

**NEW JERSEY STATE ASSOCIATION OF CHIEFS OF POLICE
New Jersey Law Enforcement Accreditation Program**



Accreditation Process Manual

Revised May 2015

NEW JERSEY LAW ENFORCEMENT ACCREDITATION COMMISSION

Accreditation Process Manual

New Jersey State Association of Chiefs of Police

Accreditation is a progressive and time-proven way of helping law enforcement agencies calculate and improve their overall performances. The foundation of Accreditation lies in the adoption of standards containing a clear statement of professional objectives. Participating agencies conduct a thorough self-analysis to determine how existing operations can be adapted to meet these objectives. When the procedures are in place, a team of trained assessors verifies that applicable standards have been successfully implemented.

Accreditation status represents a significant professional achievement. Accreditation acknowledges the implementation of policies and procedures that are conceptually sound and operationally effective.

The New Jersey State Association of Chiefs of Police has pursued the concept and development of a voluntary statewide law enforcement accreditation program for New Jersey. This effort has resulted in the formation of the New Jersey State Association of Chiefs of Police Law Enforcement Accreditation Commission (NJSACOP LEAC), consisting of commissioners appointed by the NJSACOP. Personnel from NJSACOP provide support services to the NJSACOP LEAC and to applicant agencies.

The attitudes, training and actions of personnel of New Jersey's law enforcement agencies best reflect compliance with the standards contained in this program. Policy and procedure based on Accreditation will not insure a crime-free environment for citizens, nor will it ensure an absence of litigation against law enforcement agencies and executives.

However, effective and comprehensive leadership through professionally based policy development is directly influenced by a law enforcement program that is comprehensive, obtainable and based on standards that reflect professional service delivery.

DISCLAIMER

This program includes voluntary standards for law enforcement agencies within the State of New Jersey. Those standards have been developed and approved by the New Jersey State Association of Chiefs of Police Law Enforcement Accreditation Commission (NJSACOP LEAC). The standards are not intended as a substitute or replacement for any legal requirement that may apply to agencies involved in law enforcement services in the State of New Jersey. The NJSACOP LEAC recognizes that federal, state and local law, collective bargaining agreements, administrative regulations and local ordinances take precedence over these standards.

© 2015 New Jersey State Association of Chiefs of Police
751 Route 73 North • Suite 12
Marlton, New Jersey 08053
Phone 856.334.8943 • Fax 856.334.8947
E-Mail: njsacop@njsacop.org
Web: www.njsacop.org
Mitchell C. Sklar, Esq., Executive Director

For more information, please contact:

Harry J. Delgado, Ed.S.
Accreditation Program Manager
New Jersey State Association of Chiefs of Police
751 Route 73 North • Suite 12
Marlton, New Jersey 08053
Phone 856.334.8943 • Fax 856.334.8947
E-Mail:
hdelgado@njsacop.org
Web: www.njsacop.org

HOW TO USE THIS MANUAL

This manual has been designed to guide agencies through the process of accreditation. While this book may offer specific instruction, how an agency accomplishes the end result – standards compliance – is up to each individual agency.

The first two chapters are a review of the initial steps necessary to implement the program, including the accreditation application, notification of personnel, and file organization. The next chapter addresses the heart of the process – standards compliance – from what they are through how to record compliance. From there, the manual focuses on the on-site assessment by preparing the agency for a mock assessment to test readiness, and then goes on to explain the official on-site assessment process. Finally, a chapter is included on maintaining accreditation status.

The members of the New Jersey State Association of Chiefs of Police Law Enforcement Accreditation Commission (NJSACOP LEAC) and the New Jersey State Association of Chiefs of Police Law Enforcement Accreditation Program (NJSACOP LEAP) staff have worked diligently to insure a useful, easy-to-follow plan to ensure success for each agency's endeavor for accreditation. We wish you the greatest success.

