

THE BILL BLACKWOOD  
LAW ENFORCEMENT MANAGEMENT INSTITUTE OF TEXAS

A Report on the Need for a Full-Time  
Permanent Accreditation Manager in the  
Chain of Command

A Policy Research Project  
Submitted in Partial Fulfillment  
of the Requirements for the Professional Disignation  
Graduate, Management Institute

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September, 1997

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## **ABSTRACT**

As law enforcement approaches the Twenty First Century many Chief Executive Officers, city Council members and city managers are looking to make their agencies more professional through accreditation.

The responsibilities of the manager requires long hours and a personal commitment to the agency and the accreditation process. The accreditation manager must be a full-time permanent position within the chain of command. He or she must have commensurate authority to move the agency through the accreditation process, be experienced and knowledgeable in all areas of the agency, should have communication skills and credibility within the agency, have direct support from the CEO and work for the CEO and should have the authority to move unilaterally and horizontally in the organization.

The accreditation manager must be a full-time position, in the chain of command, and hold a rank that enables the accomplishment of goals, while being able to delegate responsibility to others to accomplish accreditation. If not holding a rank higher, there must be backing from the Chief of Police. If this is not possible than perhaps a temporary position much like a project manager. The project manager has the responsibility to accomplish the mission but is allowed to delegate to others the necessary jobs and tasks which need to be completed.

## **INTRODUCTION**

As law enforcement approaches the Twenty First Century many Chief Executive Officers, City Council members and City managers are looking to make their agencies more professional through accreditation. The first step for an agency in its pursuit to achieve accreditation, is commitment of resources, finances and personnel. Without this commitment the process is doomed.

After commitment, the selection of an accreditation manager should be the next priority. The responsibilities of the manager requires long hours and a personal commitment to the agency and the accreditation process. The accreditation manager must be a full-time permanent position within the chain of command. He or she must have commensurate authority to move the agency through the accreditation process, be experienced and knowledgeable in all areas of the agency, should have communication skills and credibility within the agency, have direct support from the CEO and work for the CEO and should have the authority to move unilaterally and horizontally in the organization. (Bissack 74)

The sources used in this research project are from professionals in the field of accreditation, articles and surveys written and compiled by these authorities. Information was obtained from the Commission on Accreditation for Law Enforcement Agencies manuals, police journals and publications, research projects, personal and telephone interviews with accreditation managers.

The intended outcome of this research will be to show that the accreditation manager, when selected, will need to be in the agency's chain-of-command and that to achieve compliance to changes, should have the authority to move the agency through the process of accreditation by having unilateral and horizontal access to personnel and if needed the empowerment to compel personnel to comply.

### **Historical, Legal, or Theoretical Context:**

The beginning of the process starts with the Chief of Police and the City Manager making a decision to have the department become accredited, at which time they select an accreditation manager. This selection is based on what will later become a job description for the manager. Included in this description are duties, responsibilities, skills, and qualifications. The assignment of the manager can be the most important decision made for an agency.

The accreditation manager should be a full time position which requires a restructure of the agency. (Kelly 26) A full time position is necessary to coordinate the multitude of tasks and assignments that are required to accomplish the process.

Assignments to the accreditation manager as additional tasks to normal duties may lead to unnecessary stress and frustration, which will extend the process. (Sandel 9) The results of assigning a full time position may prevent a slower achievement to accreditation and prevent trouble later due to the reassignment to full time or assignment of another person. (CALEA)

The duties of an accreditation manager begin with networking with other local accreditation managers to acquire some knowledge of what the process involves, how to set up priorities, which must be established at the start. Duties also includes maintenance of critical files, documentation of compliances, and establishment of directives. The accreditation manager will also collect policies or directives from other local managers to assist in the formulation of directives for his agency.

The manager will be responsible to train departmental personnel on accreditation, especially those involved in drafting policies. A complete and thorough research must be done by the manager to see if specific categories of directives are required, such as "policies", "plan", or "procedures", and research each standard for existing policies before implementing new ones. When the research is completed and evaluation done of existing policies the Chief and the accreditation manager will make a decision to use the existing policies or start new ones. (Snow 84)

The Chief Executive Officer will place his trust in the manager and together, the decisions they make will have a profound affect on the future of the agency and its personnel. Some decisions will need to be forced and can not be accomplished if the manager is not in a position of authority. This authority needs to come from the Chief Executive Officer through the manager. (Morris)

Often changes that are necessary during the process will be met with resistance at various levels and various ways. The accreditation manager must direct the agency through the process and when resistance is encountered it must be met and managed because of their affect on the agency and its personnel.

