



Florida Criminal Justice Executive Institute
REPORT TO THE LEGISLATURE
DECEMBER 2006

The Florida Criminal Justice Executive Institute (FCJEI) was created by the 1990 Florida Legislature for the purpose of “providing such training as is deemed necessary to prepare the state’s present and future criminal justice executives to deal with complex issues facing the state”. The Executive Institute is established within the Florida Department of Law Enforcement and is guided and directed by a policy board (F.S. 943.1755).

Section 943.1757, Florida Statutes states “. . .there exists a need to provide training to criminal justice executives in the subject of interpersonal skills relating to diverse populations, with an emphasis on the awareness of cultural differences.” The Legislature has charged the Florida Criminal Justice Executive Institute with the responsibility of providing the necessary training. This report examines efforts for the past two years, January 2005 through December 2006.

PROGRAMS

The FCJEI offers three primary programs targeting various levels in leadership in Florida’s criminal justice community. The *Chief Executive Seminar (CES)* is offered to the agency chief executive in county, municipal and state criminal justice agencies. The CES is an in-depth program that teaches the fundamentals for success in managing criminal justice operations within Florida’s ever-changing communities. With a faculty having world class credentials, and small classes reflecting a broad spectrum of experience, professional disciplines and geographic distribution, the CES is an exceptional and widely respected educational experience. The class meets once each month for four days with a total of three sessions. During this reporting period, 4 classes were delivered reaching 65 criminal justice executives. (Appendix A)

The *Senior Leadership Program (SLP)* targets mid-level management in Florida’s criminal justice community. The 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, strategic 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 is framed around nine separate weeklong sessions, spaced approximately 6 weeks apart, with significant reading and an independent research requirement

to be completed outside of the program meeting times. During this reporting period, 2 classes were delivered reaching 48 senior criminal justice professionals. (Appendix B)

The *Florida Leadership Academy (FLA)* was created to meet the need for formal training for entry level of 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 agency and needs within the community. 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. The FLA meets once a month for a week with a total of four sessions. During this reporting period, 2 classes were delivered reaching 52 criminal justice professionals. (Appendix C)

The FCJEI 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)* (Appendix D) classes are developed around advanced law enforcement subjects and contemporary issues that are 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. Much like the CED courses, the FCJEI also offers advanced courses for both executives and non-executives on a variety of topics through the *Center for Advanced Law Enforcement Studies (CALES)* Classes (Appendix E).

In addition to the educational opportunities offered by the Florida Criminal Justice Executive Institute, mentoring and networking are encouraged by the FCJEI. The *Graduates Education Conference* is a three-day meeting held in various cities around the state. It is held annually and is exclusively for graduates of the Executive Institute's programs. The conference encourages networking among the graduates as well as a seminar focusing on current dilemmas faced by criminal justice professionals today. The conference also provides Florida's criminal justice leaders the opportunity to share invaluable information and problem solving techniques with other agencies (Appendix F).

NEW INITIATIVES (JANUARY 2005 THROUGH DECEMBER 2006)

Needs Assessment - A training needs survey was conducted in November 2005, for the purpose of identifying contemporary training needs based upon emerging trends and issues. The survey was distributed to over 500 local law enforcement agencies, state law enforcement agencies, and correctional agencies. The results were analyzed and will be used to plan future course delivery. The findings did show a continuing need for training on diversity issues. The complete survey results were published for the benefit of the criminal justice community in the February 2006 edition of the *Florida Police Chief* and the March 2006 edition of the *Florida Sheriffs Association Journal*.

Florida Leadership Academy - During the last reporting period, the FCJEI held a fourth delivery of the Florida Leadership Academy. This class tested a draft version of the curriculum that the FDLE Training Bureau had organized based upon an analysis of the needs observed during the

three previous pilot classes. This delivery was conducted through a regional training center in North Florida to examine future implementation strategies for the program. The FDLE Training Bureau and the FCEJI are working in tandem to improve the curriculum based upon its evaluation results. Planning for a fifth class of the Florida Leadership Academy is underway through a regional training center in South Florida.

Executive Leadership Seminar – This year FCJEI unveiled its Executive Leadership Seminar and graduated the charter class. The Executive Leadership Seminar is an educational opportunity for top level management other than chief executives of Florida criminal justice organizations. The seminar is delivered in three sessions, each emphasizing a different aspect of leadership. Topics include environmental scanning, the influences of culture on policy, presentation and media skills, ethics, values of organizations, generational differences, the vision of leaders, and the leadership of change. The goal of the Executive Leadership Seminar is to provide a continuing education forum for the development and refinement of leadership skills for Florida's criminal justice professionals. The seminar places focus on quality in leadership and promoting the ability to create and lead change (Appendix G).

