment is scheduled. These files will be mailed to the each of the assigned assessors at least one week prior to the on-site assessment. The assessors will review these files and they will be completed prior to arriving at the agency. Currently standards 1.1.1, 1.2.1, 1.4.3, 1.4.4, 2.7.6, 3.7.1, 3.7.2 are designated as mail in files. Staff may select up to three (3) additional files they feel may assist the agency in on-site preparation. Additionally, all N/A files will be a part of this list.

While On-Site

The team will be in the jurisdiction for two to three days. The Manager should have the itinerary arranged with the team leader as much as possible. The Chief or his designee and the AM should meet the team at the hotel prior to the first morning. Arrange for the static display and agency tour to be conducted early in the assessment.

Initial Tour and Static Display

The static display and agency tour provide the team with many proofs of compliance by observation and interview. Some agencies have given the team a list of those standards that are at least partially complied with through the static display or agency tour. The Manager should provide the team a list of personnel assigned to the static display. The agency tour should include the property room and communications component. These areas may take some time to inspect. The property room personnel will likely be asked a number of questions and also asked to pull items under agency care. Communications personnel may be asked to follow a request for service through their system.

Arrangements for the static display are at agency discretion; however, if the agency is arranging an outdoor display, it is prudent to also arrange an alternate indoor site.

The Assessment Room

The actual assessment room is a critical area. The accreditation files should be easily accessible and all agency procedure or operational manuals available. A copy machine and telephone should also be available.

Team Leader

The team leader will be the contact person for the team. The team leader shall moderate all discussions regarding compliance issues. The AM will be expected to be available to discuss issues anytime the team is working. More than one assessor may need information at any given time, so available help for the AM should be arranged, if not assigned.

Agency Access

Members of the team may want to attend shift change, ride along with officers, and/or interview members of the agency not scheduled for interview. This means the entire agency needs to be prepared for these possibilities. The team is trained to weigh all responses to queries. The Manager should arrange to attend shift change prior to the assessment and brief the department members on who is coming and what to expect.

Post Assessment

The team will conduct an exit interview with the Chief and AM prior to departure. At this meeting, the agency will be advised of the final recommendation the team will give the Commission.

The team may make one of three (3) recommendations with its findings:

Accreditation – Recommended when the team finds that the agency is in compliance with all program standards prior to the completion of the assessment and does not fall into the Provisional category.

Provisional Accreditation – May be recommended if the team and the project coordinator determine there are concerns that cannot be corrected prior to the end of the assessment. The assessment team may also recommend Provisional Accreditation for other issues that they and the project coordinator believe should be addressed before full accreditation is awarded.

If the Commission accepts the Provisional Accreditation recommendation it shall provide the agency with the specific provisions that have been placed on them and the remedies required to meet accreditation status.

Any and all costs for the second visit shall be paid to PCPA by the agency. These costs must be paid in full prior to any accreditation recommendation.

No Recommendation for Accreditation – May be recommended if the team and the project coordinator determine the agency is not sufficiently prepared for accreditation.

**PREPARING FOR AND CONDUCTING THE
ON-SITE ASSESSMENT**

If this is the recommendation and the Commission approves, another on-site will not be scheduled for a period of 12 months and any subsequent assessment costs shall be paid to PCPA by the agency. These costs must be paid in full prior to any accreditation recommendation.

If there are disputed compliance issues, the agency has the option of presenting their case to the Commission. The disputed compliance issues shall be presented in detail in writing to the Commission staff 15 days prior to the next Commission meeting. The Manager and Chief should appear before the Commission at the next scheduled meeting and present their interpretation of the issue. The Commission members will rule on the issue. If this issue is the deciding factor as to total compliance, the Commission will either grant or deny its recommendation for accredited status at this time.

Commission Review

PLEAC will advise the agency of the date and time of the next Commission meeting. The Chief and AM will be invited to appear before the Commission to hear the final report delivered by the team leader. This is not mandatory. The Chief and AM will also be given an opportunity to speak on the accreditation program in general and the assessment in particular. Commission members will have questions for the agency representatives regarding particular phases of the process and any troublesome areas the agency experienced. This open forum is highlighted by the vote on accredited status.



NOW WHAT?

You have done it – congratulations! Now enjoy these benefits.

