



Utah Chiefs of Police Association

Utah Chiefs Accreditation Alliance

Accreditation Process Manual

Revised 2019

INTRODUCTION AND ACKNOWLEDGEMENT

Accreditation is a progressive and time-proven way of helping law enforcement agencies calculate and improve their overall performances. The foundation of accreditation lies in the adoption of standards containing a clear statement of professional objectives. Participating agencies conduct a thorough self-analysis to determine how existing operations can be adapted to meet these objectives. When the procedures are in place, a team of trained assessors verifies that applicable standards have been successfully implemented.

Accreditation status represents a significant professional achievement. Accreditation acknowledges the implementation of policies and procedures that are conceptually sound and operationally effective.

The Utah Chiefs of Police Association (UCOPA) has pursued the concept and development of a voluntary statewide law enforcement accreditation program for Utah. This effort has resulted in the formation of the Utah Chiefs Accreditation Alliance (UCAA), consisting of chiefs voted on by the UCOPA membership. Personnel from the UCOPA staff will provide support services to the UCAA and to applicant agencies.

The attitudes, training and actions of personnel of Utah's law enforcement agencies best reflect compliance with the standards contained in this program. Policies and procedures based on Accreditation will not ensure a crime-free environment for citizens, nor will it ensure an absence of litigation against law enforcement agencies and executives.

However, effective and comprehensive leadership through professionally based policy development is directly influenced by a law enforcement program that is comprehensive, obtainable and based on standards that reflect professional service delivery.

We want to express our gratitude to the Michigan Association of Chiefs of Police for their commitment to improving professionalism in their state and allowing us to utilize some of their program objectives.

DISCLAIMER

This program includes voluntary standards for law enforcement agencies within the State of Utah. These standards have been developed and approved by the Utah Chiefs of Police Association (UCOPA) Board of Directors. The standards are not intended as a substitute or replacement for any legal requirement that may apply to agencies involved in law enforcement services in the State of Utah. The UCAA and UCOPA recognizes that federal, state and local law, collective bargaining agreements, administrative regulations and local ordinances take precedence over these standards.

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HOW TO USE THIS MANUAL

This manual has been designed to guide agencies through the process of accreditation. While this manual may offer specific instructions and suggestions, how an agency accomplishes the end result – standards compliance – is up to each individual agency.

The first two chapters are a review of the initial steps necessary to implement the program, including the accreditation application, notification of personnel, and file organization. The next chapter addresses the heart of the process – standards compliance – from identification to recording compliance. From there, the manual focuses on the on-site assessment by preparing the agency for a mock assessment to test readiness, and then goes on to explain the official on-site assessment process. Finally, a chapter is included on maintaining accreditation status.

The members of the UCAA and the UCOPA staff have worked diligently to create a useful, easy-to-follow plan to encourage each agency to successfully achieve accreditation.

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CHAPTER 1

INITIAL STEPS

The Chief of Police or the agency's Chief Executive Officer makes the decision to pursue accredited status.

Designate an Accreditation Manager

The Chief or the agency's Chief Executive Officer (CEO) may decide to proceed with the accreditation process for several reasons. It is important that the CEO is aware of the complexity of the process and willing to be supportive of the agency's Accreditation Manager (AM). Without the CEO making it clear to all members of the organization that accreditation is a priority, it will be extremely difficult for the AM to get the job done. The CEO should review all of the program materials, prepare for routine update meetings with the Accreditation Manager and consider the space and time commitments necessary to become accredited.

The CEO should designate an AM considering several factors when making this choice:

- ✓ Has an interest in doing the job
- ✓ Is computer literate
- ✓ Is organized and efficient in his/her present job tasks
- ✓ Is capable of writing clearly and concisely
- ✓ Is capable of formulating drafts of agency policy statements
- ✓ Is capable of dealing effectively with all levels of agency management
- ✓ Is willing to work the long hours that accreditation activities demand
- ✓ Is innovative and open-minded to implementing change

Expect Agency Change

Let there be no doubt, accreditation WILL change your agency. The AM is a key change agent. The CEO should also be aware that accreditation is a process in which the entire agency participates. The CEO and command staff will need to participate in the process regularly.

Accreditation Manager Training

The AM should receive training or technical assistance by the UCAA Accreditation Program Director. Formal training classes will be offered on a regular basis upon request. To prepare, it is recommended that the AM review and study the materials provided. The UCAA Accreditation Program Director/Executive Director is available by phone and email to answer any questions as they arise. A presentation by the UCAA Accreditation Program Director/Executive Director will be available to agency command staff and other personnel. This presentation is a great way to clearly present the program details and allow an opportunity for questions to be addressed.

Formal Application for Accreditation

Accreditation forms are available on the UCOP Web site at www.utahchiefs.org. Agencies must complete and submit the agreement/application, to the UCOPA office. The date an agency is granted Accreditation will be hereinafter referred to as the “Accreditation Date”. Each agency that successfully completes the process will be granted accreditation for a period of five years.

Accreditation Timelines

Departments will have up to three years to complete self-analysis and be awarded their initial accredited status. The Actual Date of Certification will be on the date the Accreditation Review Board or UCOPA Executive Board approves the accreditation and will expire five (5) years from that date. For administrative purposes UCAA will use the first day of the following month as the department’s accreditation anniversary date (example: accreditation expires July 9th, 2025, actual date of expiration will be August 1, 2025).

Accreditation Fees

The accreditation fees are based on the number of full-time sworn law enforcement personnel employed by the agency at the time of application. The total accreditation fee is due upon submission of the initial agreement/application and covers the self-analysis period until the agency is granted or denied accreditation (*up to 36 months*).

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Accreditation Costs	
Small Agency (1-25)	\$ 1000 (Option of 50% Hardship Request)
Medium Agency (26-75)	1500
Large Agency (76-125)	2000
Major Agency (126 +)	3000
Re-Certification Costs	
Small Agency (1-25)	\$ 500
Medium Agency (26-75)	750
Large Agency (76-125)	1000
Major Agency (126+)	1500

The UCAA policy states that agencies that withdraw during the accreditation process or are denied accreditation status will not receive a refund of accreditation fees. See fee schedule in Addendum 1.

Reimbursements:

Upon completion of the accreditation process, the Utah Local Governments Trust, and URMMA will reimburse their respective insured accredited agencies for their accreditation costs to include re-certification. This process will apply for the Utah Local Governments Trust when the Trust’s name is on the plaque of recognition for accreditation. This reimbursement will apply to all agencies whether insured through the trust or not except URMMA insured cities URMMA will not require any involvement in recognition. It will be at the discretion of the Chief of the accrediting agency if he chooses to utilize the reimbursement from Utah Local

Government Trust, utilizes his own insurance group or foregoes all reimbursement. If the chief chooses to forego the Trust or other insurance provider involvement, all plaques and additional paperwork will be void of the Trust's or other insurance provider name and/or logo and the agency will be solely responsible for costs incurred.