Research – The FCJEI Policy Board recognized the need for timely, quality research on emerging law enforcement trends and issues that impact police chiefs, sheriffs and others in the criminal justice community on a daily basis. The Board further recognized the need for relevant, quality research to enhance strategic policymaking within the state. The Board directed staff to create a research component to provide this valuable service to the criminal justice community and identified emerging trends and issues they believe to be most important. The first research project was completed on Electronic Control Devices in April 2006. A research paper on that topic was disseminated in June 2006, at the One-Day Symposium on In-Custody Sudden Deaths sponsored by the Florida Sheriff's Association, the Florida Police Chiefs Association and FDLE. The paper lists and briefly summarizes in a single document the findings and recommendations of nearly two dozen studies and reports and applicable case law on Electronic Control Devices. An additional research project is being conducted on Methamphetamine Labs in Florida and is expected to be completed in early 2007.

Research Fellowship - To further accomplish the research directive of the FCJEI Policy Board, a research fellowship was established in 2006. The fellowship will offer an opportunity for a university graduate student to enroll in directed independent study while conducting research on another relevant topic of interest to the Board. The focus of this research project will be on the effects of the mass migration of illegal aliens, human trafficking, and the associated gang activity on the Florida criminal justice system. The duration of the research project will be through the 2007 Spring semester.

SUMMARY

The Florida Criminal Justice Executive Institute enjoys a national reputation for excellence. This success would not be possible without the support of the Governor and Cabinet, Legislature, Florida Criminal Justice Standards and Training Commission, guidance from the Florida State University, and the leadership of the Florida Criminal Justice Executive Institute Policy Board.

The training mechanisms offered through the FCJEI 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. The FCJEI will create an educational and training environment that responds to these issues, focuses on contemporary issues identified by our customers, and anticipates future needs to best serve the criminal justice community of Florida.

The following appendices contain information on programs offered through the FCJEI.

APPENDIX A

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 issues and trends that will impact the criminal justice system in Florida.

SESSION 2 - ORGANIZATIONAL 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 the implementation of policies and directives in the organization. *Organizational Realities* also explores strategies for maximizing the strengths and contributions of all members of the organization. The session closes with a discussion of the practical benefits derived by leaders who align member behaviors with the values and vision of the organization.

SESSION 3 - THE LEADERSHIP CHALLENGE

This session explores the role of the criminal justice executive in setting and demonstrating ethical standards for the organization. *The Leadership Challenge* also provides an overview of important leadership behaviors along with the introduction of a framework for identifying, developing, and implementing 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.

Chief Executive Seminar (CES) classes held January 2005 through December 2006

CES 37

Session 1: January 24,-27, 2005

Session 2: February 28-March 3, 2005

Session 3: April 18-21, 2005

Location: Wakulla Springs, FL

Participants: 18

CES 38

Session 1: August 22-25, 2005

Session 2: September 19-22, 2005

Session 3: October 24-27, 2005

Location: St. Augustine, FL

Participants: 16

CES 39

Session 1: February 6-9, 2006

Session 2: March 6-9, 2006

Session 3: April 3-6, 2006

Location: Tallahassee, FL

Participants: 18

CES 40

Session 1: June 20-23, 2006

Session 2: July 24-27, 2006

Session 3: August 28-31, 2006

Location: Wakulla Springs, FL

Participants: 13

APPENDIX B

SENIOR LEADERSHIP PROGRAM

Course Outline:

SESSION 1 - INTRODUCTION TO LEADERSHIP

Introduction to Leadership gives participants in the Senior Leadership Program an overview of program requirements including goals and objectives for each individual session, reading requirements, and expectations for individual research projects. This session also provides an introduction to research in the social sciences, an introduction to personal leadership styles, insight into the interactions of individuals in teams, and the establishment of ethics and integrity as the foundation of leadership practices.

SESSION 2 - DEFINING THE FUTURE

Defining the Future 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 ends with a retrospective of Florida emphasizing the importance of the influence of history on the future. Exercises will introduce the concept of futures forecasting with applications to criminal justice issues.

