

Florida Department of Law Enforcement and Florida Criminal Justice Executive Institute

Biennial Report *January 2011 to December 2012*



Commissioner Gerald M. Bailey
March 2013

INTRODUCTION

In 1990, the Florida Legislature created the Florida Criminal Justice Executive Institute (FCJEI) to train criminal justice executives on interpersonal skills relating to diverse populations with an emphasis on the awareness of cultural differences. Although this original mission is still a focus of each program within FCJEI, the curriculum today has an emphasis on leadership, ethics, and managing criminal justice organizations in a diverse state such as Florida.

FCJEI was established within the Florida Department of Law Enforcement (FDLE) and is directed by a policy board. Per Section 943.1757(2), F.S., this report summarizes the efforts of FCJEI from January 2011 to December 2012.

PROGRAMS

FCJEI offers four primary programs targeting various levels of leadership in Florida's criminal justice community. The *Florida Leadership Academy (FLA)* was created to meet the need for formal training for entry-level supervisors. FLA prepares first-line supervisors in criminal justice organizations to exemplify the character and integrity expected of criminal justice professionals. The program examines the various components necessary to be an effective leader. Participants in FLA learn skills necessary to support the needs of their agencies and needs within the communities they serve. FLA exposes its participants to ethical dilemmas common in criminal justice and provides tools in exercising good judgment as a supervisor. Each module of curriculum provides further insight towards proactive problem solving, effective communication, and related supervisory skills. FLA meets once a month for one week for a total of four sessions. During this reporting period, seven classes were delivered to 216 criminal justice professionals (Appendix A).

The *Senior Leadership Program (SLP)* targets mid-level management in Florida's criminal justice community. SLP is designed to provide continued education for the development and refinement of leadership skills for these professionals. Program participants engage in a study of individual leadership skills, styles, and characteristics, with applications to leadership in teams, organizations, and the community. Strategic thinking and planning, innovative problem solving, and leadership of change are program components that will prepare criminal justice professionals to create and lead change in criminal justice organizations and in Florida communities. The program consists of seven separate weeklong sessions, over a nine-month period, with significant reading and an independent research requirement to be completed outside of the program meeting times. During this reporting period, two classes were delivered to 61 senior criminal justice professionals (Appendix B).

The *Chief Executive Seminar (CES)* is offered to agency chief executives or their direct report in county, municipal and state criminal justice agencies. CES is an in-depth program that teaches advanced skills for success in managing criminal justice operations within Florida's ever-changing communities. Each small class reflects a

broad spectrum of experience, professional disciplines, and geographic distribution. CES is an exceptional and widely-respected educational experience. The class meets once each month for three days for a total of three sessions. During this reporting period, two classes were delivered to 43 criminal justice executives (Appendix C).

FCJIEI also offers a series of workshops and seminars on specific leadership topics for the continuing development of criminal justice executives, managers, and leaders. The *Continuing Executive Development (CED)* classes are developed around advanced law enforcement subjects and contemporary issues of interest to criminal justice professionals at every level of leadership. The classes range in length from one to five days and are offered throughout the state. During this reporting period, 40 CED classes were delivered to 910 criminal justice professionals (Appendix D).

In addition to the educational opportunities offered by FCJIEI, mentoring and networking are encouraged. The *Graduates' Education Conference* is held annually in various cities throughout the state for three days. It is exclusively for FCJIEI graduates and provides a seminar on current dilemmas faced by criminal justice professionals. The conference provides Florida's criminal justice leaders the opportunity to share invaluable information and problem-solving techniques with other agencies. During this reporting period, two conferences were held and 88 graduates attended (Appendix E).

FCJIEI continues to partner with the Florida Police Chiefs Association to present the *Advanced Future Law Enforcement Executive Seminar* and the *Future Law Enforcement Executive Seminar*. Each seminar consists of a 40-hour agenda covering topics such as leadership, ethics, budgeting and media relations. Criminal justice executives completing the seminars leave with a better understanding of what it takes to operate a successful law enforcement agency. In addition, FCJIEI staff is working with the Florida Sheriffs Association to develop an agenda for the inaugural *FSA Commander's Course*. This course, which will be delivered in 2013, is designed for mid-level managers within sheriff's offices and will focus on specific topics challenging those offices.

