

Florida Department of Law Enforcement and Florida Criminal Justice Executive Institute

Biennial Report *January 2009 to December 2010*



Commissioner Gerald M. Bailey
January 2011

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. 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 2009 to December 2010.

PROGRAMS

FCJEI offers four primary programs targeting various levels of 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. CES is an in-depth program that teaches the fundamentals 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 four days for a total of three sessions. During this reporting period, three classes were delivered to 63 criminal justice executives (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 nine separate weeklong sessions, spaced approximately six weeks apart, with significant reading and an independent research requirement to be completed outside of the program meeting times. During this reporting period, one class was delivered to 28 senior criminal justice professionals (Appendix B).

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 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. FLA meets once a month for one week for a total of four sessions. During this reporting period, five classes were delivered to 148 criminal justice professionals (Appendix C).

The *Executive Leadership Seminar (ELS)* is an educational opportunity for top-level management other than chief executives of Florida criminal justice organizations. ELS is

delivered in three sessions, each emphasizing a different aspect of leadership. Topics include environmental scanning, the influences of culture on policy, presentation skills, ethics, values of organizations, generational differences, the vision of leaders, and the leadership of change. The goal of ELS is to provide a continuing education forum for the development and refinement of leadership skills for Florida's criminal justice professionals. The seminar focuses on quality in leadership and promoting the ability to create and lead change. During this reporting period, no classes were delivered (Appendix D).

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)* (Appendix E) 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. Much like the CED courses, FCJIEI also offers advanced courses for both executives and non-executives on a variety of topics through the *Center for Advanced Law Enforcement Studies (CALES)* (Appendix F).

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 (Appendix G).

NEW INITIATIVES

New Program – Executive Future Studies Program

As a result of budgetary restrictions, the FCJIEI created a four week research program for middle management designed as a substitute for the Senior Leadership Program. *The Executive Future Studies Program (FSP)* provides a continuing education forum for the development and refinement of leadership skills for Florida's criminal justice middle management professionals. Participants learn the science of futures forecasting, including the conduct and assessment of futures-oriented research. Managing generations, organizational culture, ethics, and leadership of change are other program components which will prepare criminal justice professionals to create and lead change in criminal justice organizations and in Florida communities. The program consists of four, weeklong sessions spaced approximately six weeks apart with significant reading and an independent research requirement to be completed outside of the program meeting times. During this reporting period, one class was delivered to 27 senior criminal justice professionals (Appendix H).

Online Mandatory Retraining

Florida Statute requires all law enforcement officers in Florida to obtain 40 hours of training, including four specific classes, every four years to maintain their sworn certification. In 2007, the FCJIEI developed 15 online training classes to provide officers flexibility in obtaining the

mandatory training. These classes, varying in length from one to five hours, were published on the FDLE website and made available, free of charge, to all sworn law enforcement professionals in Florida. During 2009 and 2010, more than 26,351 certificates were issued to officers at over 140 agencies. The officers completed more than 40,000 hours of training.

The FCJEI Policy Board, with the assistance of staff and participants in the various programs of the FCJEI, will continue to assess the needs of criminal justice professionals and offer quality training to improve the delivery of criminal justice services in Florida. FCJEI enjoys a national reputation for excellence with over 1,300 graduates to date (Appendix I).

SUMMARY

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

APPENDIX A - CHIEF EXECUTIVE SEMINAR

Course Outline:

SESSION 1 - DEFINING THE FUTURE

As 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.

(All Classes held in Tallahassee)

CES 42

Session 1: May 19-21, 2009

Session 2: June 22-25, 2009

Session 3: August 10-13, 2009

Participants: 15

CES 43

Session 1: February 25-28, 2010

Session 2: March 25-28, 2010

Session 3: April 19-22, 2010

Participants: 24

CES 44

Session 1: September 27-30, 2010

Session 2: October 18-21, 2010

Session 3: November 15-18, 2010

Participants: 24

APPENDIX B - SENIOR LEADERSHIP PROGRAM

Course Outline:

SESSION 1 - INTRODUCTION TO LEADERSHIP

Introduction to Leadership gives participants in SLP 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 a retrospective of Florida emphasizing the importance of the influence of history on the future. Exercises 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 six also discusses leadership role preferences in

teams and organizations. This session describes emerging theories and practices in human resources management and begins 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 six 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 are also 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 SLP participants is published on the FCJEI Web site.

