

*Federal Law Enforcement
Training Accreditation*

**FLETA Standards
and Procedures
(2010 Edition)**



The materials contained in this manual are for the use of federal law enforcement agencies in the process of applying or completing the Federal Law Enforcement Training Accreditation (FLETA) process. Any use of this material, processes, standards, or terms unique to the FLETA for purposes other than as stated must be approved by the Executive Director, FLETA Office of Accreditation.

Throughout this manual, applicant is interchangeably referred to as the agency, academy, or program that has submitted a request for consideration and ultimate award of accredited status.

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Forms and documents mentioned in this manual and not included in the manual may be found on the FLETA website.

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Record of Changes

Approved at the November 2011 Board Meeting in Annapolis, MD

- 1) **Basic Training** will now be defined as **Basic Training Program** - An entry-level program that is transitional to law enforcement service and provides training on critical competencies and responsibilities. Successful completion of a Basic Training Program is generally a requirement for appointment to a law enforcement service job or job series.

- 2) **Programs** will now be defined as **Training Program** - Courses or groups of training sessions or learning activities conducted for a specific audience, with the expectation that learning will occur and/or performance will improve, or that a prescribed level of proficiency will be achieved, as evidenced by an appropriate evaluation tool.

- 3) **Instructor Development Training** will now be defined as **Basic Instructor Training** - A foundational training program designed to prepare new instructors for full-time assignment to a training academy. The training should incorporate a number of instructional methodologies such as lectures, discussions, demonstrations, role-plays, facilitation, and practical exercises.

Approved at the March 2012 Board Meeting in Hilton Head, SC

- 1) The Board approved the Standards Steering Committee's recommendation to add the following advisory for Standard 3.41: "The pilot requirement addresses new or revised programs. Periodic revisions to lesson plans do not require a full pilot. The program revision requirement is addressed in Standard 3.57."

- 2) The Board declined to establish a policy with respect to records retention, which the Board views as an internal agency matter. The Board has agreed to add an FAQ that notes agencies may find it beneficial to retain their accreditation records until the subject program or academy has been reaccredited.

- 3) The Board agreed to rescind the procedural requirement in question and to replace it with a requirement that the applicant agency merely provide to the OA a written certification that a self-assessment has been completed and that the applicant believes its academy or program for which accreditation is being sought is fully compliant with FLETA's standards.

Record of Changes

Approved at the July 2013 Board Meeting in Glynco, GA

1) **Best Practice** will now be defined as **Model Practice** – “A policy, practice, or procedure that is likely the most efficient (least amount of effort) and effective (best results) method for meeting the agency’s mission. Model Practices are successful at improving/delivering outcomes for a particular agency and may have the potential for achieving process improvement for other agencies as well. They are available for informational purposes and are not requirements.”

Model Practices can be submitted by the agency or the assessment team. Once verified by the team and accepted by the FLETA Board, the Model Practice is eligible for sharing on the FLETA Model Practice Clearinghouse. For ALL practices being submitted for the FLETA Model Practice Clearinghouse, please provide:

- A synopsis of how the practice is employed, supported, etc.
- A sanitized copy of the supporting policies, documents, etc.
- An agency POC that can answer additional questions on the subject.

2) The Board approved the revised glossary definition, eligibility requirements, and expectations for **Academy Accreditation**: “Academy Accreditation is the recognition that all training programs that an academy manages are administered, developed, and delivered according to the FLETA standards. To be eligible to apply for academy accreditation, a training organization must achieve accreditation for all law enforcement service entry-level/basic programs (as defined in the glossary) and either use a FLETA accredited instructor development program or achieve accreditation for its initial/introductory instructor development program. Training organizations without entry-level/basic programs must achieve accreditation for their primary program(s) and either use a FLETA accredited instructor development program or achieve accreditation for its initial/introductory instructor development program prior to applying for Academy accreditation.”

3) The Board approved a recommendation to add the following clarifying language to Academy Accreditation supporting evidence: “Supporting evidence must exist to indicate the academy is in compliance with each standard. The goal is to show compliance with FLETA standards throughout the academy. The number of training programs used for supporting evidence will be based on the number of training programs within the academy. If the agency has less than ten training programs, beyond their basic and instructor development training programs, then supporting evidence will come from 50% of the other programs. If the agency has ten or more training programs, beyond their basic and instructor development training programs, then supporting evidence comes from a maximum of five of the other programs. The agency will list the training programs that will be used for supporting evidence in the self-assessment certification memo. In the rare instance when an academy does not have additional programs, evidence may be used from the basic training and instructor development programs to demonstrate compliance. The applicant must ensure this exception is noted in the application for academy accreditation and the self-assessment certification memo.”