Accreditation Term

The PLEAC period for accredited status is three years. In the third year, the agency must arrange for an on-site team visit using the same guidelines as the original assessment.

Accredited Agency Logo

PLEAC staff will provide the Manager with camera-ready copies of the official “Accredited Agency” seal. This logo may be displayed on agency vehicles, letterhead, web pages or any other official manner.

Certificate Presentation

Presentations can be held in almost any venue. The AM should contact program staff with the date, time and place of the presentation. The AM should send an invitation to the Commission, staff and assessment team. Some agencies also invite mock team members and other individuals who have assisted them in obtaining the first stage of accreditation.

Annual Reports

PLEAC requires annual reports on accreditation activities from each accredited agency. The annual report form will be provided to you by program staff. (See *Appendage A.*) Program staff should receive these reports within 30 days of your accreditation anniversary date. If the report is not received within that 30 day period the agency chief will be contacted by program staff and made aware of the problem. Staff will work closely with the agency chief to correct any misunderstandings to insure that the report is completed and forwarded to staff in a timely manner. If the report is not received within 30 days past the anniversary date, the Commission will be notified and a letter may be sent advising the chief of the agency and the appropriate governmental representative that if the report is not received within 30 days of the letter date, the Commission will take action to decertify the agency at its next meeting.

Decertification

Any accredited agency that becomes non-compliant must notify staff within 30 days of becoming aware of non-compliance. If at any time program staff becomes aware that an accredited agency is non-compliant, the head of the agency will immediately be contacted and made aware of the problem. Staff will make every effort to work with the agency chief to correct any problems. If the

N O W W H A T ?

problem cannot be corrected between staff and the agency chief within 30 days, the Commission will be made aware of the problem. A letter may be sent advising the chief of the agency and the appropriate governmental representative that if the problem is not corrected and the agency does not become compliant within 30 days of the letter date, the Commission will take action to decertify the agency at its next meeting.

Routine File Maintenance

File maintenance is an ongoing endeavor. The Accreditation Manager should plan on reviewing each file on a regular basis and constantly be watching for proofs of compliance that can be used when PLEAC sends the re-accreditation team to the agency in three years. The agency should never be without an Accreditation Manager. This will help to insure that all new policies and procedures adopted by the department are in compliance with the applicable PLEAC standards. This in turn makes re-accreditation much easier.

Final Thoughts

Remember, assistance is available to you and your agency from PLEAC staff and many other law enforcement agencies throughout the Commonwealth. That assistance is a mere phone call away.

As this accreditation program evolves in Pennsylvania, the process will be revised and streamlined to better serve your needs. We want you to succeed in your law enforcement accreditation endeavors. Please contact staff with any suggestions you have on improving the program.

PLEAC congratulates you for your vision to improve and enhance law enforcement services in your agency, community and the Commonwealth of Pennsylvania.

Extensive information on the Pennsylvania Law Enforcement Accreditation program can be found on our web site. This site also provides sample policies and other specific information to our enrolled agencies. Please visit and use the site www.pachiefs.org/accreditation.htm.

GLOSSARY

Accreditation Manager: The person designated by the Chief Executive Officer of the law enforcement agency to administer and oversee the accreditation program for the agency.

Arrest: Per Black's Law Dictionary: To deprive a person of his/her liberty by legal authority.

Audit: Selected individual records adequate to ensure policy compliance.

Biannually: Occurring twice a year.

Bias Based Policing: This term may be interchanged with the term bias based profiling. These terms are commonly referred to as "racial profiling" which is any enforcement action taken based solely on a common trait of a group.

Biennially: Occurring every two years.

Bimonthly: Occurring once every two months.

Bullet: An itemized listing of multiple components within a standard statement, in alphabetized form, containing multiple mandates. Each bullet must stand alone when establishing compliance with the standard, with the proofs of compliance identified by every specific alphabetized requirement.

Cell Area: A location controlled by the law enforcement agency specifically used for the short term secure detention, without continuous physical attendance of persons awaiting transportation to another facility or for other law enforcement purpose. These areas are used to maintain custody of persons for extended periods of time, usually not to exceed 24 hours.

Chain of Command: Formal lines of communication going downward or upward within the organizational hierarchy of the law enforcement agency through each successive level of command.