Table of Contents

Acknowledgements	2	CHAPTER 5 – PREPARING FOR AND CONDUCTING A MOCK ASSESSMENT	
Disclaimer	2		
Introduction	3		
How to Use this Manual	4	Preparation	17
CHAPTER 1 – INITIAL STEPS		Hosting a Mock Assessment	17
		Review Findings	18
Designate an Accreditation Manager	6	CHAPTER 6 – PREPARING FOR AND CONDUCTING ON-SITE ASSESSMENT	
Accreditation Manager Training	7		
Submit a Letter of Intent	7	Scheduling	19
Formal Application	7	Assessor Selection	19
Accreditation Fees	7	On-Site Protocols	20
Notify Personnel of Intent	8	Team Leader	22
Designate Clerical Support Staff	8	Agency Access	22
		Post Assessment	22
CHAPTER 2 - ORGANIZATION		Commission Review	23
		CHAPTER 7 - ACCREDITATION	
Folder Organization	9		
Organizational Tips	9	Term of Accreditation	24
Schedule Staff Briefings	9	Accredited Agency Logo Use	24
CHAPTER 3 - STANDARDS		Award Presentation	24
		Annual Reports	24
Standard Categories	10	Post Assessment	25
Numbering System	11	NJSACOP LEAP Accreditation - National	26
Standard Components	11		
Conditional Standards	13	INDEX	26
Not Applicable Standards	14		
Standard Waivers	14		
CHAPTER 4 – MANAGING, CONTROLLING, AND PROVING COMPLIANCE			
Tracking System	15		
Self Assessment	15		
Cross Compliance and Reference	15		
Proofs Compliance	16		
Policy Changes	16		

CHAPTER 1

INITIAL STEPS

The Chief of Police or the agency's Chief Executive Officer makes the decision to pursue accredited status.

The Chief or the agency's Chief Executive 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 agency's 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 of the 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 who:

- ✓ Has an interest in doing the job
- ✓ Is computer literate
- ✓ Is organized and efficient in his/her 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.

ACCREDITATION MANAGER TRAINING

The AM should receive training or technical assistance by New Jersey State Association of Chiefs of Police Law Enforcement Accreditation Program staff (NJSACOP LEAP). Formal training classes will be offered on a regular basis. To prepare, it is recommended that the AM review and study the materials provided. The NJSACOP LEAP staff is available by phone and email to answer any questions as they arise.

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

FORMAL APPLICATION FOR ACCREDITATION

The application forms can be accessed at the NJSACOP Website. Please download the *Application Form, Survey and Department Profile*. Agencies wishing to participate must complete these forms and return the executed documents, along with the accreditation fee, to the NJSACOP office.

ACCREDITATION FEES

The accreditation fees are based on the number of full-time sworn law enforcement personnel employed by the agency at the time of application (or re-accreditation). The fee must be received with the completed accreditation application. The fee scale has been established for both accreditation and re-accreditation, please see Addendum 1.

RE-ACCREDITATION FEE

The program fee must be paid in equal annual installments, due yearly on or before the accreditation anniversary date. All fees must be current prior to the scheduling of re-accreditation on-site assessment.

NOTIFY STAFF

A memo or formal order to the agency's 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.

DESIGNATE CLERICAL STAFF

Accreditation is information intensive. The heart of the process lies in the creation and dissemination of agency policy. 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 his/her own support process.

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 contact other accredited agencies. The information gathered will prove invaluable.

CHAPTER 2

ORGANIZATION

While we can explain to you most of the necessary paper supplies needed to begin, the way you organize them is up to you.

Accreditation managers should be provided with a workspace with a computer and a filing system (filing cabinet or other means to store the files, e.g., banker's boxes, plastic tubs, etc.).

FOLDER ORGANIZATION

In order to facilitate the assessment process, you need to set up your files in a consistent manner. Each folder should be labeled with the standard number on a tab. The Standard Report (SR) should be the first document in the file. This SR serves as the table of contents for the file and a mechanism for the assessor to acknowledge compliance. Further documentation should then be filed in the order listed on the SR.

If there are bulleted items in the standard, these items should be separated by a page titled with the bullet number. This 'bullet page' can be of any weight paper, but index card stock is preferred as the thicker page facilitates the assessor's review.

When highlighting text on either a written directive or written documentation, be consistent with the highlighting method. If you decide to use yellow highlighters, all files should be highlighted with yellow. Don't mix colors.