SESSION 3 - FORECASTING THE FUTURE

Forecasting the Future builds on the components and concepts presented in Session 2, and presents an overview of futures research and specific research methods which result in a forecast. Applications of forecasting methods allow the identification and analysis of emerging trends and issues. An automated trend analysis is demonstrated, scenario writing and future mapping as strategic planning tools are discussed and other research methods useful in the social and behavioral sciences are described.

SESSION 4 - LEADERSHIP IN A HIGH-TECH FUTURE

Leadership in a High-Tech Future familiarizes program participants with methods of identifying and analyzing emerging technologies impacting the criminal justice system. This session emphasizes methods to identify criminal justice applications for emerging technologies, problem solving in applications design, human factors interactions in technology intensive environments, and other leadership issues related to technology.

SESSION 5 - INDIVIDUAL RESEARCH PROJECTS

This session continues the study of processes and skills associated with research in the social and behavioral sciences. Program participants present proposed individual research problems, research questions, and methods, for critique by research specialists and other class members. The Internet is introduced as a research tool, and creative ways to improve written communications in teams and organizations is discussed. The research project exercises and strengthens concepts learned throughout the program and makes a significant contribution to the criminal justice community.

SESSION 6 - DEVELOPING LEADERS IN TEAMS AND ORGANIZATIONS

Developing Leaders in Teams and Organizations reviews and describes leadership styles and leadership characteristics, and introduces the concept of different roles for public administrators

in organizations and the community. Session 6 also discusses leadership role preferences in teams and organizations. This session will describe emerging theories and practices in human resources management, and will begin a discussion of workforce diversity.

SESSION 7 - LEADERSHIP IN ORGANIZATIONS AND THE COMMUNITY

Leadership in Organizations and the Community builds on the descriptions and definitions established in Session 6 in a discussion of the vision of leaders and the culture and values of organizations. Cultural diversity, sensitivity to diversity in the workforce, and the value of cultural differences to the organization in relation to the community are discussed.

SESSION 8 - LEADERSHIP OF CHANGE

Current theories of strategic planning, strategic thinking, and strategic decision-making are introduced in *Leadership of Change*. 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 will also be described and discussed.

SESSION 9 - SENIOR LEADERSHIP COLLOQUIUM

The *Senior Leadership Colloquium* is the formal presentation of individual research projects. Presentations are aided 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 its web site.

Senior Leadership Program classes held January 2005 through December 2006

Class 10

Session 6: January 10-14, 2005

Session 7: March 14-18, 2005

Session 8: May 16-20, 2005

Session 9: (Class 10 completed in 8 sessions due to adjustments required by natural disasters)

Location: Tallahassee

Participants: 25

Class 11

Session 1: October 10-14, 2005

Session 2: November 14-18, 2005

Session 3: January 9-13, 2006

Session 4: February 20-24, 2006

Session 5: April 10-14, 2006

Session 6: May 15-19, 2006

Session 7: July 10-14, 2006

Session 8: August 21-25, 2006

Session 9: October 16-20, 2006

Location: Tallahassee, FL

Participants: 23

APPENDIX C

FLORIDA LEADERSHIP ACADEMY

Course Outline:

SESSION ONE: LEADERSHIP AND MANAGEMENT

Session One includes a comprehensive course overview; a description of research related to police and corrections sergeants; a discussion of contemporary issues identified by criminal justice sergeants, middle managers, and executives; and a history of the Florida Criminal Justice Executive Institute. Participants will learn the importance of individual contributions to the group and their role in shaping the future of their organization. The session will cover the principles of situational leadership and aspects of team building. Participants will learn about various personalities using the Myers-Briggs Type Indicator®. Various types of power and motivational strategies will be covered during this session.

SESSION TWO: COMMUNICATION, PROFESSIONALISM AND ETHICS

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 agency. This week will cover strategies on how to effectively communicate with the media and practice a professional response. In addition, the session exposes its participants to ethical dilemmas common in criminal justice and provides tools in exercising good judgment as a supervisor. Each unit of curriculum this week provides further insight towards proactive listening skills, effective communication and an expanded understanding of ethics in a criminal justice setting.

SESSION THREE: LEGAL ISSUES, DECISION MAKING AND CHANGE MANAGEMENT

Session Three prepares participants to effectively address the legal and liability issues faced by supervisors in the criminal justice system. The session helps to prepare participants to understand the most current laws affecting the criminal justice system, such as use of force. Participants also are given guidance in the areas of decision making, managing change, working with generational issues, and holding themselves and their subordinates accountable for upholding the standards of the agency.