Note: During this reporting period, the Florida Criminal Justice Executive Institute provided training to more than 1,300 individuals representing 232 criminal justice agencies, training centers, and professional organizations (Appendix F).

SUMMARY

The training offered by FCJIEI will continue to focus on organizational culture and the diversity of a contemporary workforce; human diversity; ethics and integrity; interpersonal skills; organizational values, vision of leaders, and organizational change; Florida demographics; and generational differences. FCJIEI will continue to create an educational and training environment that responds to these issues, focuses on contemporary issues identified by our customers, and anticipate future needs to best serve the criminal justice community of Florida.

APPENDIX A - FLORIDA LEADERSHIP ACADEMY

Course Outline:

SESSION 1: LEADERSHIP AND MANAGEMENT

Session one includes a comprehensive course overview; a description of research related to police and corrections first-line supervisors; a discussion of contemporary issues identified by criminal justice supervisors, middle managers, and executives; and a history of the Florida Criminal Justice Executive Institute. Participants learn the significance of valuing individual differences and the vital importance of team building. These individual differences are explored using the Myers-Briggs Type Indicator. The participants also explore and learn to better understand the power they possess in motivating others as they shape the future of their organization.

SESSION 2: EFFECTIVE COMMUNICATIONS

Session two provides participants in the Florida Leadership Academy with the opportunity to learn written and oral communication skills necessary to support the needs of their agencies. This session covers strategies on how to effectively communicate with the media and practice a professional response. In addition, the session explores the complexity of managing a multi-generational workforce. Each unit of curriculum this session provides further insight towards proactive listening skills, effective communication, and an expanded understanding of generational issues in a criminal justice setting. The session includes a Leadership Practices Inventory (LPI) Workshop referencing the Leadership Process from session one in which participants will review observer surveys.

SESSION 3: ACCOUNTABILITY

Session three prepares participants to effectively address the professionalism and accountability issues facing supervisors in the criminal justice system. The session helps to prepare participants to understand the laws affecting the criminal justice system. Participants also are given guidance in the areas of decision-making, stress awareness, and holding themselves and their subordinates accountable for following the law and upholding the standards of the agency.

SESSION 4: THE PROFESSIONAL LEADER

Session four provides essential skills for supervisors to remain proactive in their supervisory duties. Through the application of criminal justice issues to the principles of time management, planning and scheduling, the participants practice effectively and efficiently using the available organization resources to get more quality work done in less time. In this session, the participants also prepare to meet the challenges of developing, coaching, mentoring, evaluating, and disciplining subordinates in such a way as to positively improve performance on the job. The participants demonstrate their ability to be persuasive leaders through presentations to the class about current topics within their agencies. The class closes with a unit on change and future studies.

Florida Leadership Academy Class 19

Session 1: January 10-14, 2011
Session 2: February 14-18, 2011
Session 3: March 14-18, 2011
Session 4: April 11-15, 2011
Location: Ft. Pierce, FL
Participants: 27

Florida Leadership Academy Class 20

Session 1: August 29-September 2, 2011
Session 2: September 26-30, 2011
Session 3: October 24-28, 2011
Session 4: November 14-18, 2011
Location: Davie, FL
Participants: 30

Florida Leadership Academy Class 21

Session 1: May 9-13, 2011
Session 2: June 13-17, 2011
Session 3: July 11-15, 2011
Session 4: August 8-12, 2011
Location: Gainesville, FL
Participants: 27

Florida Leadership Academy Class 22

Session 1: May 16-20, 2011
Session 2: June 6-10, 2011
Session 3: July 25-29, 2011
Session 4: August 15-19, 2011
Location: St. Augustine, FL
Participants: 34

Florida Leadership Academy Class 23

Session 1: January 9-13, 2012
Session 2: February 6-10, 2012
Session 3: March 26-30, 2012
Session 4: April 16-20, 2012
Location: Daytona Beach, FL
Participants: 31

Florida Leadership Academy Class 24

Session 1: March 19-23, 2012
Session 2: April 23-27, 2012
Session 3: May 14-18, 2012
Session 4: June 11-15, 2012
Location: Palm Beach, FL
Participants: 34