Helpful 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 paper, especially if a pile of folders is accidentally knocked to the floor. It will also speed the AM's filing process.
- ✓ Be creative when necessary. Compliance is demonstrated not only in written materials, but also by electronically recorded materials, photographs, interview, and demonstration.
- ✓ Do not staple written directives. Assessors may need to separate specific pages to facilitate their review.
- ✓ Written documentation may be stapled or paper-clipped, but do so judiciously. The stapled documents should be such that it facilitates the assessor's review (e.g., a two page incident/investigation report that needs to stay together, etc.). Do not staple or paperclip the entire contents of a folder to each other.

SCHEDULE BRIEFINGS FOR ALL STAFF

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

CHAPTER 3

THE STANDARDS

The standards adopted by the NJSACOP Law Enforcement Accreditation Commission (NJSACOP LEAC) should serve as a blueprint for agency policy. However, these standards are not the only resources the agency should explore. New Jersey 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 for those departments just starting the process. New AM's seeking advice should never hesitate to contact other agencies involved in the process or the NJSACOP LEAP Accreditation Program Manager.

The standards for the Law Enforcement Accreditation Program reflect the best professional practices in each area of police management, administration, operations, and support services. The standards prescribe what agencies should be doing but not how they should be doing it. That decision (how) is left up to the individual agency and it's Chief.

The standards address five (5) general areas of law enforcement operations. These areas are:

- ✓ The Administrative Function
- ✓ The Personnel Function
- ✓ The Operations Function
- ✓ The Investigative Function
- ✓ The Arrestee/Detainee/Prisoner Handling Function

Naturally, all policies developed for the program standards must be developed in conformance to applicable New Jersey law and regulations. These standards, as well as other potential additions to the program, will be under constant review and consideration by the Commission. The applicable program standards are maintained in an *Accreditation Program Standards Manual*, which is updated regularly. Thoroughly read and review the *Accreditation Program Standards Manual*.

NUMBERING SYSTEM

The standards are numbered according to their placement within the section and subsection to which they apply. In Figure 1, the standard is numbered 1.4.2.

- ✓ 1 refers to 'The Administrative Function'.
- ✓ 4 refers to the 'Disciplinary Procedures' subsection
- ✓ 2 refers to the chronological order of the standard within this subsection.

Figure #1:

<p>1.4.2 <i>A written directive prohibits unlawful workplace harassment to include sexual harassment. The written directive minimally requires:</i></p> <ul style="list-style-type: none"><i>a. A reporting mechanism to the next level in the complainant's chain of command;</i><i>b. An alternate reporting mechanism if the actor-complainant relationship creates a conflict of interest if the actor is in the complaint's unity of command;</i><i>c. A requirement to investigate complaints of unlawful workplace harassment consistent with New Jersey Attorney General's Internal Affairs Guidelines.</i> <p>Clarification Statement: <i>The agency and/or governing entity's written directive shall be in accordance with the New Jersey Law Against Discrimination (LAD) and/or the Civil Rights Act. This written directive may be a local ordinance, police department policy or a combination.</i></p>
--

COMPONENTS OF THE STANDARD

Standard Statement. In Figure 1, the standard is identified by its specific number, 1.4.2. The standard statement can be several sentences long and will describe what is required. In some cases the standard statement also contains several bullets (e.g., 'a', 'b', 'c', etc.). Such bullets indicate specific points that must be addressed in the agency's written directive (policy statement) for compliance. The standard statement in this case is:

<p>1.4.2 <i>A written directive prohibits unlawful workplace harassment to include sexual harassment. The written directive minimally requires:</i></p> <ul style="list-style-type: none"><i>a. A reporting mechanism to the next level in the complainant's chain of command;</i><i>b. An alternate reporting mechanism if the actor-complainant relationship creates a conflict of interest if the actor is in the complaint's unity of command;</i><i>c. A requirement to investigate complaints of unlawful workplace harassment consistent with New Jersey Attorney General's Internal Affairs Guidelines.</i>
--

Clarification Statement. Following the standard statement is a narrative clarification statement. These statements are developed to more fully define the intent of the particular standard. However, for assessment purposes, you are only required to comply with the standard statement. The clarification statement in this case is:

Clarification Statement: *The agency and/or governing entity's written directive shall be in accordance with the New Jersey Law Against Discrimination (LAD) and/or the Civil Rights Act. This written directive may be a local ordinance, police department policy or a combination.*

Multiple Components Within a Standard. The standard statement may contain more than one requirement. Each component within a standard will require proof of compliance. In Figure #2, there are two specific components to satisfy.