Vehicle Stickers

Vehicle accreditation stickers will be available for agency use at the sole discretion of the Chief of that agency. Reimbursements for the sticker will also apply by Utah Local Governments Trust if their identity is displayed on the sticker. If the agency chooses not to have the Trust name on the stickers, the reimbursement will not apply. However the agency may choose to purchase vehicle stickers which do not have the Utah Local Governments Trust name on them at a cost to the agency. These stickers can be ordered through the Utah Chiefs of Police Association.

Notify Personnel of Intent

A memo or formal order to the agency's staff from the CEO is a 'must do' step in the initial accreditation process. The CEO should advise all agency personnel what accreditation means to the agency, generate enthusiasm for the process and advise of the steps needed to complete the process. In addition, the AM's authority when dealing with accreditation issues and timelines should be addressed and supported.

Designate Clerical Staff

Accreditation is information intensive. The heart of the process lies in the creation and dissemination of agency policy. The level of clerical support for the AM is dependent on his/her clerical and organizational abilities and the resources available within the agency. Ultimately, the AM will determine the level of support needed during the process.

Periodic Staff Updates

The AM will serve as an information liaison and coordinate with the CEO to hold regular briefings on accreditation activities. The CEO may want to schedule time at regular command staff meetings for the AM to bring personnel up to date on the progress and address problem areas. Agencies may find it useful to use the staff briefings to formalize the process of assigning agency command staff policy review areas and other duties designed to assist the AM.

Note

The AM should make every effort to contact and consult with other accredited agencies. The information gathered will prove invaluable.

CHAPTER 2

ORGANIZATION

Well-organized supporting documents will be advantageous to the AM, as well as the Assessment Team when they come to conduct the on-site assessment. Accreditation managers should be provided with a dedicated workspace, a computer and supplies to create an efficient filing system (e.g., cabinet, folders, banker's boxes, plastic tubs, etc.).

Folder Organization

In order to facilitate the assessment process, you need to set up your files in a consistent manner. Each folder should be labeled with the standard number on a tab. The Standard Report (SR) should be the first document in the file followed by a second page with the actual standard. This SR serves as the table of contents for the file and a mechanism for the assessor to acknowledge compliance. Further documentation should then be filed in the order listed on the SR.

If there are bulleted items in the standard, these items should be separated by a page titled with the bullet letter. This 'bullet page' can be of any weight paper, but index card stock is preferred as the thicker page facilitates the assessor's review.

You must be consistent with the highlighting method when highlighting text on either a written directive or supporting documentation. If you decide to use yellow highlighters, all files should be highlighted with yellow. Don't mix colors.

Helpful tips from others who have completed this process include:

- ✓ Place the standard number for every proof of compliance at a consistent location on all items. This will help identify loose paper in the event a pile of folders is accidentally knocked to the floor. It will also speed the AM's filing process.
- ✓ Be creative when necessary. Compliance is demonstrated not only in written materials, but also by electronically recorded materials, photographs, interviews and demonstrations.
- ✓ Do not staple written directives. Assessors may need to separate specific pages to facilitate their review.
- ✓ Written documentation may be stapled or paper clipped, but do so sensibly. The stapled documents should be such that it facilitates the assessor's review (e.g., a two-page incident/investigation report should stay together). Do not staple or paperclip the entire contents of a folder to each other.

Schedule Briefings for All Staff

Regularly scheduled briefings for officers and clerical staff should be held to discuss the progress toward accreditation status.

CHAPTER 3

THE STANDARDS

The Standards adopted by the UCOPA/UCAA will serve as a blueprint for developing agency policy and written directives. However, the Standards are not the only resources the agency should explore. Utah law enforcement agencies have an excellent reputation for sharing information, especially in the area of policy development. Law enforcement agencies that have a long-term commitment to accreditation efforts can serve as a tremendous resource for those departments just starting the process. New AMs seeking advice should feel free to contact other agencies involved in the process or the UCAA Accreditation Program Director/Executive Director.

The Standards for the Law Enforcement Accreditation Program reflect the best professional practices in each area of police management, administration, operations and support services. The Standards prescribe what agencies should be doing, but not how they should be doing it. The decision of “how” is left up to the agency and the CEO.

Standard Categories

The Standards within 32 chapters address general areas of law enforcement operations to include “Law Enforcement Role and Authority” to “Holding Facility”. In addition specifics are addressed in the following major categories:

- ✓ The Administrative Function
- ✓ The Personnel Function
- ✓ The Operations Function
- ✓ The Investigative Function
- ✓ The Arrestee/Detainee/Prisoner Handling Function

All written directives and practices developed for the program standards must be developed in conformance with applicable Utah law and regulations. The standards, as well as, other potential additions to the program, will be under constant review and consideration by the UCAA and in conjunction with LEXAPOL.

Numbering System

The standards are numbered according to their placement within the chapter and subsection to which they apply. In Figure 1, the standard is numbered 1.4

- ✓ 1 refers to *Chapter 1*
- ✓ 4 refers to *Standard*
- ✓ Standard Criteria for Standard *A, B, etc.*
- ✓ Subsection to the standard *1,2,3 etc.*

Figure 1

No: 1.4	Standard: USE OF FIREARMS/DEADLY FORCE	Type of Standard: Policy	Standard Revision Date: 2018
<p>Criteria:</p> <p>A. A written directive/policy governs the use of force by agency personnel that at minimum follows the state statutes and specifies that:</p> <ol style="list-style-type: none"> 1. Only the force necessary to effect lawful objectives will be used; 2. An officer may use deadly force only when the officer reasonably believes that the action is in defense of human life, including the officer’s own life, or in defense of any person in immediate danger of serious physical injury; 3. The use of deadly force against a fleeing felon is used only when the officer believes the person to be arrested is likely to endanger human life, unless apprehended without delay; 4. The discharge of warning shots is prohibited; 5. All sworn personnel receive, and demonstrated understanding of, such directive before being authorized to carry any firearm. <p>B. A written directive/policy requires that offices, prior to any use of possession of firearms, demonstrate specified proficiency in the use of that firearm, and such requirement be met at least annually as a condition of continuing use and possession of such firearm.</p> <p>Note to Accreditation Managers and Assessors: Recertification Note: Recertifying agencies must provide copies of the firearms training records from every year following the last date of accreditation.</p>			

Clarification Statement: These statements are developed to more fully define the intent of the particular standard. However, the clarification statements are not binding for assessment purposes. You are only required to comply with the standard statement. An example of a clarification statement:

Clarification Statement: *The agency and/or governing entity’s written directive shall be in accordance with the Utah Law and/or the Civil Rights Act. This written directive may be a local ordinance, police department policy or a combination.*

Figure 2 indicates the use of a Clarification Statement in the “Note to Accreditation Managers and Assessors” section.