Record of Changes

Approved at the July 2013 Board Meeting in Glynco, GA (continued)

4) The Board approved the following language regarding the reaccreditation process: "An accredited academy or program must be reaccredited every three (see number seven below) years using the current standards and process. Reaccreditation is a fresh look at a program or academy to ensure continued compliance with the FLETA Standards. The assessment for reaccreditation is conducted essentially the same as an initial assessment, e.g., files addressing each standard must contain the written directive/policy and required proof(s) of compliance to demonstrate compliance. In the event the FLETA Board is not able to meet prior to expiration of the normal date to consider reaccreditation of a program/academy, the accreditation shall be extended until the FLETA Board meets to make a determination."

5) The Board approved the following clarifying language regarding the official accreditation date: "At the next regularly scheduled meeting of the FLETA Board, the FLETA Board Chairperson will call the agency representatives designated to receive their Certificate of Accreditation. The Accreditation date of record and on the certificate will be the day the Board confirms accreditation by a majority vote."

6) The Board approved the following language regarding the intent of the FLETA process: FLETA accreditation provides a framework of standards that promote the effective and efficient use of resources for federal law enforcement training. The FLETA process may not always validate an agency's current training operations. The intent of the FLETA process is to support agency development of a specific program/academy. In some cases, adherence to the FLETA standards could result in modification to agency policies, procedures, or operations.

7) The Board extended the reaccreditation cycle to five years.

INTRODUCTION

Over 30 years ago, the Presidential Commission Report, *The Challenge of Crime in a Free Society*¹, and a follow-up report, *The Challenge of Crime in a Free Society: Looking Back, Looking Forward*², contained recommendations to increase professionalism and standardization of training. More recently, in a January 2000 report to the Congress, the Commission on the Advancement of Federal Law Enforcement³ reiterated and reinforced the need to develop and implement training standards. The Commission made it abundantly clear that core training in law enforcement functions, certification of the adequacy of training programs, and accreditation of agencies are all essential to maintaining public confidence in the professionalism of federal agents and officers.

Beginning in 2000, in an effort to increase the professionalism of federal law enforcement training, a task force of key training leaders from principal federal and state law enforcement agencies began work to collaboratively conduct research to establish a premier training accreditation model. In the development of the model, federal law enforcement training professionals established standards and procedures to evaluate the training academies and training programs used to train federal law enforcement agents and officers. The intent was to develop an independent accreditation process that provides law enforcement agencies with an opportunity to voluntarily demonstrate that they meet an established set of professional standards and receive appropriate recognition. This independent accreditation process has been developed and entitled Federal Law Enforcement Training Accreditation (FLETA).

The accreditation of a federal law enforcement academy or program provides assurance to the citizens they serve that the agency has voluntarily submitted to a process of self-regulation and successfully achieved compliance with a set of standards that has been collectively established by their peers within their professional community. To accomplish this goal, trainers in the same discipline, working through a professional accrediting body, assist each other in evaluating and improving their professionalism. A high degree of public confidence in the competence and professionalism of federal agents and officers is an important outcome of this process. The focus of the effort is to accredit federal entry-level and advanced/specialized training programs, instructor training, and other programs that affect federal, state, and local law enforcement officers.