Figure #2:

4.2.1 *The agency has access to qualified personnel capable of processing a crime scene and/or traffic crash scene on a 24-hour basis.*

Clarification Statement: *If a crime/traffic crash scene occurs that requires the collection of physical evidence, the agency must have the ability to ensure the prompt collection and preservation of evidence on a 24-hour basis. Qualified personnel shall mean the person(s) responsible for the collection and preservation of evidence has the skills to accomplish the task. Agencies may have skilled personnel on-call or may have the ability to acquire such personnel from another agency. The New Jersey Attorney General Directive on Traffic Crash Protocol 2004-2 details investigative protocol on fatal crashes.*

Agencies must prove two components in this standard:

1. Agency must have access to crime scene and/or traffic crash scene processing personnel on a 24-hour basis; and
2. Such personnel must be qualified.

CONDITIONAL STANDARDS

Conditional standards usually contain the word 'if'; see Figure #3. For example, if the law enforcement agency does have an employee assistance program, there is no need to have a written directive that describes it. In the case of this example, list the standard and the associated file as Not Applicable (N/A). You still need to create a folder and insert the completed standards report. The NJSACOP LEAP Accreditation Program Manager must approve all N/A folders.

Figure #3:

2.1.1 A written directive describe the agency's employee assistance program, if any.

Clarification Statement: *Employee assistance programs are essential to enhance morale and can provide professional support or referral to professional support for a variety of personal issues that employees encounter.*

There may be some circumstances where certain sections of a standard are considered conditional; see Figure #4. For example, some agencies may not utilize written testing in its promotional process. In the example below, several bulleted sections are conditional (underlining added here for illustration purposes). In this example, the individual bulleted sections that aren't applicable will be listed as N/A, while the agency must still prove compliance with the remaining sections. If the agency does perform these functions, the agency must comply.

Figure #4:

2.3.1 A written directive describes the agency promotional process for sworn personnel to include provisions for:

- a. **Eligibility requirements;**
- b. **Written tests, if any;**
- c. **Oral interviews, if any;**
- d. **Application and/or scoring of seniority credit pursuant to NJSA 40A: 14-129, where applicable; (non-Civil Service Commission agency)**
- e. **Review or process to redress the results/outcome;**
- f. **Establishment of promotional lists when more than one person is eligible;**
- g. **Establishment of the duration of any promotional lists, if applicable;**
- h. **Identification of person(s) or government agency responsible for administering the promotional process.**
- i. **A probationary period (working test period), if applicable.**

Clarification Statement: *The New Jersey promotional process is governed by NJSA 40A: 14-129 and NJSA 40A: 14-130, for non-Civil Service municipalities and by NJAC 4A:4-2.4 et seq. for Civil Service agencies. It is recognized that an agency that follows Civil Service guidelines in the promotional process will meet the guidelines of this standard. For those agencies that do not use Civil Service guidelines for promotions, the agency's testing processes (written and oral) should be administered, scored, evaluated and interpreted in a uniform, non-discriminatory manner. County Prosecutors are empowered by law to establish superior officer positions in the County Investigator category and to make appointments to those positions at his/her sole and exclusive discretion*

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 N/A (not applicable). For example, if your agency does not utilize auxiliary police officers, then your agency would simply complete the appropriate text filed on the standard report for Standard 2.6.2. You still need to create a folder and insert the completed standards report. The NJSACOP LEAP Accreditation Program Manager must approve all N/A folders.

When certain bullet sections of a standard aren't applicable to the agency, follow the procedures concerning conditional bulleted sections in the previous section.

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 ordinances.

A request to waive standard compliance must be made to the NJSACOP LEAP Accreditation Program Manager in writing on official agency letterhead signed by the Chief of Police or CEO. There is no guarantee that a waiver will be granted. Waivers will be considered on a case-by-case basis. Please allow at least 90 days for a reply.

CHAPTER 4

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 AMs use a large white board, while others use a spreadsheet. Whichever system is selected 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.