SESSION FOUR: ORGANIZATIONAL SKILLS, PERFORMANCE MANAGEMENT AND STRESS

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. Participants will also learn skills necessary to support the technical and administrative needs of their agency. Since these duties are both stressful and demanding of a supervisor, this session goes over some practical ways to reduce stress and control emotion in critical moments frequently encountered by the criminal justice supervisor.

Florida Leadership Academy Class 3

Session 1: April 11-15, 2005

Session 2: May 23-27, 2005

Session 3: June 27-July 1, 2005

Session 4: August 1-5, 2005

Location: Ft. Pierce, FL

Participants: 28

Florida Leadership Academy Class 4

Session 1: January 23-27, 2006

Session 2: February 27-March 3, 2006

Session 3: April 3-7, 2006

Session 4: May 8-12, 2006

Training Center: Pat Thomas Law Enforcement Academy

Location: Quincy, FL

Participants: 24

APPENDIX D
CONTINUING EXECUTIVE DEVELOPMENT (CED)

Continuing Executive Development Classes, January 2005 through December 2006

Class Title	Location	Dates	Participants
In-Depth Leadership:	Bradenton	March 8-10, 2005	30
	Bradenton	May 10-12, 2005	30
	Sarasota	June 7-10, 2005	27
	Jacksonville	June 20-22, 2005	32
	Jacksonville	September 19-20, 2005	39
	Bradenton	October 17-18; November 11, 2005	22
	Hollywood	April 24-26, 2006	28
	Sarasota	June 6-9, 2006	20
	Cape Coral	August 2-4, 2006	24
Advanced In-Depth Leadership:	Jacksonville	January 11-14, 2005	14
	Hollywood	August 8-10, 2005	25
	Sarasota	December 6-9, 2005	31
	Jacksonville	September 25-27, 2006	36
	Sarasota	December 5-8, 2006	25
High Impact Leadership:	Sarasota	March 16-18, 2005	27
	Altamonte Springs	July –11-13, 2005	16
	Deerfield Beach	November 29-December 1, 2005	20
	Sarasota	December 8, 2005	20
Leadership In a Diverse Community	Tampa	May 5, 2005	11
In Harm's Way Conference	St. Petersburg	March 8-9, 2005	205
Early Identification & Intervention Strategies	Tallahassee	March 31-April 1, 2005	31
Media Relations for Executives	Tampa	October 5-7, 2005	13
Effective Budgeting for Law Enforcement Agencies	St. Augustine	November 7-9, 2005	25

Continuing Executive Development Classes, January 2005 through December 2006**(cont.)**

Class Title	Location	Dates	Participants
Managing Issues Across Generations	St. Petersburg	February 6-7, 2006	36
	St. Petersburg	December 13 - 14, 2006	40
Park Law Enforcement Conference	Orlando	February 22, 2006	120
Strategic Leadership for Criminal Justice Agencies	Jacksonville	April 4-6, 2006	18
Ethical Decisions and Issues in Law Enforcement	West Palm Beach	April 25, 2006	21
New Police Chiefs Seminar	Orlando	September 18-22, 2006	38
A Law Enforcement Guide to Understanding Islamist Terrorism	Tallahassee	November 6-8, 2006	20
Strategic Leadership for the Progressive Criminal Justice Agency	Deerfield Bch.	Nov. 29-December 1, 2006	30

APPENDIX E
CENTER FOR ADVANCED LAW ENFORCEMENT STUDIES (CALES)

New Initiatives in the CALES Series:

Human Trafficking and *Combating the Gang Threat in Florida* are the newest additions to the 2006 CALES series. Each course, consisting of 8-hour blocks of instruction, was included in the *August 2006 FDLE Sheriff's Conference* in Orlando.

“*Combating the Gang Threat in Florida*,” was recently expanded into a two-day intensive course dealing with investigative/prosecution techniques and concepts; as well as partnerships that have been used to successfully dismantle criminal street gangs previously considered unstoppable by traditional law enforcement techniques.

FDLE and Florida Department of Corrections (DOC) Training Initiative:

In June of 2006, the Florida Department of Corrections requested that FDLE modify the *Officer Discipline* course and provide agency specific training to DOC members. The request resulted in a series of six classes being presented to middle and upper management level members of DOC. The DOC and FDLE are discussing the possibility of presenting this class on an on-going basis in 2007.