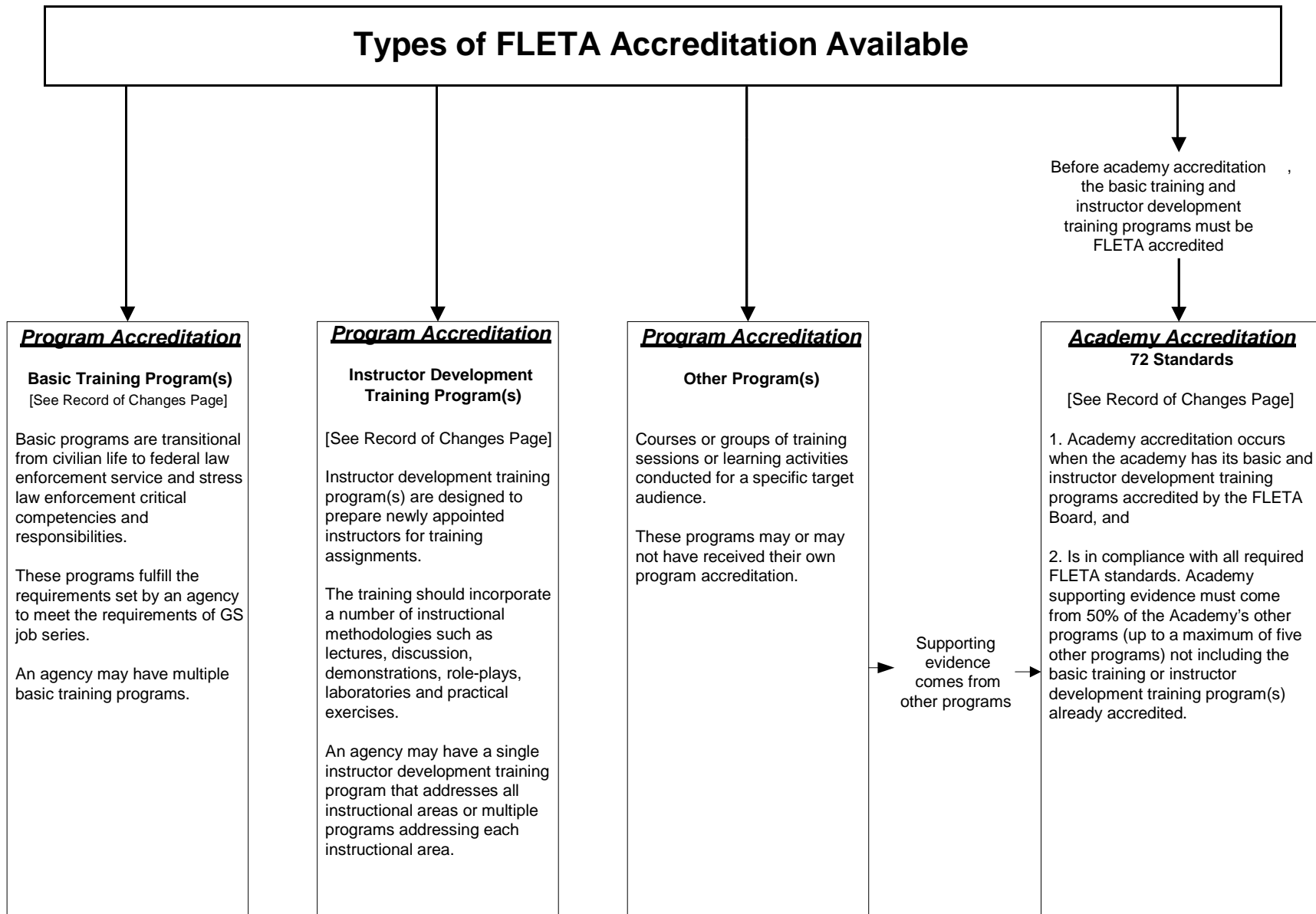
¹President's Commission on Law Enforcement and Administration of Justice. 1967. *The challenge of crime in a free society*. Washington, D.C.: U.S. Government Printing Office.

² Symposium on the 30th Anniversary of the President's Commission on Law Enforcement and Administration of Justice. 1998. *The Challenge of Crime in a Free Society: Looking Back, Looking Forward*. Washington, D.C.: U.S. Government Printing Office.

³*Law Enforcement In A New Century And A Changing World: Improving the Administration of Federal Law Enforcement*. Report of the [Webster] Commission on the Advancement of Federal Law Enforcement, January 2000.

ACRONYMS
(Used by FLETA and in this Manual)

<i>Acronym</i>	<i>Narrative Explanation</i>
AM	Accreditation Manager
AO	Authorizing Official
ASTD	American Society for Training and Development
BRC	Board Review Committee
CAP	Corrective Action Plan
COOP	Continuity of Operations Plan
EAP	Employee Assistance Program
EEO	Equal Employment Opportunity
FLEAC	Federal Law Enforcement Accreditation Coalition
FLEOA	Federal Law Enforcement Officers Association
FLETA	Federal Law Enforcement Training Accreditation
ISCR	Individual Standard Compliance Report
ISD	Instructional System Design
JTA	Job Task Analysis
MOU	Memorandum of Understanding
NA	Not Applicable
OA	Office of Accreditation
PM	Program Manager (FLETA)
SAR	Self Assessment Report
SAT	Systematic Approach to Training
SME	Subject Matter Expert
SSC	Standards Steering Committee
TL	Team Leader