The manager will receive assignments and set work priorities coordinating them to meet deadlines. The priorities which must be established are a complete review of the entire standards manual, analyzing the agencies operations policies and develop Needs of the agency. Establish project due dates, orient department personnel, distribute standards manual chapters for review by agency members and list problem areas and provide guidelines for a framework used to meeting priorities. Provide liaison with the Commission on Accreditation for Law Enforcement Agencies, attend CALEA meetings, review a wide variety of complex and technical issues concerning law enforcement standards. The manager must maintain master and archive files for agency directives, collect and maintain proofs of compliance and perform other related work as assigned by the Chief or Deputy Chief. (BPD 21.2)

Most managers will be faced with writing new directives or assigning writing projects to personnel who will draft new ones. The manager will have to coordinate the process to insure consistency in organization, style, and format. (CALEA 4-3) At this point a manager may be assigned many administrative duties by the Chief or Deputy Chief, to meet department needs in structure, organization, training, and overseeing facility

changes. These may include having smoke and fire alarms checked and certified, seeing that the jail has first aid kits and officers are trained in first aid, establishing a computer system and software, staff and line inspections and developing agency forms and documents.

#### **Review of Literature or Practice:**

The accreditation manager will be responsible for a multitude of tasks and assignments, their follow up, completeness and implementation. Because of the enormity of the tasks related to accreditation the manager must be skilled in managing these multiple tasks and projects and establish realistic goals and deadlines. (Sandel 10) The person assigned these responsibilities must be self motivated, able to work with others, get tasks completed, be well organized and able to communicate both orally and in writing. The manager can not be a procrastinator and must feel that accreditation will benefit the agency. (Sandel 9)

A survey by Monty Stanley in his research paper, listed nineteen characteristics or abilities that an accreditation manager should possess, they were ranked by the agencies responding to the survey and each were rated on a scale. The most important characteristics rated at the top by these agencies and rated at 98% or better were: Initiative 100%, Organizer 100%, Integrity 100%, Planner 100%, and not being a procrastinator 100%, with self motivation being rated at 98%. The remaining characteristics are: confidence, trustworthy, intelligence,



leadership, delegator, decisive, task oriented, mediator, evaluator, fair, high rank, seniority, and socializer. (Stanley 9)

The overall job of an accreditation manager is to help the agency become accredited. He or she will have to accomplish this task by using most or some, of these characteristics and abilities. He or she will have to plan and organize the entire project, complete with time tables, assignments research, writing, filing, delegating, and controlling the massive flow of paper work and ideas. (Stanley 10)

The position of accreditation manager must be a full-time position because of the time that it will take to organize, plan, develop, structure, train, maintain and control the agency through the accreditation process. Accreditation can not be accomplished if the manager is in a part-time position while maintaining his regularly assigned duties. (Hyatter) The stress and frustration will take its toll very quickly and burnout will occur soon in the process, thereby causing delay in the process. The manager along with their talents and characteristics can guide the agency through the process and make accreditation happen with the assistance of a well prepared staff of agency personnel. Because of the over view the manager has on personnel, resources, and finances the task can only be accomplished successfully and within a satisfactory time table if the manager is full-time. (Williams) The manager could possibly be assigned as the Administrative Officer for the department which will add more duties and responsibilities. This will give

the manager a better knowledge, insight, understanding and perspective of where the department is headed or should be Headed. This accreditation manager position will prepare an individual to assume more responsibilities and make better decisions in the interest of the department.

#### **Discussion of Relevant Issues:**

Accreditation managers in smaller agencies, may be required to assume many other duties outside of accreditation and must be prepared to handle these additional tasks. All personnel within the Agency will require the manger to answer questions brought up by themselves, subordinates and/or superior officers. The questions may require research outside of the accreditation managers expertise.

Because of the nature of the job no one knows what the manager does in accreditation. The accreditation manager's job is so unique to a department that is seeking to become accredited for the first time, the manager becomes the information source for the department. (Davis) To fill this billet, the manager will need to develop a vast data base for the department and have that information readily available upon request. Superiors and subordinates will, for the most part, rely on the manager to answer questions that they can't.

Upgrading police effectiveness and advancing the characteristics of professionalism within law enforcement should be the goal of all accreditation managers as is the concept of the Commission. The accreditation manager is the one person that

must take a critical look at the department and in the endeavor to achieve accreditation for the department. A combination of initiative and resourcefulness on the part of the manager and the Chief's dream of creating a new department and make it happen.

(Gilbert) To achieve accreditation the Chief must look at giving the accreditation manager the authority to accomplish the changes that will occur.