Center For Advanced Law Enforcement Studies Classes, January 2005 through December 2006

Class Title	Location	Dates	Participants
Officer Discipline:	Lake Mary	July 18-20, 2005	22
	St. Petersburg	December 5-7, 2005	20
	Sarasota	March 7-9, 2006	45
	Ft. Lauderdale	April 24-27, 2006	89
	Naples	May 1-4, 2006	32
	Ponte Vedra Beach	July 31-August 3, 2006	19
	St. Petersburg	September 26-28, 2006	19
(DOC various locations)		August - November 2006	144
2005 Sheriff's Seminar	Tampa	August 9-11, 2005	16
2006 Sheriffs Seminar	Orlando	August 22-24, 2006	22
Understanding (Militant) Islamism Terrorism	Orlando	October 17-19, 2005	30
Understanding Militant Islamism Terrorism	Jacksonville	April 12-14, 2006	36

Center For Advanced Law Enforcement Studies Classes, January 2005 through December 2006 (cont.)

Class Title	Location	Dates	Participants
Understanding Militant Islamist Terrorism	Sarasota	June 14-16, 2006	36
Understanding Militant Islamist Terrorism	Bradenton	October 9-11, 2006	31
Understanding Militant Islamist Terrorism	Tallahassee	November 6-8, 2006	20
Managing the Law Enforcement Training Function:	Sarasota	January 31-February 1, 2005	19
Tactical Athlete Workshop/Seminar	Ft. Myers	May 23-26, 2005	28
Officer Rights in the Workplace & FDLE Decertification	Bonifay	June 8, 2005	26
Citizen Complaint & Investigation Issues	West Palm Beach	August 22, 2005	25
Advanced Police Chiefs Seminar	Orlando	October 18-20, 2005	30
Effective Budgeting for Criminal Justice Agencies	Sarasota	June 13-15, 2006	20
Property Room Management	Jacksonville	July 19-20, 2006	81
Ground Defense Train-the-Trainer	Ft. Lauderdale	September 20-22, 2006	12
Ground Defense for Law Enforcement	Tampa	September 25-29, 2006	28
Combating the Gang Threat to Florida	Sarasota	November 14-15, 2006	42
Edged Weapons Defense	Tampa	November 27-29, 2006	22
Human Trafficking	Palm Beach County	December 11, 2006	52

APPENDIX F
GRADUATES EDUCATION CONFERENCE

2005 Conference

Conference Theme: **Organizational Accountability.** The following topics were presented: Leadership Lessons from Somalia; Leadership and Accountability; Adverse Weather Planning: Lessons Learned; Emotional Survivors or Malcontents.

Session: May 1-4, 2005

Location: Tampa, FL

Participants: 52

2006 Conference

Conference Theme: **Branding and Marketing the Criminal Justice Organization: A “Core” Competency for Success in the 21st Century.** The following topics were presented: The Critical Importance of Branding and Marketing; Governmental Branding and Marketing: What is it exactly? From Understanding to Action: How do we get there? Strategic Marketing Plan Development: Group Exercise; Putting it All Together: Group Presentations

Session: April 23-26, 2006

Location: St. Augustine, FL

Participants: 49

APPENDIX G

EXECUTIVE LEADERSHIP SEMINAR

Course Outline:

SESSION 1 – DEFINING THE FUTURE

In an introduction to the organized study of the future, *Defining the Future* focuses on several major issues affecting the future of criminal justice in Florida. This includes a discussion of forecasting methods and environmental scanning followed by a conversation concerning creativity and problem solving, demographics and economics as drivers of the future. This session also includes a discussion of the role of the Criminal Justice professional in strategic planning and policy development in anticipation of emerging issues, trends and events which will impact the criminal justice system in Florida. This session will end with a discussion and analysis of Myers-Briggs personality type.

SESSION 2 – ORGANIZATIONAL 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 the implementation of policies and directives in the organization. *Organizational Realities* explores the values of a diverse workforce along with the limitations imposed by racial, ethnic, cultural, generational, and gender bias. This session will end with an emphasis on effective communication skills including both presentation and media skills.

SESSION 3 – LEADING CHANGE

Leading Change explores the role of the criminal justice professional by conveying the values and defining the ethics of an effective, futures-oriented organization. Closing the series with a discussion of leading change, this session explores the practical benefits derived by leaders and organizations from the alignment of ethics, vision and values.

Executive Leadership Seminar (ELS) classes held January 2005 through December 2006

Charter Class

Session 1: September 18-22, 2006

Session 2: October 30 – November 3, 2006

Session 3: November 27- December 1, 2006

Location: Tallahassee, FL

Participants: 19