FLETA STAKEHOLDERS

FLETA Board: The FLETA Board is comprised of senior law enforcement and training professionals from federal and independent agencies or organizations. The Board's primary focus is to promote excellence in law enforcement *operations* through FLETA accreditation of training programs and academies. The Board meets regularly to conduct business and to consider academies and programs for accreditation. The Board's mission is:

- To enhance the quality of federal law enforcement by establishing and maintaining a body of standards to protect the effective and efficient use of resources for federal law enforcement training;
- To administer an accreditation process based on those standards; and
- To ensure compliance and provide assistance with the accreditation process to instill public confidence in federal law enforcement.

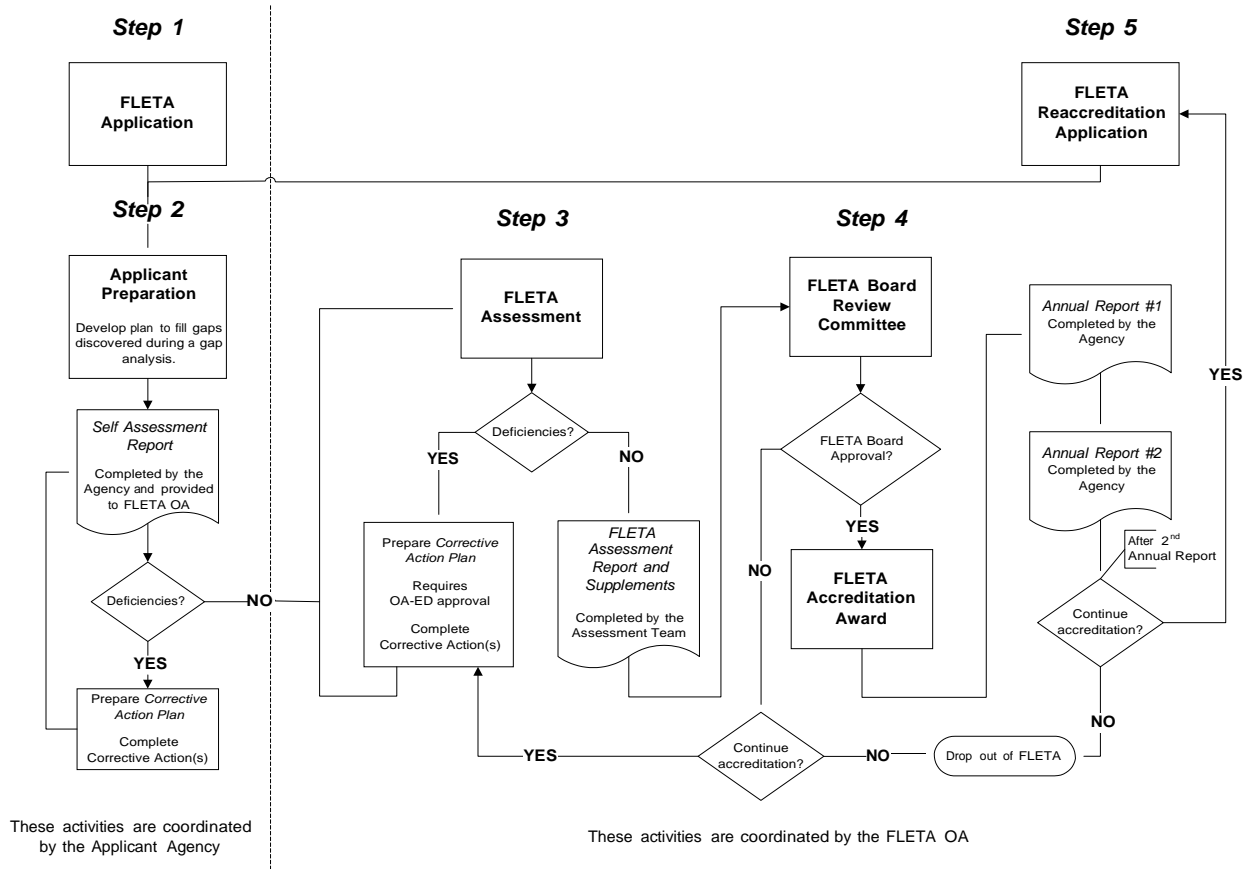
Office of Accreditation: The Office of Accreditation (OA) works as an agent of the FLETA Board to carry out the day-to-day operations of the Board. The OA is comprised of an Executive Director (who is also the Executive Secretary for the Board), Program Managers, a Program Analyst, and a Staff Assistant. The Executive Director assigns Program Managers (PM) to assist applicant agencies with the accreditation process, provide training for applicant agencies, and manage the assessment process.