Florida Leadership Academy Class 25

Session 1: May 21-25, 2012
Session 2: June 18-22, 2012
Session 3: July 16-20, 2012
Session 4: August 13-17, 2012
Location: Dade City, FL
Participants: 33

APPENDIX B - SENIOR LEADERSHIP PROGRAM

Course Outline:

SESSION 1: INTRODUCTION TO LEADERSHIP

Session one provides participants in the Senior Leadership Program with an overview of the program requirements including goals and objectives for each individual section, reading requirements, and expectations for individual research projects. This session also provides an introduction to Florida demographics as a driver of the future, and the establishment of ethics and integrity as the foundation of leadership practices.

SESSION 2: CRIMINAL JUSTICE RESEARCH & ECONOMIC OUTLOOK

Session two provides participants with an introduction to research in the social sciences. This session will also focus on the economic outlook and the impact on criminal justice. Effective budgeting strategies for criminal justice agencies will also be discussed

SESSION 3: DEFINING THE FUTURE

Session three provides participants with an understanding of the definitions, assumptions and components of futures studies. This session also includes a discussion of creativity and problem solving, demographics and economics as drivers of the future, and include a discussion emphasizing the Florida perspective. Exercises introduce the concept of futures forecasting with applications to criminal justice issues.

SESSION 4: COMMUNICATIONS

Session four familiarizes program participants with communication skills including tools for effective oral communications and the principles and effectiveness of active listening. A significant portion of this session is devoted to group presentations.

SESSION 5: LEADERSHIP IN TEAMS & ORGANIZATIONS

Session five addresses leadership in the context of organizations. In addition to practical skills for building effective teams, this session explores the benefits to organizations where information flow, relationships, and organizational values are all in good alignment.

SESSION 6: LEADERSHIP OF CHANGE

Session six introduces contemporary theories of strategic planning, strategic thinking and decision-making. Creativity and innovation in solving problems in the organization and the community are discussed. Current theories of change management and the leadership issues related to creating change in organizations are described and discussed.

SESSION 7: SENIOR LEADERSHIP COLLOQUIUM

The Senior Leadership Colloquium is the formal presentation of individual research projects. Presentations are supported by panels of subject-matter experts and are evaluated on the basis of originality of work, focus on criminal justice issues, a futures orientation, and adherence to acceptable research principles and practices. The research of Senior Leadership participants is published by the Florida Criminal Justice Executive Institute on their website.

Class 14

Session 1: January 10-13, 2011
Session 2: February 21-24, 2011
Session 3: April 4-7, 2011
Session 4: May 16-19, 2011
Session 5: June 13-16, 2011
Session 6: July 25-28, 2011
Session 7: September 12-15, 2011
Participants: 30

Class 15

Session 1: January 9-12, 2012
Session 2: February 13-16, 2012
Session 3: April 2-5, 2012
Session 4: May 21-24, 2012
Session 5: June 25-28, 2012
Session 6: August 6-9, 2012
Session 7: September 17-20, 2012
Participants: 31

(All Classes held in Tallahassee)

APPENDIX C - CHIEF EXECUTIVE SEMINAR

Course Outline:

SESSION 1: DEFINING THE FUTURE

In an introduction to the organized study of the future, this session focuses on several major issues affecting the future of criminal justice in Florida. A discussion of forecasting methods and environmental scanning is followed by a detailed analysis of the implications of technology advances, demographics and economics for the future of Florida. The session ends with a discussion of roles for the criminal justice executive in formulation of strategic plans and policy to meet emerging trends that will impact the criminal justice system in Florida.

SESSION 2: ORGANIZATION REALITIES

Increasing diversity in the workforce sets the stage for a discussion of current models of human resource management, the assessment of organizational culture, and the influence of culture on policies and directives in the organization. This session also explores strategies for maximizing the strengths and contributions of all members of the organization.

SESSION 3: THE LEADERSHIP CHALLENGE

Session three explores the role of the criminal justice executive in setting and demonstrating ethical standards for the organization. This session also provides an overview of valuable leadership behaviors along with the introduction of a framework for identifying, developing, and administering a vision for the organization. The series closes with a discussion of issues related to the management of change and strategies for leading successful change.