Chief Executive Officer: The duly authorized and designated top administrator of the law enforcement agency. The Chief Executive Officer (CEO) or the Chief is the highest-ranking executive for the law enforcement agency who possesses ultimate command authority for the operation of the agency.

Civilian: A non-sworn person, who has no arrest or police powers, employed or working for the law enforcement agency.

Compliance Folder: A file folder identified by a standard number which contains, in order, the standard statement, compliance form, directive proofs of compliance, and documentary proofs of compliance.

Court: A court of Record in the Commonwealth.

Custody: Legal and/or physical control of a person in the keeping or care of the law enforcement agency.

Detainee: A person in the legal custody of the law enforcement agency, through arrest and custody, usually in a cell area within the agency.

Evidence: Materials or things discovered or retrieved from a crime scene or other law enforcement incident.

Extra Duty Employment: The secondary, outside the agency, employment of a law enforcement officer where the actual or potential use of law enforcement powers is expected or possible.

Field Training: A program for recruit officers designed to enable them to apply classroom knowledge in closely supervised on-the-job situations.

Inspection: Review of the physical condition and records of the property storage area/s.

Inventory: Review of reasonable, representative groups of records to ensure standard compliance.

Less-Than-Lethal: Weapons and/or tactics that are designed to stop action in such a way that death or severe permanent disability is unlikely are considered less-than-lethal and less lethal.

Narrative: The narrative located below the standard statement, which serves as a guide regarding the intent of the standard. It is solely for clarification and is not a binding part of the standard.

Patrol: The utilization of law enforcement agency personnel to provide the many and varied services to the public.

Personnel: All sworn and non-sworn members employed and working on behalf of the law enforcement agency.

Pursuit: An active attempt by law enforcement officers operating a law enforcement vehicle(s) to apprehend the occupant(s) of a motor vehicle when the driver of the vehicle is resisting the apprehension by ignoring audible or visual signal(s) to stop by the pursuing officer or by evasive tactics.

Restraining Devices: Law enforcement equipment designed to restrict the mobility or movement of a prisoner, such as handcuffs, flex-cuffs, ankle chains, or other such devices.

Selection: The agency procedures for choosing employees based on a known and established system.

Standard: A recognized, measurable, and necessary professional requirement setting a criteria for a specific process, function, service or procedure for law enforcement agency compliance. It establishes necessary provisions requiring adherence to the standard statement.

Standard Compliance Form: A Commission produced form to be completed by the agency, which lists each required specific numerical standard to document compliance of the standard.

Sworn Law Enforcement Officer: An employee of the agency who has the power and authority of the Commonwealth of Pennsylvania, the political subdivision, or any other specified statutory entity to possess and exercise the powers of arrest or other law enforcement duties as specified by law or ordinance.

Temporary Holding Area: Any location controlled by the law enforcement agency that is used for a brief period of time to process and/or question a person in custody, control or care of the law enforcement agency. In the Temporary Holding Area the detainee will be routinely physically attended by agency personnel. Periods of non-supervision may occur, not exceed 10 minutes and the detainee must be secured during that period.

Written Directive: Any written document used to guide or affect the performance or conduct of agency personnel. The term includes policies, procedures, rules and regulations, general orders, special orders, memorandums, and instructional materials.

Written Documentation: Examples of written documentation include, but are not limited to lesson plans, memos, emails, state law sections, or judicial policies and law. Agency policy is usually considered written documentation and will most often be the first item the Manager has available to prove compliance. Documentation may also include photographs, video, log sheets, agency forms, training rosters, evidence bags or a number of other items.

Appendage A

PENNSYLVANIA LAW ENFORCEMENT ACCREDITATION COMMISSION



ANNUAL COMPLIANCE SURVEY FOR ACCREDITED AGENCIES

Ongoing file maintenance is a critical part of the accreditation process. The Pennsylvania Law Enforcement Accreditation Commission requires reports on accreditation activities annually. Program staff shall receive these reports within 30 days of your accreditation anniversary date.

Any accredited agency that is unable to maintain full compliance with any of the program standards shall notify program staff within 30 days. Agency officials who have questions about standard compliance or program requirements are also expected to contact program staff. If the issues cannot be resolved by phone or through the mail, the agency's chief executive officer can request an on-site review of folders and records by program staff to help resolve any problems.