SELF ASSESSMENT

The self-assessment should begin as an exercise in comparison. Once the filing system is organized, the AM can compare current agency policy to the accreditation standards. Most AMs quickly come to the conclusion that the agency is closer to compliance than anticipated. 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 addressed for 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 on the NJSACOP LEAP process. The AM may want to address high liability areas first in order to get any necessary changes in agency policy into the hands of those it affects as quickly as possible. 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 AM will need to be mindful of cross-compliance and reference. Is there a 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. Accreditation Managers are not bound by conventional wisdom when it comes to proving compliance to standards. The Standard Report (SR) designates four types of compliance: written directive, written documentation, interviews, and observation.

- ✓ Written Directive – is any written document used to guide or affect the performance or conduct of agency employees. The term includes policies, procedures, rules and regulations, general orders, special orders, memoranda, Attorney General or County Prosecutor’s Guidelines or Directives, and instructional material.
- ✓ Written Documentation – Examples of written documents include, but are not limited to lesson plans, memos, emails, photographs, videos, log sheets, agency forms, training rosters, evidence bags or any number of items. The key element in this category is that the proof does not require specific action be taken, but a demonstration of an employee taking an action in compliance with the pertinent written directive.
- ✓ Interviews – Will be conducted by the assessment team. The AM may want to list individuals on the SR 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 pursuits. Listing the names of individuals does not ensure that the assessment team will interview the person. However, if the team does choose to interview the suggested person(s), the AM has already supplied them with the title of the interviewee. This facilitates the assessment process.
- ✓ Observation – This is the final category on the SR. 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 alternate sources of power for communications equipment or modified prisoner compartments are examples of observation compliance.

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 AM will provide proofs in at least two categories, and in some cases, all four categories. The more ways an AM can show the agency is truly doing what it says it is doing, the better.

TRAIN AGENCY PERSONNEL IN POLICY CHANGES

Whenever appropriate, the AM should utilize the briefing schedules set up early in the process. The AM 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 a 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 might want to interview agency rank and file on the particular issue addressed.

CHAPTER 5

PREPARING FOR AND CONDUCTING THE MOCK ON- SITE ASSESSMENT

A mock assessment can best be described as a practice assessment and it is not required. However, a mock assessment is recommended. The AM should plan to observe or participate in mock assessments for other agencies going through the process. Peers will often 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 on its own for a mock assessment. Mock assessments are not required, but when conducted properly can be helpful strategy to prepare for the actual Commission evaluation. Mock assessments are a helpful classroom for 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 mock teams. Please bear in mind that all costs for a mock assessment, are borne by the agency, although colleagues may be willing to do the mock for little or no cost.

Generally, local AMs will conduct the mock assessment, thereby keeping the cost at a minimum. If necessary, contact the NJSACOP LEAP Accreditation Program Manager for assistance.

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 AM one last opportunity to correct last minute compliance issues. How thorough the review must be is dependent upon many factors; however, giving one last check never hurts.

SCHEDULE AND HOST A MOCK ASSESSMENT

The AM is responsible for organizing a team, making all the arrangements for the team, what is to be reviewed, and time scheduling. The more comprehensive the mock, the more likely the actual assessment will be successful. Mock assessments are not required but may be helpful to a successful on-site assessment. Agencies are expected to conduct internal mock assessments as part of preparations for assessment.

Review mock team findings and amend folders as appropriate. The mock team will probably make suggestions regarding 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 AM 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. One strategy on contested items may be to contact several other AMs 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, retraining affected personnel may be necessary. Consider whether to hold a second mock assessment or contact the NJSACOP LEAP Accreditation Program Manager for direction.

CHAPTER 6

PREPARING FOR AND CONDUCTING THE ON- SITE ASSESSMENT

Contact the NJSACOP LEAP Accreditation Program Manager when you are prepared for the on-site assessment to arrange dates. The Accreditation Program Manager will need a minimum of four weeks to arrange for a team. Six weeks is preferred. 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 Accreditation Program Manager will provide an Assessment Schedule.

ASSESSOR SELECTION LIST

The NJSACOP LEAP Accreditation Program Manager will assign an assessment team for the on site assessment. The Accreditation Program Manager will make every effort to ensure a balanced team is formed. The agency will be notified of the final team composition, and will receive a sample two day agenda, a sample table of content, and a mail off file list.

TIME SCHEDULE

On-site assessments typically take two days to complete.

