

Florida Department of Law Enforcement and Florida Criminal Justice Executive Institute

Biennial Report *January 2015 to December 2016*



Commissioner Richard L. Swearingen
January 2017

INTRODUCTION

In 1990, the Florida Legislature created the Florida Criminal Justice Executive Institute (FCJEI) to train criminal justice executives on interpersonal skills and relating to diverse populations with cultural differences. Although this original mission is still a primary focus of each FCJEI program, today there is also 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. The policy board is composed of the executive director of the Department of Law Enforcement, or designee, the Secretary of Corrections, or designee, the Commissioner of Education, or designee, the Secretary of Juvenile Justice, or designee, three chiefs of municipal police departments, three sheriffs, and a county jail administrator, each nominated by their respective professional organizations. The State Law Enforcement Chiefs' Association also nominates a representative to serve on the board. Per Section 943.1757(2), F.S., this report summarizes the efforts of FCJEI from January 2015 to December 2016. Members of the FDLE Bureau of Professional Development provide staffing to carry out the duties of the FCJEI. Attendance of FCJEI courses is fee based, and all revenue generated is placed 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 training needs of 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 as well as the communities they serve. FLA exposes its participants to ethical dilemmas common in criminal justice and provides tools for using good judgment as a supervisor. Each module of curriculum provides further insight towards proactive problem-solving, effective communication, and related supervisory skills. FLA is delivered over four separate weeklong sessions. The cost to attend this course is \$500 per person. During this reporting period, six classes were delivered to 200 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 advanced education for the development and refinement of leadership skills for these professionals. Individual components of the program all have a leadership theme and a "futures" orientation. Participants of the program become familiar with the science of futures forecasting, including conducting and assessing futures-oriented research in the social and behavioral sciences. Program participants engage in a study of individual leadership skills, styles, and characteristics. Participants learn to apply these to their organizations and to the community. Strategic thinking, planning, innovative problem-solving, and change of leadership are program components that will prepare criminal justice professionals to create and lead change. 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. The cost to attend this course is \$1,250 per person. Graduates of SLP are eligible for up to nine graduate level university credits offered through the Reubin O'D. Askew School of Public Administration and Policy at Florida State

University. During this reporting period, two classes were delivered to 60 senior criminal justice professionals (Appendix B).

The *Executive Leadership Seminar (ELS)* is an educational opportunity for top-level management other than chief executives of Florida criminal justice organizations. In 2015, the FCJIE Policy Board reinstated ELS, which bridges the gap between the Senior Leadership Program and the Chief Executive Seminar. This program ensures that larger agencies with a wider span of leadership between mid-level management and the chief executive have the opportunity to enhance their leadership skills. The seminar is delivered over three separate weeklong sessions, each emphasizing a different aspect of leadership. Topics include communicating through a crisis, critical thinking, leading people, managing organizations, overcoming adversity, emotional intelligence, and servant leadership. 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 places a focus on quality in leadership and promoting the ability to create and lead change. The cost to attend this course is \$1,000 per person. During this reporting period, one class was delivered to 20 criminal justice professionals (Appendix C).

The *Chief Executive Seminar (CES)* is offered to agency chief executives or their direct report in local 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 class reflects a broad spectrum of experience, professional disciplines, and geographic distribution. The seminar is delivered over three separate three-day sessions. The fee for the course is based on the number of sworn personnel in the participant's agency. If there are under 100, 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 37 criminal justice executives (Appendix D).

FCJIE also offers a series of workshops and seminars on specific topics for the continuing development of criminal justice executives, managers, and leaders. The *Continuing Executive Development (CED)* classes focus on 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 ranges from \$200-\$350 per person depending on the length of the course. During this reporting period, nine CED classes were delivered to 253 criminal justice professionals. One of the most requested classes is *Officer Discipline*. This course provides a comprehensive understanding of the various aspects of management issues relating to officer misconduct, internal affairs investigations, and the discipline process. Using a combination of lecture and case studies, *Officer Discipline* delivers useful information for evaluating agency policies and procedures, defines the role of the agency's chief executive, the internal affairs investigator, police unions, and the Criminal Justice Standards and Training Commission (CJSTC) in the discipline process. This class is delivered in conjunction with the quarterly CJSTC meetings; providing class participants an opportunity to see a probable cause hearing and the commission's role in the discipline process (Appendix E).

In addition to the educational opportunities offered by FCJIE, mentoring and networking are encouraged. The *Graduates' Education Conference* is a three-day training opportunity held annually in various cities throughout the state. It is exclusively for FCJIE graduates and provides a seminar on current dilemmas faced by criminal justice professionals. The conference also provides FCJIE graduates the opportunity to share invaluable information and problem-solving

techniques with other agencies. During this reporting period, two conferences were held and 93 graduates attended (Appendix F).