The Accreditation Commission may require chief executive officers of accredited agencies to submit documentation that clearly demonstrates the agencies' ongoing compliance with selected standards. Should the review of these selected files indicate that the agency is out of compliance, program staff will offer to meet with appropriate staff members to discuss the agencies' maintenance activities.

<p><i>Agency Name:</i></p> <p><i>Date of Accreditation:</i></p> <p><i>Date of Re-Accreditation:</i></p> <p><i>Annual Report No.:</i></p> <p><i>Report Due on:</i></p>

I. Compliance Monitoring Activities

1. What is the role of the chief executive officer in monitoring compliance with program standards at your agency? Please describe those steps that the CEO takes to ensure that officers are following procedures required for accreditation and that appropriate records are being added to program files to keep them up-to-date.

2. Please describe any formal role that other senior staff or supervisory personnel have in ensuring that the agency is complying with all program requirements. Be sure to specify how often these individuals meet to review program requirements.

3. Is your agency accreditation manager the same person who had this role when your agency was accredited and/or when it last submitted an annual compliance survey?

Yes_____ No_____ If no, please provide the name and rank of the current accreditation manager.

4. Please describe the activities of the agency accreditation manager and, if applicable, other support personnel who are responsible for maintaining the Accreditation Program files. Please describe the steps that the individual takes to ensure that the agency can demonstrate ongoing compliance with applicable standards and how often the files are updated with supporting documentation.

5. The Accreditation Commission strongly recommends that accredited agencies conduct an annual audit 30 days prior to completing this survey to ensure that all files are complete and up-to-date. Please indicate whether or not your agency has done such an audit. If so, briefly summarize the results. Also describe any other activities that your agency conducts to monitor and enforce compliance with applicable standards.

II. Compliance with Program Standards

1. The Accreditation Commission has adopted a policy that requests accredited agencies to report incidents of non-compliance to program staff within 30 days of the date that the agency is no longer in compliance. Please describe any procedures that you have established to ensure that this request would be met in a timely manner in the event that it should ever become necessary.

2. Is your agency currently in full compliance with all applicable standards?

Yes_____ No_____ If no, please provide the following information for each standard that the agency is not fully implementing:

- a. The standard number;
- b. Reason(s) for non-compliance;
- c. The length of time for which the agency has not been in compliance; and
- d. A plan and timetable for re-establishing compliance.

3. Have there been any instances during the past 12 months when you feel that your agency may not have been in full compliance with an applicable standard? If so, please describe the circumstances and indicate whether or not the agency is currently in compliance.

4. Do program files for every applicable standard include documentation which demonstrates that the agency has been in full compliance during the preceding 12 months except where indicated above? If not, do the files clearly indicate where appropriate documentation is stored or available for review?

Yes_____ No_____ If no, please explain.

5. Were there any developments during the past 12 months that had a substantial impact on the way in which your agency implemented program standards (e.g., layoffs, budget cuts, a major internal reorganization, etc.)? If so, please describe and indicate how it affected the way that your agency complied with applicable standards.

6. During the past 12 months, has your agency rewritten policies or procedures in way that have

significantly changed the manner in which you are complying with a program standard?

7. During the past 12 months, has your agency initiated any new services that fall within the scope of standards that were previously considered to be not applicable?

Yes _____ No _____ If yes, please describe and attach a copy of the policy that would bring your agency into compliance.

8. During the past 12 months, has your agency stopped using any resources (e.g., specialized vehicles) or providing certain services (e.g., polygraph tests) that would make a previously applicable standard not applicable?

9. Is there any other information pertaining to your agency's compliance with program standards that you would like to bring to the attention of the Accreditation Commission?

III. Program Impact

1. Is your municipality self-insured?

Yes_____ No_____ If no, please indicate the name of your insurance carrier and whether there has been any reduction in your agency's liability insurance premiums during the last year as a result of being accredited. Where applicable, indicate how much money you saved.

2. Please describe any instances in which your status as an accredited agency was a positive factor in dealing with the community or with lawsuits that attorneys either filed or were thinking about filing against your agency.

