

Florida Department of Law Enforcement and Florida Criminal Justice Executive Institute

Biennial Report *January 2013 to December 2014*



Commissioner Richard L. Swearingen
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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 2013 to December 2014. Members of the FDLE Bureau of Professional Development (BPD) provide staffing to carry out the duties of the FCJEI. Attendance of FCJEI courses is fee based, and all revenue generated is placed back into the Criminal Justice Standards and Training trust fund.

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. The cost to attend this course is \$500 per person. During this reporting period, three classes were delivered to 208 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 10 month period, with significant reading and an independent research requirement to be completed outside of the program meeting times. The cost to attend this course is \$1,250 per person. During this reporting period, two classes were delivered to 68 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. The cost to attend this course is based on how many sworn personnel are employed by the attendee's department. If there are under 500 the cost is \$750 per person; 100-500 the cost is \$1,000 per person; and over 500 the cost is \$1,250 per person. During this reporting period, two classes were delivered to 36 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. The cost to attend each course is \$350 per person. During this reporting period, 11 CED classes were delivered to 354 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 101 graduates attended (Appendix E).

FCJIEI continues to partner with the Florida Police Chiefs Association to present the *Advanced Seminar for Law Enforcement Executives* and the *Future Seminar for Law Enforcement Executives*. Each seminar consists of a 36-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.

Note: During this reporting period, FCJIEI provided training to approximately 670 individuals representing 132 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 and the communities they serve; ethics and integrity; interpersonal skills; organizational values, visionary leadership, 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 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 prepares 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, participants practice effectively and efficiently using the available organization resources to get more quality work done in less time. In this session, 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 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 26

Session 1: January 7-11, 2013
Session 2: February 4-8, 2013
Session 3: March 4-8, 2013
Session 4: April 8-12, 2013
Location: Cape Coral, FL
Participants: 34

Florida Leadership Academy Class 27

Session 1: May 6-10, 2013
Session 2: June 3-7, 2013
Session 3: July 15-19, 2013
Session 4: August 26-30, 2013
Location: Pensacola, FL
Participants: 35

Florida Leadership Academy Class 28

Session 1: September 9-13, 2013
Session 2: October 7-11, 2013
Session 3: November 4-8, 2013
Session 4: December 9-13, 2013
Location: Orlando, FL
Participants: 37

Florida Leadership Academy Class 29

Session 1: January 6-10, 2014
Session 2: February 3-7, 2014
Session 3: March 3-7, 2014
Session 4: April 7-11, 2014
Location: Havana, FL
Participants: 34

Florida Leadership Academy Class 30

Session 1: May 5-9, 2014
Session 2: June 2-6, 2014
Session 3: July 7-11, 2014
Session 4: August 4-8, 2014
Location: Davie, FL
Participants: 34

Florida Leadership Academy Class 31

Session 1: September 8-12, 2014
Session 2: October 6-10, 2014
Session 3: November 3-7, 2014
Session 4: December 1-5, 2014
Location: Melbourne, FL
Participants: 34

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 includes 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 on the Florida Criminal Justice Executive Institute's website.

Class 16

Session 1: January 7-10, 2013
Session 2: February 18-21, 2013
Session 3: April 15-18, 2013
Session 4: May 20-23, 2013
Session 5: June 24-27, 2013
Session 6: August 12-15, 2013
Session 7: October 7-10, 2013
Participants: 33

Class 17

Session 1: January 9-12, 2014
Session 2: February 10-13, 2014
Session 3: April 14-17, 2014
Session 4: June 9-12, 2014
Session 5: July 21-24, 2014
Session 6: September 8-11, 2014
Session 7: October 13-16, 2014
Participants: 35

(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 47

Session 1: February 10-13, 2013

Session 2: March 11-13, 2013

Session 3: April 8-10, 2013

Participants: 18

CES 48

Session 1: September 21-24, 2014

Session 2: October 20-22, 2014

Session 3: November 17-19, 2014

Participants: 18

(All Classes held in Tallahassee)

APPENDIX D - CONTINUED EXECUTIVE DEVELOPMENT COURSES

Title	Dates	Location	Attendees
Officer Discipline	January 8 - 10, 2013	Tallahassee	31
Officer Discipline	January 28 - 31, 2013	St. Augustine	23
Introduction to Law Enforcement Intelligence	February 25 - 27, 2013	Tampa	37
Officer Discipline	May 6 - 9, 2013	Sarasota	39
Officer Discipline	October 22 - 24, 2013	Gainesville	47
Officer Discipline	November 4 - 7, 2013	Destin	41
Professional Leadership Re-Boot Camp	November 5 - 6, 2013	Destin	27
Officer Discipline	February 3 - 6, 2014	Lake Mary	34
Officer Involved Deadly Force Incidents	February 17 - 20, 2014	Orlando	35
Officer Discipline	August 4 - 7, 2014	Ponte Vedra	16
Officer Discipline	November 3 - 6, 2014	Kissimmee	24

APPENDIX E - GRADUATES EDUCATION CONFERENCE

2013 Conference

Leading Your Agency in Today's Instant Information Environment

Session: April 28 – May 1, 2013

Location: Jacksonville, Florida

Participants: 45

The following topics were presented:

- The Role of Media in Modern Society & The Changing Face of Today's Newsroom;
- Effective Pre-Interview Preparation & Handling Interview Traps & Pitfalls;
- How to Fight Back When You've Been Wronged by the Media;
- Managing a Successful News Conference & Building & Marketing the Public Service Brand; and
- Regional News Media Roundtable.