CES 45

Session 1: June 6-9, 2011

Session 2: July 11-14, 2011

Session 3: August 15-18, 2011

Participants: 20

CES 46

Session 1: March 12-14, 2012

Session 2: April 16-18, 2012

Session 3: May 14-16, 2012

Participants: 23

(All Classes held in Tallahassee)

APPENDIX D - CONTINUED EXECUTIVE DEVELOPMENT COURSES

Class Title	Location	Dates	Participants
Developing and Managing Complex Investigations	Tallahassee	October 1-2, 1012	19
Effective Budgeting for Criminal Justice Agencies	West Palm Beach	April 5-7, 2011	15
Effective Budgeting for Criminal Justice Agencies	Fort Myers	April 19-21, 2011	16
Effective Budgeting for Criminal Justice Agencies	Palm Bay	June 14-16, 2011	15
Effective Budgeting for Criminal Justice Agencies	Tampa	October 18-20, 2011	11
Effective Budgeting for Criminal Justice Agencies	Cape Coral	February 27-29, 2012	18
Ethics, Discipline and Internal Affairs	Pensacola	June 21, 2011	33
Ethics, Discipline and Internal Affairs	Pensacola	June 22, 2011	33
Ethics, Discipline and Internal Affairs	Cape Coral	October 16-18, 2011	20
Human Trafficking	Tallahassee	December 19, 2011	58
Human Trafficking	St. Pete Beach	March 6, 2012	27
Intelligence Operations Guide for Islamist Terrorism	Tampa	June 27-29, 2011	20
Internal Investigations	Fort Lauderdale	August 15-17, 2011	26
Investigations and Supervision of Officer Involved Shootings	St. Augustine	January 17-20, 2011	25
Investigations and Supervision of Officer Involved Shootings	West Palm Beach	March 14-16, 2011	58
Investigations and Supervision of Officer Involved Shootings	Kissimmee	April 7-29, 2011	24
Investigations and Supervision of Officer	Daytona	July 25-27, 2011	30

Involved Shootings			
Investigations and Supervision of Officer Involved Shootings	Miami	September 7-9, 2011	36
Investigations and Supervision of Officer Involved Shootings	Jacksonville	September 19-21, 2011	15
Investigations and Supervision of Officer Involved Shootings	Jacksonville	October 10-11, 2011	34
Legacy Leadership for Turbulent Times	Daytona Beach	March 21-22, 2101	15
Legacy Leadership for Turbulent Times	Fort Myers	March 24-25, 2011	20
Legacy Leadership for Turbulent Times	West Palm Beach	June 8-9, 2011	26
Legacy Leadership for Turbulent Times	Tallahassee	August 11-12, 2011	10
Legacy Leadership for Turbulent Times	Fort Lauderdale	August 18-19, 2011	12
Legacy Leadership for Turbulent Times	Ponte Vedra	October 25-26, 2011	9
Legacy Leadership for Turbulent Times	Port St Lucie	November 1-2, 2011	29
Leadership Skills for Professional Development	Cape Coral	January 12-13, 2012	25
Leadership Skills for Professional Development	Orlando	April 23-24, 2012	21
Leadership Skills for Professional Development	Sarasota	October 30-31, 2012	27
Manage the Middle/ New Age of Information	Fort Lauderdale	February 23-25, 2011	11
Manage the Middle/ New Age of Information	Orlando	May 23-25, 2011	17
Manage the Middle/ New Age of Information	Tallahassee	February 13-15, 2012	14
Officer Discipline	Daytona Beach	February 7-9, 2011	15
Officer Discipline	Ocala	May 16-19, 2011	25
Officer Discipline	Fort Lauderdale	July 18-20, 2011	17
Officer Discipline	Ponte Vedra	October 24-27, 2011	19
Officer Discipline	Destin	January 30-February	24

		2, 2012	
Officer Discipline	Ponte Vedra	August 6-9, 2012	24
Officer Discipline	Sarasota	October 29- November 1, 2011	17

APPENDIX E - GRADUATES EDUCATION CONFERENCE

2011 Conference

Leading a Safe & Motivated Workforce

Session: May 1-4, 2011

Location: Palm Beach Gardens, Florida

Participants: 35

The following topics were presented:

- Hope Beyond the Badge: Historical response to police suicide in the U.S., physical and psychological stress and police officer stress. Training included Critical Incident Stress Management and PTSD.
- Visions of Courage: Training included dealing with officer stressors, defining critical incident, After-shock, the Five Levels of Anxiety, PTSD and the Grieving Process.