(All Classes held in Tallahassee)

Class 13

Sessions 1-6: Previously reported

Session 7: February 2-6, 2009

Session 8: March 16-20, 2009

Session 9: May 11-15, 2009

Participants: 28

APPENDIX C - 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 sergeants; a discussion of contemporary issues identified by criminal justice sergeants, middle managers, and executives; and a history of FCJEL. Participants learn the importance of individual contributions to the group and their role in shaping the future of their organization. The session covers the principles of situational leadership and aspects of team building. Participants learn about various personalities using the Myers-Briggs Type Indicator®. Various types of power and motivational strategies are covered during this session.

SESSION 2 - COMMUNICATION, PROFESSIONALISM AND ETHICS

Session two provides participants in FLA with the opportunity to learn written and oral communication skills necessary to support the needs of their agency. This week covers strategies 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 3 - 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 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 4 - ORGANIZATIONAL SKILLS, PERFORMANCE MANAGEMENT AND STRESS

Session four provides essential skills for supervisors to remain proactive in their supervisory duties. Through applying the principles of time management to criminal justice issues, participants practice the effective and efficient use of resources to get more quality work done in less time. Participants 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 also learn skills necessary to support the technical and administrative needs of their agency. Since these duties are both stressful and demanding, this session provides practical ways for supervisors to reduce stress and control emotion in critical moments frequently encountered by a criminal justice supervisor.

Florida Leadership Academy Class 13

Session 1: January 11-15, 2010

Session 2: February 15-19, 2010

Session 3: March 22-26, 2010

Session 4: April 12-16, 2010

Location: Daytona Beach, FL

Participants: 34

Florida Leadership Academy Class 14

Session 1: January 11-15, 2010

Session 2: February 15-19, 2010

Session 3: March 8-12, 2010

Session 4: April 12-16, 2010

Location: Orlando, FL

Participants: 35

Florida Leadership Academy Class 15

Session 1: February 22-26, 2010

Session 2: March 22-26, 2010

Session 3: April 26-30, 2010

Session 4: May 24-28, 2010

Location: Tampa, FL

Participants: 26

Florida Leadership Academy Class 16

Session 1: March 16-19, 2010

Session 2: April 19-23, 2010

Session 3: May 10-14, 2010

Session 4: June 14-18, 2010

Location: Miami, FL

Participants: 24

Florida Leadership Academy Class 17

Class cancelled due to low enrollment.

Florida Leadership Academy Class 18

Session 1: October 11-15, 2010

Session 2: November 8-12, 2010

Session 3: December 13-17, 2010

Session 4: Will be included in subsequent reporting period

Location: Ft. Myers

Participants: 29

APPENDIX D - EXECUTIVE LEADERSHIP SEMINAR

Course Outline:

SESSION 1 – DEFINING THE FUTURE

In an introduction to the organized study of the future, “Futures Studies” 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 the development of organizational mission, vision, and values in anticipation of emerging issues, trends and events which will impact the criminal justice system in Florida.

SESSION 2 – ORGANIZATIONAL REALITIES

Increasing age diversity in the workforce sets the stage for a discussion of managing generations and succession planning for those generations. This session also includes organizational culture, listening, and a discussion and analysis of Myers-Briggs personality type.

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. This session explores the practical benefits derived from the alignment of ethics, vision and values and closes with a discussion of leading change.

No classes were held January 2009 through December 2010.

APPENDIX E - CONTINUING EXECUTIVE DEVELOPMENT

Class Title	Location	Dates	Participants
Challenges for Criminal Justice Leadership	Jacksonville	October 13-14, 2009	33
	Deerfield Beach	April 14-16, 2010	25
Managing Generations & Problem Employees	Sanford	January 21-22, 2009	31
	Ft. Lauderdale	March 2-3, 2009	16
Future Police Chiefs Seminar (Partnership with Florida Police Chiefs Association)	Orlando	September 21-25, 2009	28
	Wesley Chapel	September 20-24, 2010	36
Learning to Be a Legacy Leader	St. Pete Beach	February 24-26, 2009	22
	Jacksonville	July 27-29, 2009	15
	Ft. Lauderdale	October 26-27, 2009	24
	Daytona Beach	May 17-18, 2010	19