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

- ✓ Day One (Sunday) – File review, agency tour, ride along, and interviews.
- ✓ Day Two (Monday) – Public call in session, further file review, interviews, ride along, exit interview with the Chief and the Accreditation Manager.

Some scheduled items on the agenda may be adjusted depending on the needs of the host agency and/or the Assessment Team with prior approval by the NJSACOP LEAP Accreditation Program Manager.

ON-SITE ASSESSMENT PROTOCOL

The Accreditation Manager has now reached the critical stage of the process, the actual site visit. Preparation for the team of assessors is critical to the success of the on site assessment. The following list does not represent all of the preparations the AM may arrange, but is fairly comprehensive.

- ✓ Make a personal phone call to team members after receiving notification from the NJSACOP LEAP Accreditation Program Manager.
- ✓ Determine whether the assessment team needs hotel rooms, one room per assessor; make arrangements to house the assessors at the agency's expense.
 - Check with team members for special considerations such as smoking/non-smoking preferences or handicapped access.
 - Lodging should be reasonably near the agency headquarters.
 - Make any hotel accommodations well in advance of the arrival date and recheck the status of the reservations a minimum of two days prior to arrival. The hotel should have restaurant facilities.
 - 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.
- ✓ Send an information packet to each team member containing a letter of welcome from the Chief, a map or directions to the hotel (if necessary), pertinent phone numbers (including the AM's cell phone number), a proposed itinerary, and information on the jurisdiction such as:
 - Chief's professional biography (limited to no more than one page);
 - Accreditation Manager's professional biography (limited to no more than one page);
 - History of the agency (limited to no more than one page);
 - History of the political subdivision (city, town, borough, etc.), (limited to no more than one page);
 - Completed data tables (access data tables from the NJSACOP Website);
 - Copy of the pre-approved public notice and press release.

WHILE ON-SITE

Arrange for the agency tour to be conducted early in the assessment.

Arrange for employee interviews and officer ride along, as needed by the assessment team.

The assessment team will want to interview several officers concerning various standards during the assessment. The agency should select the personnel for this presentation.

PUBLIC CALL-IN SESSION

The agency is required to provide a telephone number for the use of the public to make comments to the assessors about the agency and/or the agency's accreditation efforts. The telephone call-in session must be advertised to the public prior to the arrival of the Assessment Team.

The telephone number should be a direct line to where the assessors will be conducting their assessment.

The public call-in session will take place the second day and may not be changed since it is advertised in the public notice and press release.

AGENCY TOUR

The agency tour provides the team with an opportunity to observe many proofs of compliance. The Assessment Team will have an opportunity to interview agency employees while they are working.

Agencies should provide the Assessment Team with a list of those standards where compliance can be noted on the agency tour. The agency tour should include areas such as:

- ✓ Temporary detention areas;
- ✓ Processing (booking) areas;
- ✓ Communications (dispatch);
- ✓ Property and evidence repositories;
- ✓ Agency vehicles;
- ✓ Armory and weapons storage areas;
- ✓ Interview and interrogation rooms.

ASSESSOR WORK AREA

The actual assessor work area is a critical consideration. The area should be free of extraneous noise and free of distractions. The accreditation files should be easily accessible, and all agency procedure or operational manuals (or electronic equivalent) available. Access to electrical outlets is a must! A telephone should also be available. The table should be large enough to accommodate both assessors with adequate space to arrange the files in a logical order for review. A conference table or several smaller tables combined into one larger table is preferred.

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 is 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. This means the entire agency needs to be prepared for these possibilities. The team is trained to weigh all responses to queries. The AM 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. The Chief may invite additional personnel, if he/she desires. At this meeting, the agency will be advised of the final recommendation the team will give the NJSACOP LEAC. If the team finds the agency in compliance with all applicable standards, the team leader will inform the Chief that the agency will be recommended for accredited status. If the agency failed to meet standards, the agency may apply for an extension.

Disputed compliance issues must be addressed by the NJSACOP LEAP Accreditation Program Manager. The Accreditation Program Manager may request to present an agency's case to the NJSACOP LEAC. In some cases the AM and Chief may be asked to appear at the next scheduled hearing and present their interpretation of the issue. The NJSACOP LEAC members will rule on the disputed matter and if this issue is the deciding factor as to total compliance will either grant or deny accredited status at this time.