No: 16.2	STANDARD: WRITTEN PROMOTION ANNOUNCEMENT	Type of Standard: Policy/Civil Service Guidelines/City Policy, Ordinance	Standard Revision Date: 2018
<p>CRITERIA:</p> <p>A. THE PROCEDURES USED BY THE AGENCY FOR PROMOTIONS ARE JOB-RELATED AND NONDISCRIMINATORY. THE AGENCY PROVIDES TO EACH EMPLOYEE A WRITTEN PROMOTION ANNOUNCEMENT, WHICH INCLUDES</p> <ol style="list-style-type: none"> 1. Identification and description of the position or job classification, which is intended to be filled through promotion; 2. A schedule of all elements of the promotional process (written, oral, evaluative board, etc.). 3. Specification of the requirements for participation in the promotional process; 4. Description of the process to be used for the testing, evaluation, and selection of personnel with the promotional process. 			

<p>Note to Accreditation Managers and Assessors: It is recognized that an agency that follows Civil Service guidelines in the promotional process will meet the guidelines of this standard. For those agencies that do not use Civil Service guidelines for promotions, the agency's testing processes (written and oral) should be administered, scored, evaluated and interpreted in a uniform, non-discriminatory manner.</p>
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STANDARDS NOT APPLICABLE TO AGENCY

Some standards may not apply to your agency if you do not offer a service or function required in a standard. The standard will be considered "Not Applicable" and will be marked N/A. For example, if your agency does not utilize auxiliary police officers, your agency would simply complete the appropriate N/A text on the Standard Report for that standard. You still need to create a folder and insert the completed Standard Report. There must be narrative contained on the SR stating why the standard is not applicable. The UCAA assessor must approve **ALL** N/A folders to be sustained and approved by the UCAA Accreditation Program Director/Executive Director.

Waiver from Standard Compliance

There are rare occasions when an agency may qualify for and receive a waiver. Waivers are available to agencies when it is impossible to comply with a specific standard. Examples include conflict with collective bargaining agreements or local ordinances. A request to waive standard compliance must be made to the UCAA Accreditation Program Director/Executive Director in writing on official agency letterhead signed by the CEO of Police or CEO. There is no guarantee that a waiver will be granted. Waivers will be considered on a case-by-case basis. Please allow at least 60 days for a reply.

CHAPTER 4

MANAGING, CONTROLLING AND PROVING COMPLIANCE WITH STANDARDS

Create and Implement a Tracking System

The AM will need to create a tracking system that will provide quick reference to the status of each folder. Some AMs use a large white board, while others use a spreadsheet. Whichever system is selected should be convenient and easy to use. A status board makes it easy for the CEO and other interested parties to visualize the agency's progress.

Self-Assessment

The self-assessment should begin as an exercise in comparison. Once the filing system is organized, the AM can compare current agency policy to compliance than originally anticipated. Law enforcement adapts to the ebb and flow of legislative changes and agencies adopt policy that is consistent with the law.

As the AM compares what must be addressed for accreditation purposes, he/she will probably find that some policy changes may be necessary. One of the biggest mistakes committed by new AMs is rushing the job. There is a generous three-year time limitation to complete the accreditation process. The AM may want to address high liability areas first in order to get any necessary changes in agency policy completed as quickly as possible. Property and evidence control, arrest procedures, etc., are examples of some of these high liability areas.

Cross-Compliance and Reference

When comparing agency written directives to the standards, the AM will need to be mindful of cross-compliance and the possibility of impact on multiple standards. For example, there may be a separate written directive that addresses some of the requirements of the standard. If so, the AM will need the separate written directive in the compliance folder, or may opt to submit a draft combining the two written directives.

Compile Supportive Documentation and Proofs

There are several ways available to prove compliance with a standard. Accreditation Managers are not bound by conventional wisdom when it comes to proving compliance with the standards. It is not uncommon to use more than one of the categories to show compliance to a standard or bullet. The SR designates four types of compliance as written directive, supporting documentation, interviews, and observation:

- ✓ **Written Directive** – Is any written document used to guide the performance or conduct of agency employees? This term includes policies, procedures, rules and regulations, general orders, special orders, memoranda or any other written means described by the agency in their policy defining what “written directive” is.
- ✓ **Supporting Documentation** – Examples of supporting documents to the standards or Written Directives might include, but are not limited to: memos, emails, videos, log sheets, agency forms, photographs, agency took or did to demonstrate compliance with the pertinent written directive.

- ✓ Interviews – Interviews will be conducted by the assessment team. The AM may want to list individuals on the SR who are most knowledgeable about the agency action in a specific area. For example, the Director of Personnel for the jurisdiction may be listed as a potential interview to prove compliance with certain personnel standards. The Dispatcher Supervisor may be listed as the best source of information on dispatch and communication responsibilities during pursuits. Listing the names of individuals does not guarantee that the assessment team will interview the person. However, if the team does choose to interview the suggested person(s), the AM has already supplied them with the name of the interviewee. This facilitates the assessment process.
- ✓ Observation – This is the final category on the SR. This type of proof is the easiest for the assessor and probably the least utilized. There are several standards where simply observing the action or a piece of equipment is proof that the agency is in compliance with the standard. Standards addressing alternate sources of power for communications equipment or modified prisoner compartments are examples of observation compliance.

Accreditation Managers should also be aware that the best assessors do not settle for a single proof of compliance unless it is overwhelming in nature. The wise AM will provide proofs in at least two categories, and in some cases, all four categories. The more ways an AM can show compliance, the better.

Train Agency Personnel in Policy Changes

Whenever appropriate, the AM should utilize the accreditation update briefings to convey changes to policies that affect the agency. The AM may want to have other agency personnel present the changes (including the CEO or other high ranking officer) or may simply coordinate with shift commanders. The important point is that agency personnel know about a newly adopted policy as soon as possible. Any new policy should include a training component for those it affects and the AM should remember that the assessment team might want to interview agency rank and file on the particular issue addressed.