The accreditation manager must have commensurate authority to accomplish the expected duties, if not by virtue of own rank then by that from the Chief Executive Officer. (Marrugg) This authority must give the manager the ability to move horizontally and vertically through the chain of command. The self assessment process causes significant changes within every law enforcement agency that has attained accredited status. Change rarely occurs without conflict. Accreditation managers should recognize that change will not necessarily be welcome among all agency members and occasional conflicts may arise. (CALEA 2-6) The accreditation manager should recognize conflict as a positive force:

- \* which creates unity and open communications
- \* conflict can create issue clarification
- \* conflict may be needed to push some issues forward
- \* can produce professional change and growth
- \* it can encourage new ideas and techniques or provide solutions to ineffective or outdated methods and
- \* conflict often moves individuals out of complacency

When conflicts do none of the above the accreditation manager must meet it head on and it must be dealt with. The conflict

may show up as resentment by a senior officer, or one of the same rank. The resentment may be revealed as procrastination or simply as the person who is not interested in the process, he or she always has something which is more important to do than work on the standards which they were assigned. (Stanley 20) This problem may be dealt with in several ways. The manager may require the intervention of the Chief Executive Officer, if the process is slowed or stopped.

The accreditation manager will be accountable for resources, manpower, and finances to meet the accreditation standards and must be prepared to answer to the CEO, any questions concerning policies, expenditures and the accreditation process itself. The manager must be prepared to accept responsibility or place responsibility for delays and for not coming into compliance; the accreditation manager must ignore the stumbling blocks that will be encountered during the process. The manager will have to assume the role of responsibility without being overly forceful or not forceful enough. The person in the position of manager will have the full direction of the department at their control and should have foresight and ability to lead the department, but in order to lead they must first be able to follow.

In directing the department the manager will need to be in the chain of command and have the authority needed to achieve these goals. If the manager is not in a position of authority the expectations alone, will become enormous. The position itself calls for some rank within the agency and will require the

manager to delegate many tasks to others. These tasks will require personnel to follow the managers instruction, orders, commands and suggestions. Without rank in the agency the manager may run into many stumbling blocks placed in the way by higher ranking persons or persons of the same rank or even civilians working for the agency. In order to overcome these pitfalls the manger can not solely rely on tact, abilities or resourcefulness, but must have the rank or position and backing of the Chief and or Deputy Chief to control the blocking efforts of others. The position in itself places an enormous amount of strain on an individual without daily attacks of others causing interferences because of the changes.

Of all the challenges facing law enforcement managers and accreditation managers today, perhaps the greatest challenge of all is the willingness to change. Tom Peters suggests that managers

"develop a systematic plan to attack (their) most cherished beliefs". (Peters 189)

Law enforcement agency practices are directly affected by the rapidly changing society that they police. Agency policies, procedures, and activities must be flexible enough to meet the changing needs of society. (Pruitt 16) toward this end the accreditation manager must develop flexibility to accomplish the task of continuous improvement that accreditation will bring to the agency.

It is especially important in our highly technical service where the rate of change is rapid, to remember that leadership techniques that are good today will be outdated in the future. "If it ain't broke, don't fix it," is not a wise plan of direction for an effective leader in any profession. Such philosophy serves only to stifle progress through repression of new and innovative changes in policy and procedures. We are dealing with continual changes in this fast-paced society and today's professional police officer and administrator must be prepared to cope with it and not resist it. (Ebertz 7)

To facilitate change the leader should be armed with every source of information available pertaining to the latest concepts within the public service profession. This knowledge coupled with a thorough understanding of the limitations of the police organization, the needs of its people and the concerns of the community served, will provide the leader with armament needed to both facilitate change and expedite success. (Ebertz 7)

#### **Conclusion/Recommendations:**

All Texas police officers are, to a varying extent, aware of the quest for professional status within policing. While we, as individual practitioners, may not believe in all the promised benefits of professional status, we must acknowledge that the quest has improved the field for us all. (Engells 11)

Accreditation is bringing a professional status to agencies and with that, professionalism to its members. As an agency goes thorough the process, many changes occur to the members and the

department. To accomplish this, a plan is undertaken by the person selected as the accreditation manager for the agency. This person has an enormous task to deal with to accomplish a goal for the department. Accreditation is a full time job for one person, considering that this person is asked to more or less create an outline for a new agency. The accreditation manager then, must be a full time position within the department. The manager can not effectively accomplish other duties and responsibilities while working on accreditation on a part time schedule.

The accreditation manager must be a full-time position, in the chain of command, and hold a rank that enables the accomplishment of goals, while being able to delegate responsibility to others to accomplish accreditation. If not holding a rank higher, there must be backing from the Chief of Police. If this is not possible than perhaps a temporary position much like a project manager. The project manager has the responsibility to accomplish the mission but is allowed to delegate to others the necessary jobs and tasks which need to be completed.

As responsibilities are stacked upon the accreditation manager then the authority to carry out these responsibilities should also be given the accreditation manager. As the responsibilities grow, the time to accomplish them grows also, thereby maturing itself into a full time permanent position within the department.

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