EXTENSIONS

On occasion, agencies have sought an extension of time beyond the 24-month limit prior to the initial on-site assessment. An agency may be granted up to two (2) six month extensions; no further extensions are permitted. To receive the first extension the Chief of the agency must submit a letter requesting the extension to the New Jersey State Association of Chiefs of Police Law Enforcement Accreditation Program Law Enforcement Accreditation Commission (NJSACOP LEAC). The NJSACOP LEAP Accreditation Program Manager can approve the initial six (6) month extension. To receive the second extension, the Chief of the agency must submit a second a letter requesting the extension to the NJSACOP LEAC. All applicable program fees must be paid in full prior to approval of the second extension. Only the NJSACOP LEAC can approve the second and final extension. If the agency fails to make the second extension, the agency can make a re-application for a fee of \$500.00. This will give the agency a new two-year self-assessment period. Failure to apply for or complete this re-application extension will mean all program fees are forfeited and the agency must make a new initial application.

COMMISSION REVIEW

NJSACOP LEAP Accreditation Program Manager will advise the agency of the date and time of the next NJSACOP LEAC hearing. The NJSACOP LEAC hearing is a public forum. The Chief and AM will be invited to appear to hear the final report delivered by the program staff. The Chief and AM will also be given an opportunity to speak on the accreditation program in general and the assessment in particular. NJSACOP LEAC 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.

CHAPTER 7

ACCREDITATION ACHIEVED

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

POST ASSESSMENT

Accredited status is granted for three years beginning from the time of the formal award voted on at the NJSACOP LEAC hearing. In the third year, the agency must arrange for an on-site team visit using the same guidelines as the original assessment. The re-accreditation on-site assessment should be conducted prior to your agency's accreditation anniversary date. The NJSACOP LEAC recognizes that agency workload may hinder efforts to complete the subsequent on-site assessment prior to the anniversary date. The re-accreditation on site assessment must be completed no later than thirty (30) days following your anniversary date. A good rule of thumb is to have your re-accreditation on-site assessment about three years following your initial on-site assessment. If you fail to complete this assessment within the time period your agency will lose its accreditation status.

ACCREDITED AGENCY LOGO

NJSACOP LEAP staff will provide the AM with copies of the official NJSACOP 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 NJSACOP LEAP staff to arrange for a date, time and place of the presentation.

ANNUAL REPORTS

NJSACOP LEAP requires annual reports on accreditation activities every year. The annual report form is provided to you from program staff. Program staff should receive these reports within 30 days of your accreditation anniversary date. NJSACOP LEAP requires that your agency's annual fee be submitted with your annual report. This fee is one third (1/3) the regular accreditation fee for your agency. (See addendum 1)

POST ASSESSMENT

File maintenance is an ongoing process. 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 NJSACOP LEAP sends the re-accreditation team to the agency in three years. The agency should never be without an Accreditation Manager. This will help to ensure that all new policies and procedures adopted by the agency are in compliance with the applicable NJSACOP LEAP standards.

FINAL THOUGHTS

Assistance is available to you from the NJSACOP LEAP staff and many other law enforcement agencies throughout the State. They may be reached by email or phone.

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

Chiefs may submit requests to consider a new topic for inclusion as a standard. Such requests shall be submitted in writing to the NJSACOP LEAP Standard Review Committee (SRC) with justification for the topic to be considered as a required standard.

The New Jersey State Association of Chiefs of Police Law Enforcement Accreditation Program and Law Enforcement Accreditation Commission congratulates you for making this commitment to excellence in policing in your agency, community, and the State of New Jersey.

NJSACOP LEAP Accreditation CALEA.

It is recognized that New Jersey law enforcement agencies accredited nationally (CALEA) may wish to pursue accredited status through the New Jersey State Association of Chiefs of Police Law Enforcement Accreditation Program. Although the programs are vastly different, many areas addressed by the standards can be considered sufficiently similar to satisfy some of the NJSACOP LEAP Standards and the New Jersey Law Enforcement Commission (NJLEAC).

Appendix B lists those NJSACOP LEAP Standards with which a nationally accredited agency must demonstrate compliance. Agencies must maintain files on these mandatory standards separate from those files maintained from the CALEA files.