CHAPTER 5

ON-SITE MOCK ASSESSMENT

Objective and Benefit

When the agency has completed the self-assessment phase, the AM should arrange for a simulated assessment conducted by a mock assessment team. This assessment can be described as a practice assessment, which is not required, but recommended. A more comprehensive mock assessment, if conducted properly, can be a valuable strategy in preparation for the actual on-site assessment.

It is beneficial for the AM to observe or participate in the mock assessments of other agencies going through the process. Peers will often assist agencies in obtaining accredited status by participating in this important simulated mock review. It is an effective way to assist his/her own agency, as well as the agency being assessed. Whenever possible, AMs should take advantage of participating in this opportunity.

The mock team will review folders and make suggestions for areas of improvement. The entire mock team format is designed to identify discrepancies prior to the actual on-site assessment. The mock team may make suggestions regarding compliance and format in their final report to the agency. The Board does not consider mock team findings when determining accredited status -- the mock assessment is for the benefit of the agency only. Electronic use is permitted in the mock assessment.

The AM should review the mock team's findings and evaluate the relevance of each item and what modifications may need to be implemented to improve the agency's actual on-site assessment. It may be beneficial to contact other AMs and/or assessors prior to making any changes suggested by the mock team. A second mock assessment may be in order if substantial recommendations were made by the mock assessment team. The agency has the option of accepting or not accepting any of the mock team's recommendations.

The ultimate purpose of the mock assessment is to provide the AM with an opportunity to evaluate and correct any compliance issues.

Preparation

The AM is responsible for organizing and making arrangements for the mock assessment team, including items to be reviewed and the scheduling of time. The AM should conduct a thorough review of all of the documentation to be examined by the mock assessment team.

All costs for a mock assessment are the responsibility of the agency, although colleagues may be willing to participate in the mock assessment for little or no cost.

CHAPTER 6

THE ON-SITE ASSESSMENT

Contact the UCAA Accreditation Program Director/Executive Director or your assigned assessor when you are prepared for the on-site assessment to arrange dates. The UCAA Accreditation Program Director/Executive Director will contact the assigned assessor and times for assessment will be arranged with the Chief of the agency. Remember, the assessor must make personal and professional arrangements in order to come to your agency. The UCAA Accreditation Program Director/Executive Director will provide an Assessment Visit Schedule.

Assessor Selection List

The UCAA Accreditation Program Director/Executive Director will assign an assessment team if required to assist the assigned assessor for the on-site assessment. The UCAA Accreditation Program Director/Executive Director will make every effort to ensure a balanced team is formed. The agency will be notified of the final team composition and any other information pertinent to the assessment.

Time Schedule

On-site assessments typically take one day but may take up to two days to complete depending on the necessity to complete all areas of the assessment. You can expect the following schedule for the on-site assessment:

- ✓ Day One – File review, agency tour, and interviews, exit interviews with the CEO and the AM. Some scheduled items on the agenda may be adjusted depending on the needs of the host agency and/or the assessment team with prior approval by the UCAA Accreditation Program Director/Executive Director.

On-Site Assessment Protocol

The on-site assessment is a crucial stage of the accreditation process and the agency's preparation for the Assessor and/or accreditation team of assessors is essential to its success. The following list does not represent all of the preparations the AM may arrange, but is fairly comprehensive.

- ✓ Make a personal phone call to the assessor or assessment team after receiving notification from the UCAA Accreditation Program Director or Executive Director.
- ✓ Although not anticipated there may be times when lodging will be necessary for an assessor or assessment team. Determine whether the assessment team needs hotel rooms (one room per assessor); make arrangements to house the assessors. The cost of lodging the assessors will be **paid by** the UCOPA.
 - The AM will advise UCAA staff of lodging arrangements.
 - The AM should seek lodging that offers a government rate.
 - The AM should check with team members for special considerations such as floor preferences or handicapped access.
 - Lodging should be reasonably near the agency headquarters.

- The AM will make any hotel accommodations well in advance of the arrival date and recheck the status of the reservations a minimum of two days prior to arrival.
- ✓ Send an information packet to each team member containing a letter of welcome from the CEO, a map or directions to the hotel (if necessary), pertinent phone numbers (including the AM's cell phone number), a proposed itinerary, and information on the agency such as (limit each item to one page):
 - CEO's professional biography
 - Accreditation Manager's professional biography
 - History of the agency
 - History of the political subdivision (city, town, village, township, etc.)
 - Completed data tables
 - Copy of the pre-approved public notice and press release if applicable

ASSESSMENT TEAM VISIT

Public Call-In Session

It will be at the discretion of the CEO as to whether he/she allows public call-in and input. If that decision is made by the CEO, the agency is required to provide a telephone number for the use of the public to make comments to the assessors about the agency and/or the agency's accreditation efforts. The telephone call-in session must be advertised to the public prior to the arrival of the assessment team. The telephone number should be a direct line to the location where the team will be conducting their assessment.

Agency Tour

The agency tour provides the assessment team with an opportunity to observe many proofs of compliance. The assessment team will have an opportunity to interview agency employees while they are working. Agency tours if requested should be conducted early in the assessment.

Agencies should provide the assessment team with a list of those standards where compliance can be noted on the agency tour. The agency tour should include areas such as:

- ✓ Temporary detention areas
- ✓ Processing (booking) areas
- ✓ Communications (dispatch)
- ✓ Property and evidence repositories
- ✓ Agency vehicles
- ✓ Armory and weapons storage areas
- ✓ Interview and interrogation rooms

Assessment Team Work Area

The assessment team work area is a critical consideration. The area should be free of extraneous noise and distractions. The accreditation files should be easily accessible and all agency procedure or operational

manuals (or electronic equivalent) available. Access to electrical outlets is a must! A telephone should also be available. The table should be large enough to accommodate both assessors with adequate space to arrange the files in a logical order for review. A conference table or several smaller tables combined into one larger table is preferred.

Assessment Team Leader

The lead assessor will be the contact person for the assessment team if applicable. The Team Leader shall moderate all discussions regarding compliance issues. The AM is expected to be available to discuss issues anytime the team is working. More than one assessor may need information at any given time, so availability to assist the AM should be arranged ahead of time.

Agency Access

The assessor or members of the assessment team may want to attend shift change, ride along with officers and/or interview members of the agency. This means the entire agency should be prepared for these possibilities. The AM should arrange to attend shift change prior to the assessment and brief the department members on who is coming and what to expect.