CUSTOMER FEEDBACK

The institute takes great pride in providing high quality training from some of the top instructors in the country. FCJIEI regularly receives positive feedback from program participants. Some of that feedback is provided below:

Florida Leadership Academy

“It was the best I have ever been involved with in my career. The people were some of the best I have ever been around. I will miss so much about not being there every month. The class was more than training...it was an experience.”

Senior Leadership Program

“Overall, this was an excellent program. The topics of instruction were diverse, relevant, and valuable. I appreciate the diverse instructional staff that was used to facilitate the course.”

Executive Leadership Seminar

“It is quite obvious that painstaking effort was taken during the search and selection of quality, well pedigreed presenters for this course, which is a testament to the entire FDLE Team, for providing genuinely relevant and meaningful training from day one to the conclusion.”

Chief Executive Seminar

“Everything was well-planned. The instructors were all knowledgeable and material was relevant. So much valuable information shared and clear examples made it easy to follow and digest.”

Continuing Executive Development

“Great course, very informative. All topics and material were excellent. The instructors were very knowledgeable and effective in presenting the material.”

SUMMARY

The training offered by FCJIEI will continue to focus on organizational culture and diversity, both in the workforce and the state; ethics and integrity; interpersonal skills; organizational values; visionary leadership; and organizational change. FCJIEI will continue to create an educational training environment that responds to these issues, focusing on contemporary issues identified by our customers, and anticipate future needs to best serve the criminal justice community of Florida. During this reporting period, FCJIEI provided training to approximately 663 individuals representing 172 criminal justice agencies, training centers, and professional organizations (Appendix G).

APPENDIX A - FLORIDA LEADERSHIP ACADEMY

Course Outline:

SESSION 1: LEADERSHIP AND MANAGEMENT

During this session, participants will be given 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 motivation techniques as a skill to inspire and lead others as they shape the future of their organizations.

SESSION 2: EFFECTIVE COMMUNICATIONS

This session covers strategies on how to effectively communicate with the media and practice a professional response. As well as learning written and oral communication skills necessary to support the needs of their agencies. 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

Participants will be prepared 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

Essential skills will be taught 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 32

Session 1: January 5-9, 2015

Session 2: February 2-6, 2015

Session 3: March 2-6, 2015

Session 4: April 6-10, 2015

Location: Ocala, FL

Participants: 32

Florida Leadership Academy Class 33

Session 1: May 11-15, 2015

Session 2: June 1-5, 2015

Session 3: July 6-10, 2015

Session 4: August 3-7, 2015

Location: Pensacola, FL

Participants: 31

Florida Leadership Academy Class 34

Session 1: September 14-18, 2015

Session 2: October 5-9, 2015

Session 3: November 2-6, 2015

Session 4: December 7-11, 2015

Location: Ft. Pierce, FL

Participants: 33

Florida Leadership Academy Class 35

Session 1: January 4-8, 2016

Session 2: February 1-5, 2016

Session 3: February 29-March 4, 2016

Session 4: April 4-8, 2016

Location: Winter Haven, FL

Participants: 35

Florida Leadership Academy Class 36

Session 1: May 9-13, 2016

Session 2: June 6-10, 2016

Session 3: July 11-15, 2016

Session 4: August 8-12, 2016

Location: Panama City, FL

Participants: 35

Florida Leadership Academy Class 37

Session 1: September 12-16, 2016

Session 2: October 24-27, 2016*

Session 3: November 14-18, 2016

Session 4: December 12-16, 2016

Location: Sanford, FL

Participants: 34

* Session rescheduled due to hurricane.

APPENDIX B - SENIOR LEADERSHIP PROGRAM

Course Outline:

SESSION 1: INTRODUCTION TO LEADERSHIP

An overview of the program requirements will be given, including goals and objectives for each individual section, reading requirements, and the expectations for individual research projects. This session also provides an introduction to Florida demographics as a driver of the future and discusses the role of ethics and integrity as the foundation of leadership practices.

SESSION 2: CRIMINAL JUSTICE RESEARCH & ECONOMIC OUTLOOK

Participants will be provided 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

An understanding of the definitions, assumptions and components of futures studies will be provided. 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 as it applies to criminal justice issues.

SESSION 4: COMMUNICATIONS

Program participants will become familiarized 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

Participants will learn how to address leadership in the context of organizations. In addition to practical skills for building effective teams, this session explores the ways good information flow, relationships, and organizational values benefit an organization.

SESSION 6: LEADERSHIP OF CHANGE

Contemporary theories of strategic planning, strategic thinking and decision-making will be introduced during this session. 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 18

Session 1: January 5-8, 2015

Session 2: February 9-12, 2015

Session 3: April 13-16, 2015

Session 4: June 1-4, 2015

Session 5: July 20-23, 2015

Session 6: October 26-30, 2015*

Session 7: October 12-15, 2015

Participants: 28

Class 19

Session 1: January 4-7, 2016

Session 2: February 8-11, 2016

Session 3: April 11-14, 2016

Session 4: June 6-9, 2016

Session 5: July 18-21, 2016

Session 6: August 29-September 1, 2016

Session 7: November 29-December 2, 2016*

Participants: 32

*Session rescheduled due to hurricane.