IV. Chief Executive Officer's Certification:

I hereby certify that this agency can demonstrate ongoing compliance with all applicable accreditation standards during the last 12 months except where indicated above.

Chief Executive Officer's Signature: _____

Date: _____

Survey Prepared By: _____

Appendage B

Pennsylvania Law Enforcement Accreditation Program

DEPARTMENT PROFILE

Department _____

Address _____

Phone _____ County _____

Chief (CEO) _____

Phone _____

E-mail _____

Accreditation Manager _____

Phone _____

E-mail _____

ACCREDITED STATUS

Is or has your department ever been accredited by the national accreditation program?

___ Yes ___ No Year(s) _____

AGENCY SIZE

Authorized Sworn _____ *Full Time* _____ *Part Time*

Authorized Civilian _____ *Full Time* _____ *Part Time*

(Include dispatch, crossing guards, etc.)

Auxiliary Officers If the agency utilizes auxiliary officers, indicate the number and briefly describe their duties.

Volunteers If the agency utilizes volunteers, indicate their number and briefly describe their duties.

GEOGRAPHIC AREA OF RESPONSIBILITY: Indicate political subdivisions or municipalities where your agency provides law enforcement services. Regional agencies should indicate all political subdivisions that rely on the agency for law enforcement services.

Square mileage of service area: _____ Population: _____

Indicate any property located within the confines of another political subdivision for which your agency has law enforcement responsibility (airports, storage facilities, garages, schools, colleges, etc.)

If the agency has entered into a contractual agreement for the provision or receipt of law enforcement services with another jurisdiction, indicate the services provided and the name(s) of recipients.

PERSONNEL FUNCTIONS

Which department or office handles the agency personnel function?

Department/office _____

Address _____

Contact Person _____

Phone _____

WORK FORCE: Indicate the number of sworn employees for each category.

	<i>Administration</i>	<i>Patrol</i>	<i>Investigation</i>
Ranks above Captain	_____	_____	_____
Captain	_____	_____	_____
Lieutenant	_____	_____	_____
Sergeant	_____	_____	_____
Other Supervisory Rank	_____	_____	_____
Officer	_____	_____	_____
Other Sworn	_____	_____	_____
Crossing guard	_____	_____	_____
Civilian	_____	_____	_____
Other	_____	_____	_____
 TOTAL	 _____	 _____	 _____

PATROL ALLOCATION: Indicate the shift hours and number assigned.

	<i>Patrol</i>	<i>Fixed Post</i>	<i>Criminal Investigation</i>
Shift _____	_____	_____	_____
Shift _____	_____	_____	_____
Shift _____	_____	_____	_____

Briefly describe any overlap or “power” shift.

INVESTIGATIONS:

Does the agency routinely use uniformed patrol officers to conduct follow-up investigations of criminal cases? If so, describe when (most felonies, most misdemeanors, non-criminal incidents, etc.)

List current narcotics or vice task force participation (include agencies involved.)

COMMUNICATIONS

Does the agency operate its own communications center? Yes _____ No _____

If YES above, where is the center located? _____

If NO above, who manages and operates the communications center, and where is it located?

SUBSTATIONS OR OTHER FACILITIES

List the address and type of any facilities used by your agency other than those already provided (substations, training facilities, task force offices, etc.)

TRAINING

What academy provides basic training for recruits?

Academy name: _____

Address: _____

HOLDING FACILITIES

Does your agency contain a holding cell area as defined on page 36 of the *Standards Manual*? ___ Yes ___ No

If yes, what is the maximum capacity of the holding cell area? _____

Do you process (photograph, fingerprint, etc.) defendants at your facility?

___ Yes ___ No

Do you use a central booking station for processing, detention and/or transporting to jail facilities? ___ Yes ___ No

If yes, which booking station do you use *(please include name and address)*:

Does your facility contain a temporary holding area as defined on page 42 of the *Standards Manual*? ___ Yes ___ No

If yes, describe the temporary holding area: _____

VEHICLES

Please list the type and number of vehicles utilized by your agency *(including bicycles, motorcycles, helicopters, etc)*:

Please enclose the following documents when submitting this survey:

- a. Copy of Agency Annual Report (if produced);
- b. Agency Organizational Chart;
- c. Agency Personnel Roster; and
- d. Detail Map of Service Area.