Exit Interview

The assessor and/or the assessment team will conduct an exit interview with the CEO and AM prior to departure. The CEO may invite additional personnel, if desired. At this meeting, the agency will be advised of the final recommendation the team will make to the UCAA and UCOPA Board. If the team finds the agency in compliance with all applicable standards, the team leader will inform the CEO that the agency will be recommended for accredited status. If the agency failed to comply with any standards during the on-site visit, the agency may be granted additional time to bring the standard into compliance and provide proofs. The additional time may be permitted by the lead assessor, with the approval of the Accreditation Program Director/Executive Director

Final Report

The Final Report will be completed by the lead assessor with the help of any other assessors involved. The Final Report will contain all the relevant information on the on-site assessment process. A template will be provided to the lead assessor. The Final Report will then be forwarded to the Accreditation Program Director/Executive Director for review and before being sent to the UCOPA Executive Board.

Disputed compliance issues must be addressed by the UCOPA Accreditation Program Director/Executive Director. The UCOPA Accreditation Program Director/Executive Director may request to present an agency's case to the UCOPA Executive Board. In some cases, the AM and CEO may be asked to appear at the next scheduled meeting and present their interpretation of the issue. The UCOPA Board members will rule on the disputed matter and if this issue is the deciding factor as to total compliance, will either grant or deny accredited status at this time.

EXTENSIONS

On occasion, agencies have sought an extension of time beyond the 36-month limit prior to the initial on-site assessment. An agency may be granted up to two (2) six-month extensions; no further extensions are permitted. To receive the first extension, the CEO of the agency must submit a letter to the UCAA assigned assessor

requesting the extension. The MACP Accreditation Program Director can approve the initial six-month extension.

To receive the second extension, the CEO of the agency must submit a second a letter to the UCAA Accreditation Program Director/Executive Director requesting the additional extension. Only the UCOPA Executive Board, upon recommendation of the Accreditation Program Director/Executive Director, can approve the second and final extension. All applicable program fees must be paid in full prior to approval of the second extension. If the agency fails to become accredited during the second extension, they can reapply for a fee of \$500.00. This will give the agency a new one-year self-assessment period.

Failure to apply for or complete this reapplication extension will mean all program fees are forfeited and the agency must make a new initial application.

UCAA HEARING

The UCOPA Accreditation Program Director/Executive Director will advise the agency of the date and time of the next UCOPA meeting. The UCOPA meeting is a public forum. The CEO and AM will be invited to appear to hear the final report delivered by the initial assessor and also attended by the Accreditation Program Director/Executive Director. It is normal for the CEO and AM to be present whenever possible to allow them to have an opportunity to speak on the accreditation program in general and the assessment in particular. UCOPA Board members may have questions for the agency representatives regarding particular phases of the process and any troublesome areas the agency experienced. This open forum is highlighted by the vote on accredited status.

CHAPTER 7

ACCREDITATION ACHIEVED

You have done it – congratulations! Now enjoy the benefits

Post Assessment

Accredited status is granted for five years beginning from the time of the formal award voted on at the UCOPA Board Meeting. The agency should never be without an AM as file maintenance is an ongoing process. The AM should plan on reviewing each file on a regular basis and constantly be watching for proofs of compliance that can be used in three years for the re-accreditation assessment. This will help to ensure that all new policies and procedures adopted by the agency are in compliance with the applicable accreditation standards.

In the 5th year, the agency must arrange for an on-site team visit using the same guidelines as the original assessment. The re-accreditation on-site assessment should be conducted prior to your agency's accreditation anniversary date. The UCAA recognizes that agency workload may hinder efforts to complete the subsequent on-site assessment prior to the anniversary date. The re-accreditation on-site assessment must be completed no later than thirty (30) days following your anniversary date. A good rule of thumb is to have your re-accreditation on-site assessment about five years following your initial on-site assessment. If you fail to complete this assessment within the time period, your agency will lose its accreditation status. Contact the UCOPA Accreditation Program Director/Executive Director to set up your re-accreditation on-site assessment.

Accredited Agency Logo

The UCOPA Accreditation Program Director/Executive Director will provide the AM with copies of the official UCOPA/UCAA Accredited Agency Logo. This logo may be displayed on agency vehicles, letterhead, web pages or any other official manner for as long as the agency maintains their accreditation status.

Certificate Presentation

The AM should contact UCOPA Accreditation Program Director/Executive Director to arrange for a date, time, and place of the presentation of the agency's accreditation certificate.

Annual Reports

The UCAA requires annual reports on accreditation activities every year. The annual report form is provided to you by the UCAA Accreditation Program Director/Executive Director. The UCAA Accreditation Program Director/Executive Director shall receive the annual report and your Continuation later than 30 days prior to your accreditation anniversary date.

Final Thoughts

Assistance is available to you from the UCAA Accreditation Program Director and Executive Director and many other law enforcement agencies throughout the State.

As this accreditation program evolves in Utah, the process will be revised and streamlined to better serve your needs. We want you to succeed in your law enforcement agency accreditation endeavors. Please contact the UCAA Accreditation Program Director or Executive Director with any suggestions you may have on improving the program. CEOs may submit requests to consider a new topic for inclusion as a standard. Such requests shall be submitted in writing to the Accreditation Program Director who will forward it to the UCAA Standard Review Committee (SRC) with justification for the topic to be considered as a required standard.

Accredited status represents a significant professional achievement. The Utah Chiefs Accreditation Association and the Utah Chiefs of Police Association congratulate you for making the commitment to excellence and advancing the quality of policing in your agency, in your community and in the State of Utah.

GLOSSARY

Disclaimer

This Utah Chiefs of Police Association Glossary of Terms is part of the Law Enforcement Accreditation Program which includes voluntary standards for law enforcement agencies within the State of Utah. Those standards and the Glossary of Terms have been developed and approved by the Utah Chiefs of Police Association Board of Directors. The standards are not intended as a substitute or replacement for any legal requirement that may apply to agencies involved in law enforcement services in the State of Utah. The Utah Chiefs Accreditation Alliance and the Utah Chiefs of Police Association recognizes that federal, state and local law, collective bargaining agreements, administrative regulations and local ordinances take precedence over these standards.

A

ALL HAZARD PLAN: Also known as an Emergency Operations Plan (EOP), the All Hazard Plan is a written plan containing general objectives reflecting the overall strategy for responding to and managing critical incidents. The plan defines the scope of preparedness and incident management activity required of the agency, and is flexible enough for use in all emergencies.

ANALYSIS: A systematic, structured process for dissecting an event into its basic parts to identify any patterns or trends. Analysis should reveal patterns or trends that could be predictive or could indicate program effectiveness, training needs, equipment upgrade needs and/or policy modification needs.

ANNUAL: Happening once a year.

ARREST: To deprive a person of his/her liberty by legal authority; (see Custody; Full-Custody Arrest; Physical Arrest).