APPENDIX F - CENTER FOR ADVANCED LAW ENFORCEMENT STUDIES

Class Title	Location	Dates	Participants
Officer Discipline	Lake Mary	January 26-29, 2009	23
	Tampa	May 11-14, 2009	33
	Ponte Vedra	August 3-7, 2009	33
	Deerfield Beach	April 19-21, 2009	24
	Lake Mary	February 1-4, 2010	31
	Ponta Vedra	October 25-28, 2010	18
	Deerfield Beach	November 2-4, 2010	35
Officer Involved Shootings	Tampa	November 3-5, 2010	24
Understanding Militant Islamist Terrorism	Orlando	March 23-25, 2009	26
	Jacksonville	May 18-19, 2009	17
	Deerfield Beach	October 28-30, 2010	11
	Panama City	February 17-19, 2010	9
Managing the Law Enforcement Training Function	Sarasota	January 5-6, 2009	17
Effective Budgeting for Criminal Justice Agencies	Ft. Lauderdale	February 25-27, 2009	22
	Daytona Beach	April 28-May 1, 2009	23
	Daytona Beach	June 24-26, 2009	11
	Daytona Beach	March 29-31, 2010	22
Property Room Management	Palm Bay	July 22-23, 2009	67
	Tampa	December 2-3, 2009	85
	Deerfield Beach	April 12-13, 2010	53
Privacy and Civil Liberties Training	Tallahassee	November 18, 2009	55
Testifying Made Simple	St. Pete Beach	December 1, 2009	25
	St. Pete Beach	March 8, 2010	20
	St. Pete Beach	March 9, 2010	24
Operations Guide to Terrorism	Altamonte Springs	January 25-27, 2010	23
Event and Security Planning	Sebring	January 28-29, 2010	35

APPENDIX G - GRADUATES EDUCATION CONFERENCE

2009 Conference

Risk Assessment – Recognizing Internal & Global Risks

Session: April 26-29, 2009

Location: Orlando, FL

Participants: 31

The following topics were presented:

- Five concurrent themes to success;
- Why things go right;
- Why things go wrong;
- and Understanding Islamist Militant Terrorism.

2010 Conference

Conference Theme: Leading Organizations through Difficult Economic Times

Session: April 25-28, 2010

Location: St. Augustine, FL

Participants: 31

The following topics were presented:

- Florida's Difficult Economic Times;
- Where is Florida Going;
- What can we expect;
- What must organizations do differently;
- and Leading change in difficult economic times.

APPENDIX H - EXECUTIVE FUTURE STUDIES PROGRAM

SESSION 1

This session provides participants with an understanding of futures studies. 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. Exercises introduce the concept of futures forecasting with applications to criminal justice issues.

SESSION 2

Session two 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. Scenario writing and futures mapping as strategic planning tools are discussed and other research methods useful in the social and behavioral sciences are described.

SESSION 3

This session explores the role of the individual in setting and demonstrating ethical standards for the organization. It also provides an overview of valuable leadership behaviors along with the introduction of a framework for identifying the need for change in an organization. The session closes with a discussion of issues related to the management of change and strategies for leading successful change.

SESSION 4

During this session, individual research projects are presented. Presentations are evaluated on the basis of futures orientation, adherence to acceptable research principles and practices, and criminal justice focus. The research of the Executive Future Studies Program is published by the Florida Criminal Justice Executive Institute.

Executive Future Studies Program

Session 1: January 25-28, 2010

Session 2: March 1-4, 2010

Session 3: April 12-15, 2010

Session 4: June 14-17, 2010

Location: Tallahassee, FL

Participants: 27

APPENDIX I - ONLINE MANDATORY RETRAINING CERTIFICATES

FCJEI continues to offer 15 online training classes. These classes, varying in length from one to five hours, were published on the FDLE website and made available, free of charge, to all sworn law enforcement professionals in Florida. During 2009 and 2010, over 26,000 certificates were issued to officers at more than 140 agencies. The officers completed more than 40,000 hours of training. The online training classes available include:

- Stress Management in Law Enforcement;
- Use and Control of Informants: A Patrol Officer's Primer;
- Ethics;
- Practical Techniques for Interviewing in Law Enforcement;
- Advanced Interviewing Skills in Law Enforcement;
- Understanding Discovery in Criminal Prosecution;
- Self-Disclosure in Law Enforcement Field Interviews;
- Discriminatory Profiling and Professional Traffic Stops;
- Juvenile Sexual Offender Investigation;
- Domestic Violence;
- Elder Abuse Investigations;
- Constitutional Considerations;
- Criminal Prosecution;
- Fundamentals of Search & Seizure; and
- The Fourth Amendment Practical Guidelines for Search & Seizure.