2014 Conference

Leadership and Management in Law Enforcement Past, Present, and Future

Session: April 27 - 30, 2014

Location: Cocoa Beach, Florida

Participants: 56

The following topic was presented:

- Lessons Learned from Top Leaders;
- The Importance of the Belief System – A Leader's Role;
- Leadership Principles;
- The First Skill of Understanding Leadership and Management; and
- Evolution of Leadership and Management in the Public Sector.

APPENDIX F – PARTICIPATING AGENCIES

- Alachua County Sheriff's Office
- Alachua Police Department
- Altamonte Springs Police Department
- Aventura Police Department
- Bay County Sheriff's Office
- Boca Raton Police Department
- Bradford County Sheriff's Office
- Brevard County Sheriff's Office
- Broward College Institute of Public Safety
- Broward County Sheriff's Office
- Cape Coral Police Department
- Charlotte County Sheriff's Office
- Clay County Sheriff's Office
- Clearwater Police Department
- Clermont Police Department
- Collier County Sheriff's Office
- Daytona Beach Police Department
- DeFuniak Springs Police Department
- Delray Beach Police Department
- Escambia County Corrections
- Escambia County Sheriff's Office
- Eustis Police Department
- Federal Law Enforcement Training Center
- Fellsmere Police Department
- Flagler County Sheriff's Office
- Florida City Police Department
- Florida Department of Agriculture and Consumer Services
- Florida Department of Corrections
- Florida Department of Environmental Protection
- Florida Department of Financial Services
- Florida Department of Law Enforcement
- Florida Department of Transportation
- Florida Fish and Wildlife Conservation Commission
- Florida Gulf Coast University Police Department
- Florida Highway Patrol
- Florida Parole Commission
- Florida Public Safety Institute
- Florida State University Police Department
- Fort Lauderdale Police Department
- Fort Myers Police Department
- Franklin County Sheriff's Office
- Gadsden County Sheriff's Office
- Gainesville Police Department
- Gilchrist County Sheriff's Office
- Gulf Breeze Police Department
- Gulfport Police Department
- Haines City Police Department
- Havana Police Department
- Hendry County Sheriff's Office
- Hernando Correctional Institute
- Hernando County Sheriff's Office
- Highlands County Sheriff's Office
- Hillsborough County Sheriff's Office
- Indian River County Sheriff's Office
- Jacksonville Aviation Authority
- Jacksonville Beach Police Department
- Jacksonville Sheriff's Office
- Key West Police Department
- Kissimmee Police Department
- Lake County Sheriff's Office
- Lake Wales Police Department
- Lauderhill Police Department
- Lawtey Police Department
- Lee County Sheriff's Office
- Leon County Sheriff's Office
- Madison County Sheriff's Office
- Manatee County Sheriff's Office
- Martin County Sheriff's Office
- Melbourne Police Department
- Miami Police Department
- Miami-Dade Corrections & Rehabilitation Department
- Miami-Dade Police Department
- Milton Police Department
- Miramar Police Department
- Naples Police Department
- New Smyrna Beach Police Department
- North Palm Beach Police Department
- North Port Police Department

APPENDIX F cont. – PARTICIPATING AGENCIES

- Ocala Police Department
- Okaloosa County Department of Corrections
- Okaloosa County Sheriff's Office
- Okeechobee County Sheriff's Office
- Orange County Corrections Department
- Orange County Sheriff's Office
- Orlando Police Department
- Osceola County Corrections Department
- Osceola County Sheriff's Office
- Palm Bay Police Department
- Palm Beach County Sheriff's Office
- Panama City Airport Police Department
- Panama City Beach Police Department
- Panama City Police Department
- Parker Police Department
- Pasco County Sheriff's Office
- Pasco-Hernando Community College
- Pensacola Police Department
- Pinecrest Police Department
- Pinellas County Sheriff's Office
- Plantation Police Department
- Polk County Sheriff's Office
- Port Orange Police Department
- Punta Gorda Police Department
- Rockledge Police Department
- Santa Rosa County Sheriff's Office
- Sarasota Police Department
- Satellite Beach Police Department
- Seminole County Sheriff's Office
- Seminole Police Department
- St. Augustine Beach Police Department
- St. Augustine Police Department
- St. Johns County Sheriff's Office
- State Attorney's Office, 3rd Judicial Circuit
- Sunny Isles Beach Police Department
- Supreme Court of Florida
- Tallahassee Community College Police Department
- Tallahassee Police Department
- Tampa Police Department
- Tarpon Springs Police Department
- Tavares Police Department
- Titusville Police Department
- Venice Police Department
- Village of Key Biscayne Police Department
- Volusia County Division of Corrections
- Volusia County Sheriff's Office
- Wakulla County Sheriff's Office
- Walton County Sheriff's Office
- Wauchula Police Department
- West Melbourne Police Department
- West Palm Beach Police Department
- Wilton Manors Police Department
- Winter Haven Police Department