ASSESSED PROFICIENCY: Attaining and assessing someone's knowledge of the laws concerning the use of authorized weapons and knowledge of agency policy(s) on the use of force and deadly force; and being familiar with recognized safe-handling procedures for the use of these weapons. A certified weapons instructor or armorer shall provide instruction in and qualification with all weapon systems. Assessed proficiency for firearms includes qualifying on a prescribed course. Assessed proficiency for electronic control weapons includes successfully loading, unloading, deploying and discharging the prongs of the weapon on an annual basis. Assessed proficiency with less lethal weapons may be satisfied with following the manufacturer's guidelines or training program, or by following any guidelines or training program(s) conducted or approved by the Police Training Commission or other legitimate law enforcement entity. Synonymous terms include: demonstrated proficiency, proficiency testing, assessment, etc.)

ASSESSMENT: An analysis conducted by a trained assessor or assessors that determines an agency's ability to meet best practice standards through a process of reviewing policy, reports, interviews with agency personnel and observation of the agency's facilities and operations.

AUDIT: A formal periodic examination and verification of financial or agency records, inventory, processes, policies and procedures to substantiate their accuracy and reliability in accordance with Generally Accepted Accounting Principles (GAAP) or generally accepted standards as prescribed by law or local legislation.

REPRESENTATIVE AUDIT (Property and Evidence Function): Consists of a significant sampling of high-risk items, and a documented sampling of a sufficient number of items within the evidence/property function that can show that Policy and Procedures are being followed and that the evidence/property selected can be followed accurately through the process.

AUXILIARY POLICE OFFICER: Used interchangeably with Reserve Officer.

AVAILABLE WORK FORCE: The largest potential group or number of individuals eligible, qualified, and capable of assuming specific activities and responsibilities.

B

Biased Policing: Discrimination in the performance of law enforcement duties or delivery of police services, based on personal prejudices or partiality of officers toward classes of individuals or persons based on individual demographics (IACP “Unbiased Policing”).

BOOKING: A procedure for admitting to a temporary holding facility a person charged with an offense; includes searching, fingerprinting, photographing, medical screening, collecting personal history data, and inventorying and storing a person's property.

C

CEO: The highest ranking individual in the agency.

CHAIN OF COMMAND: Formal lines of communication within the organizational hierarchy through each successive level of command.

CIVILIAN: A non-sworn employee having no arrest authority. Civilians may be employed or affiliated with a law enforcement agency in a variety of supporting roles and may be uniformed, but lack the authority to make a full-custody arrest.

CLARIFICATION STATEMENT: The clarification statement supports the standard statement, but is *not binding*. The clarification statement can serve as guidance to clarify the intent of the standard, or as an example of *one* possible way to comply with the standard.

CONSTANT SUPERVISION: The direct, personal supervision and control of a detainee by the attending officer who can immediately intervene on behalf of the agency or the detainee.

CONTRABAND: Any item that is illegal to possess, to include items that are not permitted within a holding facility because of their possible use to disrupt security measures within the facility.

COUNSELING: The giving of advice; advising; discussions between the rated employee and rater leading to advice to the former concerning performance or career development.

CRITICAL INCIDENT: An occurrence or event, natural or human-caused, which requires an emergency response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, land and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes,

tornadoes, tropical storms, war-related disasters, public health and medical emergencies, and other occurrences requiring an emergency response, such as major planned events and law enforcement incidents.

CUSTODY: Legal or physical control of a person in an area or facility or while in transit; legal, supervisory, or physical responsibility for a person; (see Arrest; Full-Custody Arrest; Physical Arrest).

D

DETAINEE: A person in the custody of agency personnel and whose freedom of movement is at the will of agency personnel.

E

EMOTIONAL STABILITY/PSYCHOLOGICAL FITNESS EXAMINATION: Professional screening designed to identify candidate behavior patterns and/or personality traits that may prove either deleterious or advantageous to successful job performance.

EMPLOYEE ASSISTANCE PROGRAM (EAP): A formal program designed to assist in the identification and resolution of concerns or problems (personal or job related), which may adversely affect an employee's personal or professional well-being or job performance. These personal concerns may include, but are not limited to, health, marital status, family, financial, substance abuse, emotional/stress, and other personal matters.

EQUAL EMPLOYMENT OPPORTUNITY: The provision of equitable opportunities for employment and conditions of employment to all employees regardless of race, creed, color, age, sex, religion, national origin, or physical impairment. Where a recruitment plan focuses on additional recruitment steps to be taken to increase the likelihood of hiring a member of an underrepresented group, EEO focuses on ensuring that applicants are treated fairly in the selection process (and in other personnel activities) by giving them the same opportunities for employment. The role of equal opportunity is to create a "level playing field" for all applicants and employees. An equal employment opportunity plan is a document that is designed to state the steps the agency intends to take to ensure that there are no artificial barriers that would prevent members of a protected group from a fair and equitable opportunity to be hired, promoted, or to otherwise take advantage of employment opportunities.

EVALUATION: A careful appraisal and study to determine the significance and/or worth or condition, and to draw conclusions pertaining to an item, project, or undertaking.

EVIDENCE: Any substance or material found or recovered that can verifiably prove or disprove a material fact in a criminal or civil case.

EXTRA-DUTY EMPLOYMENT: Any employment that is conditioned on the actual or potential use of law enforcement powers by the police officer employee when the officer is employed and compensated by outside organizations.

F

FIELD TRAINING: A structured and closely supervised program provided to new/recruit officers to facilitate the application of skills and knowledge obtained in the academy/classroom to actual performance in on-the-job situations.

FIELD TRAINING OFFICER (FTO): An officer who has been selected and trained to deliver the field training program to new/recruit officers.

FOLLOW-UP INVESTIGATION: An extension of the preliminary investigation. The purpose is to provide additional investigation in order to close a case, arrest an offender, and/or recover stolen property. Synonymous terms include: latent investigation, subsequent investigations, etc.

FUNCTION: A general term for the required or expected activity of a person or an organizational component, e.g., patrol function, communications function, the planning function, the crime analysis function.

G

GOAL: A relatively broad statement of the end or result that one intends ultimately to achieve. A goal usually requires a relatively long time span to achieve and, whenever possible, should be stated in a way that permits measurement of its achievement.

I

INCIDENT: An event that requires law enforcement action, documentation, or the dispatching of agency personnel in response to citizen requests for law enforcement services. This includes any incident, whether criminal or non-criminal, which involves a response to the scene, an investigation, or the preparation of an oral or written report.