2012 Conference

Being an Authentic Leader in a Non-Authentic World

Session: April 29-May 2, 2012

Location: Clearwater Beach, Florida

Participants: 53

The following topics were presented:

- Being an Authentic Leader: Achieving the path to increase influence, impact and leadership through personal growth. Giving effective recognition and praise: how to encourage and get extra effort in extraordinary times.

APPENDIX F – PARTICIPATING AGENCIES

- Alachua County Sheriff's Office
- Alachua County Corrections
- Altamonte Springs Police Department
- Atlantic Beach Police Department
- Bal Harbour Police Department
- Belle Isle Police Department
- Bethune-Cookman University
- Boca Raton Police Department
- Boynton Beach Police Department
- Bradford County Sheriff's Office
- Brevard County Sheriff's Office
- Brooksville Police Department
- Broward College
- Broward County Fire Rescue
- Broward County Sheriff's Office
- Cape Coral Police Department
- Charlotte County Correction
- Charlotte County Sheriff's Office
- Citrus County Sheriff's Office
- Clay County Sheriff's Office
- Clearwater Police Department
- Clewiston Police Department
- Cocoa Police Department
- Coconut Creek Police Department
- Collier County Sheriff's Office
- Columbia County Sheriff's Office
- Commission for Florida Accreditation
- Community Action Stops Abuse (CASA)
- Coral Gables Police Department
- Coral Springs Police Department
- Crescent City Police Department
- Dade City Police Department
- Davie Police Department
- Daytona Beach Police Department
- Daytona Beach Shores Department of Public Safety
- Deland Police Department
- Delray Beach Police Department
- Division of State Fire Marshal
- Dunnellon Police Department
- Duval County School Police Department
- Edgewater Police Department
- Escambia County Sheriff's Office
- Eustis Police Department
- Department of Agriculture and Consumer Services
- Department of Business and Professional Regulation
- Department of Children and Families
- Department of Corrections
- Department of Health
- Department of Juvenile Justice
- Department of Law Enforcement
- Department of Transportation
- Division of Alcoholic Beverages and Tobacco
- Fish & Wildlife Conservation Commission
- Florida Highway Patrol
- Florida Public Safety Institute
- Florida Supreme Court
- Fort Lauderdale Police Department
- Fort Myers Police Department
- Fort Pierce Police Department
- Fraternal Order of Police
- Fruitland Park Police Department
- FSU Center for Advancement of Human Rights
- FSU Police Department
- Gainesville Police Department
- Glades County Sheriff's Office
- Golden Beach Police Department
- Green Cove Springs Police Department
- Greenacres Department of Public Safety
- Gulfport Police Department
- Haines City Police Department
- Hallandale Beach Police Department
- Hardee County Sheriff's Office
- Hendry County Sheriff's Office
- Hernando County Corrections
- Hernando County Sheriff's Office
- Hialeah Police Department
- High Springs Police Department