(All classes held in Tallahassee.)

APPENDIX C – EXECUTIVE LEADERSHIP SEMINAR

Course Outline:

SESSION 1: SUCCEEDING THROUGH CHALLENGES

Every organization will face challenges, but how an organization responds to those challenges depends on how well it is prepared. This session focuses on the importance of effective communication and performing well while under pressure. Instructors will also present strategies for maintaining a balance professionally and personally to ensure effectiveness within the organization. This session concludes with a discussion on using technology to improve efficiency.

SESSION 2: MANAGING ORGANIZATIONS

Successful leaders must be willing to embrace change as well as take on the burden of authority. In this session, the emphasis is on how to manage smarter and with intentionality. The session closes with a discussion on preparing to become the head of an agency.

SESSION 3: BECOMING AN EFFECTIVE LEADER

In this session, the emphasis is on how to lead effectively when faced with a setback. The session also addresses interpersonal communication skills and behaviors, and the role they play in successful leadership. The importance of emotional intelligence and servant leadership concludes the final session.

Class 4

Session 1: April 4-8, 2016

Session 2: May 9-13, 2016

Session 3: June 27-July 1, 2016

Participants: 20

(All classes held in Tallahassee at FDLE Headquarters.)

APPENDIX D - 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 executives in formulating 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

This session 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 49

Session 1: September 13-16, 2015

Session 2: October 19-21, 2015

Session 3: November 16-18, 2015

Participants: 17

CES 50

Session 1: September 18-21, 2016

Session 2: October 24-26, 2016

Session 3: November 14-16, 2016

Participants: 20

(All classes held in Tallahassee.)

APPENDIX E - CONTINUED EXECUTIVE DEVELOPMENT COURSES

Title	Dates	Location	Attendees
Officer Discipline	Feb. 2-5, 2015	Destin	26
Officer Discipline	May 4-7, 2015	Daytona Beach	22
Officer Discipline	Nov. 2-5, 2015	Kissimmee	41
Officer Discipline	Jan. 25-28, 2016	Lake Mary	20
Officer Discipline	May 2-5, 2016	Jupiter	27
Officer Discipline Part 1	July 18, 2016	Gainesville PD	43
Officer Discipline Part 2	Sept. 20-21, 2016	Gainesville PD	37
Budgeting for Law Enforcement Professionals	Oct. 12, 2016	FDLE Tampa Bay	16
Officer Discipline	Oct. 31-Nov. 2, 2016	Sarasota	21

APPENDIX F - GRADUATES EDUCATION CONFERENCE

2015 Conference

Criminal Enterprise and Extremist Investigations for Leaders in Multicultural Environments

Session: April 26-29, 2015

Location: Clearwater Beach, FL

Participants: 48

The following topics were presented:

- Definitions, History and Theory of Multicultural Policing;
- Addressing Our own Memory, Perceptions, Bias and Avoiding the “Box”;
- Crime in Multicultural Environment;
- Intelligence-Led Policing in a Multicultural Environment; and
- Future Threats.

2016 Conference

Leaders Should Be Ahead of the Game: Be Ready for Tomorrow’s Issues Today.

Session: April 24-27, 2016

Location: Daytona Beach, FL

Participants: 45

The following topics were presented:

- Be Ready for Tomorrow’s Issues Today;
- How to Move Beyond Trend Spotting to Gain Knowledge of Global Emerging Trends;
- How to be Ahead of the Game;
- Emerging Technology and its Impact on Crime, Society and Police Practices; and
- How to use Continuous Improvement Programs in the Public Sector.