INCIDENT COMMAND SYSTEM (ICS): A system for command, control, and coordination of a response that provides a means to coordinate the efforts of individual persons and agencies as they work toward the common goal of stabilizing an incident while protecting life, property and the environment. There are five major components: command, planning, operation, logistics, and finance/administration.

IN CUSTODY: Being under the full control of a law enforcement officer; (See Full-Custody Arrest.)

IN-SERVICE TRAINING: Training in addition to recruit training, which may include periodic retraining or refresher training, specialized training, career development, promotional training, advanced training, and shift briefing training.

INTAKE: The point at which a juvenile offender enters the juvenile justice system. Intake may be initiated on request of the law enforcement agency, but the intake process is generally supervised by a probation agency, juvenile court, or special intake unit.

INVENTORY: An accounting of all property or evidence that is in the possession of an agency.

IN WRITING: Documented communication in a readable format either on paper or by electronic communication, and is capable of being printed onto paper.

J

JOB DESCRIPTION: An official written statement setting forth the duties and responsibilities of a job, and the skills, knowledge, and abilities necessary to perform it.

JOB RELATED: A procedure, test, or requirement either predictive of job performance or indicative of the work behavior expected or necessary in the position.

L

LATERAL ENTRY: The hiring of new employees at advanced ranks or salary based on prior experience elsewhere and/or other job credentials.

LEGAL PROCESS: Any item of civil or criminal process, whether original, intermediate, or final that is valid on its face and is to be served or executed by the law enforcement agency.

LESSON PLAN: A detailed guide from which an instructor teaches. The plan includes the goals, specific subject matter, performance objectives, references, resources, and method of evaluating or testing students.

M

MEANINGFUL REVIEW: A documented review of an incident or occurrence, regardless of the outcome, prepared by or for the CEO or his/her designee. The review should indicate whether policy, training, equipment, or disciplinary issues should be addressed. Synonymous terms include: administrative review, command review, meaningful command review, critical review, etc.

MEMORANDUM: An informal, written document that may or may not convey an order; it

is generally used to clarify, inform, or inquire.

MENTAL ILLNESS: Any condition characterized by impairment of an individual's normal cognitive, emotional, or behavioral functioning, and caused by social, psychological, biochemical, genetic, or other factors, such as infection or head trauma.

N

NATIONAL INCIDENT MANAGEMENT SYSTEM (NIMS): A system for incident management that provides a consistent nationwide approach for federal, state, local and non-governmental organizations to work effectively and efficiently to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity.

O

OBJECTIVE: An objective is an end or result that one intends to attain in order to achieve partial fulfillment of a goal. An objective is a means to attain a goal, and therefore, requires a shorter time to accomplish than does a goal. Objectives should be simple, reasonable, attainable, measurable, and time restricted.

OFF-DUTY EMPLOYMENT: Any employment that will not require the use or potential use of law enforcement powers by the off-duty employee.

ORGANIZATIONAL CHART: A flow chart that graphically illustrates the components of an agency such as the chain of command and the lines of communications that can be followed by members of the agency.

ORGANIZATIONAL COMPONENT: A subdivision of the agency, such as a bureau, division, section, unit, or position that is established to provide a specific function.

ORGANIZATIONAL CULTURE: Is an agency's unique philosophy and values that is seen in its self- image, interactions within the agency and with the public. It is based on shared customs, beliefs and attitudes, history, and written/unwritten rules that have been developed over time within the agency. It is the way the agency conducts itself with their employees and the public.

P

PERSONNEL EARLY WARNING SYSTEM: A system for the early identification of agency employees who may need some type of corrective action or intervention and a procedure for collecting and evaluating materials required for implementing such corrective action.

PERSONAL EQUIPMENT: Equipment items issued and/or approved by the agency for

employee use, e.g., badge, baton and holder, belts, cartridge carrier, departmental and rank insignia, flashlight, handcuffs and case, notebook, raincoat and cap cover, side arm and holster, tear gas canister, and whistle.

PHYSICAL ARREST: Any enforcement action that consists of taking persons into custody for the purpose of holding or detaining them to answer a charge of law violation before the court (see Arrest; Custody.)

PLAN: Documented identification of methods to achieve desirable goals or conditions.

POLICY: A written directive that is a broad statement of agency principles. Policy statements may be characterized by such words as “may” or “should” and usually do not establish fixed rules or set procedures for conduct of a particular activity but rather provide a framework for development of procedures and rules and regulations.

PRELIMINARY INVESTIGATION: Generally, the activity that begins when personnel arrive at the scene of an incident. The activity should continue until such time as a postponement of the investigation or transfer of responsibility will not jeopardize the successful completion of the investigation. Synonymous terms include: initial investigation, first-office investigations, etc.

PROCEDURE: A written directive that is a guideline for carrying out agency activities. A procedure may be made mandatory in tone through the use of “shall” rather than “should”, or “must” rather than “may.” Procedures sometimes allow some latitude and discretion in carrying out an activity.

PROCESSING: Includes pre-booking activities involving detainees in custody, after which detainees may either be released from custody by one of several means or be escorted to a holding facility, at which time they would be booked.

PROPERTY: Any item that is owned by the agency or an item owned by an individual or entity that is in the possession of the agency that has no evidentiary value.

PROPERTY AND EVIDENCE CUSTODIAN: The person who holds authority for the day-to-day supervision and operation of the property and evidence function.

R

REASONABLE BELIEF: The facts or circumstances the officer knows, or should know, are such as to cause an ordinary and prudent person to act or think in a similar way under similar circumstances.

RECRUITMENT ACTIVITIES: A systematic method of seeking potentially qualified job applicants.

RECRUITMENT LITERATURE: Written materials or brochures (tangible or electronic) designed to attract qualified applicants for jobs.

RECRUITMENT PLAN: A written plan for actively recruiting underrepresented minorities and women. A recruitment plan assumes the agency is doing more than just fairly implementing their selection procedures and instruments, e.g., providing equal opportunity. Proactive recruitment requires additional steps, where necessary, to increase the likelihood of attracting qualified applicants of protected groups that are insufficiently represented in the agency's sworn ranks.

REMEDIAL TRAINING: Personalized training to correct a specific deficiency, which is usually identified by either testing or other evaluation during training or supervisory evaluation during routine job performance.

RESERVE OFFICER: An unlicensed civilian volunteer, paid or unpaid, sworn as a Reserve Officer, whose function is to augment the police officers of the department in the performance of their duties. Reserve Officers have no police authority and may only take enforcement action when they are working in conjunction with and are under the direct on-site supervision of a police officer of this department.

RESTRAINING DEVICES: Equipment used to restrain the movement of the prisoner, such as handcuffs, flex-cuffs, waist chains, ankle chains, restraining straps, straight jackets, or tie down stretchers

REVIEW: To examine or study; less formal than an analysis.