APPENDIX F – PARTICIPATING AGENCIES

- Highlands County Sheriff's Office
- Hillsborough County Sheriff's Office
- Holmes County Sheriff's Office
- Indian River County Sheriff's Office
- Jackson County Sheriff's Office
- Jacksonville Sheriff's Office
- Jacksonville Aviation Authority Police Department
- Jacksonville Beach Police Department
- Jefferson County Sheriff's Office
- Juno Beach Police Department
- Jupiter Island Police Department
- Jupiter Police Department
- Key Biscayne Police Department
- Key Colony Beach Police Department
- Lake City Police Department
- Lake County Sheriff's Office
- Lake Mary Police Department
- Lake Placid Police Department
- Lakeland Police Department
- Lakes Wales Police Department
- Lantana Police Department
- Lauderhill Police Department
- Lee County Sheriff's Office
- Leon County Schools Department of Safety Security & Emergency Management
- Leon County Sheriff's Office
- Levy County Sheriff's Office
- Longboat Key Police Department
- Longwood Police Department
- Lynn Haven Police Department
- Madison County Sheriff's Office
- Maitland Police Department
- Maplewood Police Department (Minnesota)
- Marco Island Police Department
- Margate Police Department
- Marion County Sheriff's Office
- Martin County Sheriff's Office
- Medley Police Department
- Melbourne Police Department
- Miami Police Department
- Miami-Dade County DOC and Rehabilitation
- Miami-Dade School Police Department
- Miccosukee Police Department
- Miramar Police Department
- Monroe County Sheriff's Office
- Mount Dora Police Department
- Naples Police Department
- Nassau County Fire Rescue
- New Smyrna Beach Police Department
- Niceville Police Department
- North Bay Village Police Department
- North Miami Beach Police Department
- North Miami Police Department
- North Port Police Department
- Northwest Florida State College Criminal Justice Training Center
- Oak Hill Police Department
- Ocala Police Department
- Office of Statewide Prosecution
- Okaloosa County Department of Corrections
- Okaloosa County Human Resources
- Okaloosa County Sheriff's Office
- Okeechobee County Sheriff's Office
- Orange City Police Department
- Orange County Corrections Department
- Orange County Sheriff's Office
- Orange Park Police Department
- Orlando Police Department
- Ormond Beach Police Department
- Osceola County Corrections Department
- Osceola County Sheriff's Office
- Oviedo Police Department
- Palatka Police Department
- Palm Bay Police Department
- Palm Beach County Sheriff's Office
- Palm Beach Gardens Police Department
- Palm Beach Police Department
- Panama City Airport Police Department
- Panama City Beach Police Department
- Panama City Police Department
- Pasco County Sheriff's Office
- Pembroke Pines Police Department
- Pensacola Police Department

APPENDIX F – PARTICIPATING AGENCIES

- Pinellas County Schools Police Department
- Pinellas County Sheriff's Office
- Pinellas Park Police Department
- Plantation Police Department
- Police Benevolent Association
- Polk County Sheriff's Office
- Port Orange Police Department
- Port St. Lucie Police Department
- Punta Gorda Police Department.
- Putnam County Sheriff's Office
- Quebec Police Department
- Quincy Police Department
- Rockledge Police Department
- Royal Canadian Mounted Police
- Saint Leo University
- Sanford International Airport Police Department
- Sanford Police Department
- Santa Rosa County Sheriff's Office
- Sarasota County Sheriff's Office
- Sarasota Police Department
- Sarasota-Manatee Airport Authority Police Department
- Satellite Beach Police Department
- Sea Ranch Lakes Police Department
- Sebastian Police Department
- Seminole County Sheriff's Office
- Seminole Police Department
- South Miami Police Department
- Springfield Police Department
- St Johns River State College
- St. Augustine Police Department
- St. Cloud Police Department
- St. Johns County Sheriff's Office
- St. Lucie County Sheriff's Office
- St. Pete Beach Police Department
- Starke Police Department
- State Attorney's Office 10th Judicial Circuit
- State Attorney's Office 11th Judicial Circuit
- State Attorney's Office 12th Judicial Circuit
- State Attorney's Office 1st Judicial Circuit
- State Attorney's Office 5th Judicial Circuit
- State Attorney's Office 8th Judicial Circuit
- Sunny Isles Beach Police Department
- Sunrise Police Department
- Tallahassee Police Department
- Tarpon Springs Police Department
- Tavares Police Department
- Taylor County Sheriff's Office
- Tequesta Police Department
- The GEO Group
- Titusville Police Department
- Trenton Police Department
- U.S. Probation Office
- U.S. Marshals Service
- United States Air Force
- University of Florida Police Department
- University of North Florida Police Department
- University of West Florida Police Department
- Victims2Survivor
- Volusia County Beach Patrol
- Volusia County Branch Jail
- Volusia County Corrections
- Volusia County Sheriff's Office
- Walton County Corrections
- Walton County Sheriff's Office
- Washington County Sheriff's Office
- West Palm Beach Police Department
- Wilton Manors Police Department
- Winter Garden Police Department
- Winter Haven Police Department
- Winter Park Police Department
- Winter Springs Police Department