APPENDIX G – PARTICIPATING AGENCIES

- Alachua Police Department
- Alachua County Sheriff's Office
- Altamonte Springs Police Department
- Bay County Airport Police Department
- Bay County Sheriff's Office
- Belleview Police Department
- Boca Raton Police Department
- Bradenton Police Department
- Bradford County Sheriff's Office
- Brevard County Sheriff's Office
- Cape Coral Police Department
- Century Correctional Institution
- Charlotte County Sheriff's Office
- Chipley Police Department
- Citrus County Sheriff
- City of Gainesville
- Clay County Sheriff's Office
- Clermont Police Department
- Coconut Creek Police Department
- Collier County Sheriff's Office
- Columbia County Sheriff's Office
- Coral Gables Police Department
- Coral Springs FOP Lodge #87
- Cross City Correctional Institution
- Davie Police Department
- Daytona Beach Police Department
- DeLand Police Department
- Delray Beach Police Department
- Department of Corrections
- Department of Corrections - CFRC
- Department of Financial Services
- Edgewater Police Department
- Escambia County Sheriff's Office
- Fairhope Police Department
- Fellsmere Police Department
- Fish and Wildlife Conservation Commission
- Florida A & M University Police
- Florida Commission on Offender Review
- Florida Department of Law Enforcement
- Florida Div. of Investigative & Forensic Svcs
- FDLE – Capitol Police
- FDLE/FCJEI
- FL Fish and Wildlife Conservation Comm.
- Florida Highway Patrol
- Florida Office of Attorney General
- Florida Polytechnic University Police
- Florida School for the Deaf & Blind Police
- Florida Sheriffs Association
- Florida State University Police Department
- Fort Lauderdale Police Department
- Fort Myers Police Department
- Fort Pierce Police Department
- Gadsden County Sheriff's Office
- Gainesville Police Department
- Groveland Police Department
- Gulf Coast State College
- Gadsden County Sheriff's Office
- Haines City Police Department
- Hendry County Sheriff's Office
- Hernando County Sheriff's Office
- Highlands County Sheriff's Office
- High Springs Police Department
- Hillsborough County Sheriff's Office
- Holmes County Sheriff's Office
- Indian River County Sheriff's Office
- Jacksonville Aviation Authority
- Jacksonville Beach Police Department
- Jacksonville Sheriff's Office
- Kissimmee Police Department
- Lafayette County Sheriff's Office
- Lake County Sheriff's Office
- Lakeland Police Department
- Lake Wales Police Department
- Lantana Police Department
- Lauderhill Police Department
- Leon County Sheriff's Department
- Leesburg Police Department
- Levy County Sheriff's Office
- Lynn Haven Police Department
- Madison County Sheriff's Office
- Madison Police Department
- Manalapan Police Department
- Marianna Police Department
- Marion County Sheriff's Office
- Melbourne Police Department
- Miami Beach Police Department
- Miami-Dade County Corrections/Rehab Department
- Monroe County Sheriff's Office
- Mount Dora Police Department
- New Smyrna Beach Police Department
- North Miami Police Department
- North Palm Beach Police Department

APPENDIX G cont. – PARTICIPATING AGENCIES

- North Port Police Department
- Ocala Police Department
- OCCD Internal Affairs Unit
- Ocean Ridge Police Department
- Ocoee Police Department
- Office of the Attorney General
- Okaloosa County Corrections
- Okaloosa County Sheriff's Office
- Okeechobee County Sheriff's Office
- Okeechobee Correctional Institute
- Orange County Corrections Department
- Orange County Sheriff's Office
- Ormond Beach Police Department
- Osceola County Corrections Department
- Osceola County Sheriff's Office
- Oviedo Police Department
- Palm Beach County Sheriff's Office
- Palm Beach Police Department
- Palmetto Police Department
- Panama City Airport Police Department
- Panama City Beach Police Department
- Panama City Police Department
- Pasco County Sheriff's Office
- Pensacola Police Department
- Perry Police Department
- Pinellas County Sheriff's Office
- Pinellas Park Police Department
- Polk County Sheriff's Office
- Port Orange Police Department
- Port St. Lucie Police Department
- Quincy Police Department
- Rockledge Police Department
- Sanford Airport Police Department
- Sanford Police Department
- Santa Rosa County Sheriff's Office
- Santa Rosa Correctional Institution
- Sarasota County Sheriff's Office
- Sarasota Police Department
- Satellite Beach Police Department
- Sebastian Police Department
- Sebring Police Department
- Seminole County Police Department
- Seminole County Sheriff's Office
- Seminole Police Department
- Seminole Tribe Police Department
- South Miami Police Department
- South Palm Beach Police Department
- Springfield Police Department
- St. Augustine Police Department
- St. Augustine Beach Police Department
- St. Johns County Sheriff's Office
- St. Lucie County Sheriff's Office
- St. Petersburg Police Department
- State Attorney's Office – 3rd Circuit
- State Attorney's Office – 5th Circuit
- State Attorney's Office – 9th Circuit
- State Fire Marshal
- Stuart Police Department
- Sweetwater Police Department
- Tarpon Springs Police Department
- Tavares Police Department
- Tequesta Police Department
- The GEO Group
- Titusville Police Department
- Tomoka Correctional Institution
- Union County Sheriff's Office
- University of West Florida Police
- USF Police Department
- Venice Police Department
- Vero Beach Police Department
- Village of Key Biscayne Police Department
- Volusia County Sheriff's Office
- Volusia County Division of Corrections
- Wauchula Police Department
- Wakulla County Sheriff's Office
- Walton County Sheriff's Office
- Washington County Sheriff's Office
- Wilton Manors Police Department
- Winter Garden Police Department
- Winter Park Police Department