ROADBLOCK: A restriction, obstruction, or device used or intended for the purpose of preventing free passage of motor vehicles on a roadway in order to effect the apprehension of a suspect.

RULES AND REGULATIONS: A set of specific guidelines to which all employees must adhere.

S

SAMPLING SIZE: A pre-determined number of items based upon the total number of items found. It is based upon specific criteria, using a chart, formula or some other basis that can be documented to show that the size is substantive enough to verify that the process or procedure is being accomplished properly.

SEARCH AND RESCUE: A coordinated effort to locate individuals missing in wilderness areas, in large bodies of water, or elsewhere. Search and rescue missions usually involve use of aircraft, boats, or other special purpose vehicles and specialized personnel such as scuba divers, mountain climbers, or spelunkers.

SECONDARY EMPLOYMENT: Any outside employment, which is either extra-duty or off-duty. Extra-duty employment is any secondary employment that is conditioned on the actual or potential use of law enforcement powers by the officer-employee. Off-duty employment is any secondary employment that is not conditioned on the actual or potential use of law enforcement powers by the off-duty employee.

SECURITY HAZARD: Any threat to the security of the prisoner, to the facility in which he or she is held, or to others with whom the prisoner may come into contact. Estimations of the degree of security hazard will govern the means of transport, the kinds of restraining devices to be used, and other actions to be taken by the escort officer to provide proper protection for and security of the prisoner.

SECURITY SURVEY: An on-site examination and analysis of security needs that determines the nature and degree of the threat, the exact kind and degree of protective measures used, and the precise kinds of security measures that are required and recommends the appropriate policies, procedures, and equipment needed for the security function.

SELECTION CRITERIA: Rules, standards, procedures, or directives upon which a judgment or decision concerning employment can be based.

SELECTION MATERIALS: All written tests, test scores, answer sheets, study materials, evaluations, ratings, questionnaires, reports, and forms used in the selection process that have a bearing upon the employment decision.

SELECTION PROCEDURE: Any established method or combination of methods used in any way as the basis for an employment decision.

SELECTION PROCESS: The combined effect of components and procedures leading to the final employment decision, including minimum qualifications, e.g., education, experience, physical attributes, citizenship, residency-written tests, performance tests, oral exams, interviews, background investigations, medical exams, polygraph tests, police academy ratings, probationary period ratings, personality inventories, interest inventories, psychiatric evaluations, veteran's preference, cut-off scores, and ranking procedures.

SERIOUS PHYSICAL INJURY: A bodily injury that creates a substantial risk of death; causes serious, permanent disfigurement; or results in long-term loss or impairment of the functioning of any bodily member or organ.

SEXUAL HARASSMENT: Unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature, constitute sexual harassment when (1) submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment, (2) submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individual, or (3) such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile, or offensive working environment.

SKILLS, KNOWLEDGE, AND ABILITIES: Skills are the proficiency with which an

individual performs. Knowledge is a body of information or the understanding gained through learning, education, experience, or associations. Abilities are processes required to perform the various job responsibilities.

SPECIAL EVENT: An activity, such as a parade, athletic contest, or public demonstration, that results in the need for control of traffic, crowds, or crimes.

SPECIALIZED ASSIGNMENT: An assignment often characterized by increased levels of responsibility and specialized training, but within a given position classification; a specialized assignment may involve higher pay or additional benefits.

SPECIALIZED TRAINING: Training to enhance skills, knowledge, and abilities taught in either recruit or other in-service programs. Specialized training may address supervisory, management, and/or executive development training, or it may include technical and job-specific subjects, e.g., homicide investigation, fingerprint examination, juvenile investigation.

STATUS OFFENSE: An act or conduct declared by statute to be an offense only when committed or engaged in by a juvenile, and adjudicated only by a juvenile court.

SWORN OFFICER: A person who is granted peace officer powers prescribed by constitution, statute, or ordinance in the jurisdiction, including those persons who possess authority to make a custodial arrest for limited or specific violations of law within the same jurisdiction.

T

TACTICAL TEAM: A group of officers who are specially selected, trained, and equipped to handle high-risk incidents, such as those involving snipers, barricaded persons, hostage-takers, selected warrant services, and other situations or activities as deemed necessary by command leadership. Synonymous terms include: Special Weapons and Tactics (SWAT), Emergency Response Team (ERT), Emergency Services Unit (ESU), Sheriff's Emergency Response Team (SERT), etc.

TASK: A unit of work performed by an individual to accomplish the goal of a job.

TASK FORCE: Any combination of resources assembled to support a specific mission or operational need. All resource elements within a Task Force must have common communications and a designated leader.

TEMPORARY DETENTION: Temporary detention is measured in hours and does not involve housing or feeding detainees except in extenuating circumstances.

TIME BOUNDED: An activity or event that is to be completed within a given period of time.

TRANSPORT VEHICLE: The vehicle used for transporting a prisoner from one point to another. The transport vehicle may be the patrol vehicle, such as in the case of transporting a

prisoner after an arrest; a vehicle of a correction facility designated for prisoner transport but also used for other purposes; or a specially designed prisoner transport vehicle, such as a bus or van. This term does not refer to commercial vehicles, such as buses, trains, or airplanes that may be used for prisoner transport.

TRANSPORTING OFFICER: A person who is responsible for transporting a prisoner from one point to another. This may be the arresting officer or another agency employee who is assigned to the responsibility for transport.

U

UNITY OF COMMAND: The concept that each individual in the organization has one, and only one, immediate supervisor.

UNIFIED COMMAND: Unified Command allows agencies with different legal, geographic, and functional authorities and responsibilities to work together effectively without affecting individual agency authority, responsibility, or accountability.

UNLAWFUL HARASSMENT: Conduct that has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile, or offensive working environment.

V

VICTIM: A person who suffers physical, financial, or emotional harm as the direct result of a specified crime committed upon his or her person or proper

VOLUNTEER: A non-sworn, unarmed, uniformed or non-uniformed affiliate whose duties contribute to the mission of the agency in a support capacity. Included are law enforcement cadets, law enforcement explorers, senior citizen groups, and other volunteers.

W

WRITTEN DIRECTIVE: Any written document used to guide or affect the performance or conduct of agency employees. The term includes policies, procedures, rules and regulations, general orders, special orders, collective bargaining agreements, governmental administrative orders, training bulletins, memoranda, Attorney General or County Prosecutor's Guidelines or Directives, and instructional materials.

Y

YEAR: Is a period of time that is equal to a calendar year but may start on a different day.