If at any time the agency loses their national accreditation, the NJSACOP LEAP Accreditation will be rescinded. The agency would be required to re-apply and meet all one hundred and five (105) standards in the NJSACOP LEAP to achieve New Jersey State Accreditation.

The application forms can be accessed at the NJSACOP Website. Please download the Application Form and Department Profile. Agencies wishing to participate must complete these forms and return the executed documents, along with the accreditation fee, to the NJSACOP office.

The assessment will consist of an off-site file review to ensure that compliance with NJSACOP LEAP Standards. An on-site agency tour and review may follow to ensure that the facility is in compliance with the standards. Assessors will also have an opportunity to interview agency employees and inspect the required processes.

INDEX

Accreditation defined	3
Accreditation manager position requirements	6
Accredited agency logo	24
Accredited status	24
Accredited status time period	24
Agency tour	21
Annual status reports	24
Assessment workspace	22
Assessment team leader	22
Assessor selection	19
NJSACOP LEAP Accreditation National	26
Certificate	24
Certificate presentation	24
Clerical support	8
Commission review	23
Compliance issues	15
Compliance types	15
Cross-compliance	15
Disclaimer	2
Disputes	23
File maintenance	9
Folders	9
Letter of Intent	7
Mock assessment	17
Other documentation	15
Proofs of compliance types	15
Re-accreditation	24
Regular briefings	9
Self-assessment	15
Standard compliance	16
Standard statement	11
Standards	11
Tips	9

ADDENDUM 1

Size	Number of Sworn Personnel	Accreditation Fee	Reaccreditation Fee
A	01-09	\$3,000.00	\$1,000.00
B	10-24	\$4,000.00	\$1,344.00
C	25-99	\$5,000.00	\$1,667.00
D	100-299	\$6,000.00	\$2,000.00
E	300-499	\$7,000.00	\$2,334.00
F	500+	\$8,000.00	\$2,667.00
National	Unlimited	\$2,500.00	Same

Fee Schedule for Accreditation and Re-Accreditation

National Fee \$2,500.00 for (3) three years. May be applied in three installments.

Note: NJSACOP LEAC policy states that agencies that withdraw from the NJSACOP LEAP will not receive refund of program fees.

New Jersey State Association of Chiefs of Police

751 Route 73 North • Suite 12

Marlton, New Jersey 08053

Phone 856.334.8943 • Fax 856.334.8947

E-Mail: njsacop@njsacop.org

Web: www.njsacop.org

APPENDIX B

Mandatory Standards for Nationally Accredited Agencies to comply with in order to achieve NJSACOP LEAP Accreditation

1. Standard 1.5.3 – Description of Organization
2. Standard 1.5.4 – CEO Authority & Responsibility
3. Standard 1.5.5 – Racially-Influenced Policing Prohibited
4. Standard 1.6.2 – Use and Availability of Body Armor
5. Standard 1.8.1 – Records Access and Control
6. Standard 1.8.2 – Information Technology Security
7. Standard 1.9.1 – Maintenance of Training Records
8. Standard 1.9.3 – Entry Level training
9. Standard 1.9.5 – Training of Volunteers
10. Standard 1.9.11 – New Accreditation Manager Training
11. Standard 2.1.3 – Extra-Duty Employment (Side-Jobs)
12. Standard 2.1.4 – Employee Collision Review Process
13. Standard 2.1.5 – Employee Injury/Exposure Reporting and Review Process
14. Standard 2.5.2 – Background Investigations
15. Standard 2.6.1 – Special Law Enforcement Officers
16. Standard 2.6.2 – Auxiliary Police Officers
17. Standard 3.1.3 – Alternate Care for Arrestee’s Dependents
18. Standard 3.2.1 – Interview & Interrogation
19. Standard 3.5.5 – Mobile Video Recorders
20. Standard 3.5.6 – Mobile Data Computers
21. Standard 4.3.1 – Documentation
22. Standard 4.3.2 – Permanent Storage
23. Standard 4.5.3 – Use of Confidential Sources
24. Standard 4.5.6 – Unidentified Person Investigations
25. Standard 4.5.7 – New Jersey Safe Haven Infant Protection Act
26. Standard 5.3.3 – Training
27. Standard 5.3.5 – Inspections