Assessors: FLETA assessment teams are comprised of professional peers who volunteer to serve as *assessors*. Assessors have successfully completed the assessor qualification process which includes the FLETA OA's *Assessor Training Program* and on-the-job training. Qualified assessors should be available to perform a *minimum* of one assessment annually to maintain proficiency and to assist with the assessment workload.

Accreditation Managers: Accreditation Managers (AM) coordinate and manage the accreditation process for a program and/or academy. In most cases, an agency has only one AM; however, more than one AM may be required for agencies with multiple programs.

Accreditation Community: The accreditation community is made up of a diverse group of people from virtually every segment of the federal law enforcement training community. It includes accreditation managers, assessors, instructors, support staff and many others. These individuals participate in the FLETA process and share in the success of accreditation. Many of these stakeholders are members of the Federal Law Enforcement Accreditation Coalition (FLEAC).

ACCREDITATION STEPS



Step One: Application

- Agency assigns Accreditation Manager (AM)
- Agency prepares application and submits to Office of Accreditation (OA)
- Agency identifies personnel to be trained as assessors
- OA assigns Program Manager
- OA provides training to AM and agency staff, as requested

Step Two: Applicant Preparation

- Agency conducts a gap analysis of current policies/directives and FLETA standards
- Agency establishes/develops accreditation files
- Agency requests NA status from the OA Executive Director for standards that are not applicable
- Agency populates files with Individual Standard Compliance Reports (ISCR), directives/policies, and proofs of compliance

- Agency coordinates potential FLETA assessment dates with OA
- Agency convenes self-assessment team to conduct self-assessment
- Agency prepares self-assessment report
- Agency submits self-assessment report to the OA at least 60 days prior to FLETA assessment [See Record of Changes Page]
- OA reviews agency self-assessment report and discusses corrective action plan(s), if applicable
- Agency addresses deficiencies found during self-assessment

Step Three: FLETA Assessment

- OA schedules the FLETA assessment
- OA selects assessors and makes travel arrangements for the assessment team
- Agency coordinates assessors' access to facility through security officials, if necessary
- OA sends assessors copy of final self-assessment report for review
- The Assessment Team Leader (TL) will conduct a pre-assessment briefing with assessors
- TL/assessors conduct assessment
- TL/assessors conduct a closeout briefing with applicant regarding results of assessment
- Applicant prepares and implements Corrective Action Plan (CAP) for any deficiency identified during the assessment, if applicable
- Assessors prepare final report of FLETA assessment and submit to OA
- OA reviews FLETA Assessment Report with the Assessment Team and applicant; then forwards a copy to the agency and FLETA Board Review Committee (BRC).

Step Four: FLETA Accreditation

- BRC members review the final FLETA Assessment Report
- Agency, TL, and the OA PM appear before the BRC for review
- BRC prepares recommendation and briefs the FLETA Board
- Agency appears before the Board to receive a decision regarding the awarding of accreditation
- Agency submits an annual report to the OA on the subject of their current compliance with the FLETA standards. The report is due within 30 days of the first and second [See Record of Changes Page] anniversary of the accreditation award.

Step Five: Reaccreditation

- The Agency must submit an application and select reaccreditation assessment dates at the beginning of the third [See Record of Changes Page] year after accreditation or reaccreditation.
- The agency must complete Step 2 through Step 4 of the FLETA assessment process.

THE FLETA ACCREDITATION PROCESS

[See Record of Changes Page] FLETA accreditation provides a framework of standards that promote the effective and efficient use of resources for federal law enforcement training. The FLETA process may not always validate an agency's current training operations. In some cases, adherence to the FLETA standards could result in modification to agency policies, procedures, or operations.

There are five steps to the FLETA accreditation process: Application, Applicant Preparation, FLETA Assessment, FLETA Accreditation, and Reaccreditation.

APPLICATION

Applications for FLETA accreditation are available on the FLETA website (www.FLETA.gov) or may be obtained from the FLETA Office of Accreditation (OA). The OA staff is available to provide assistance with the application process or to meet with prospective applicants to provide additional information.

Applications for accreditation must be signed by an Authorizing Official (AO). The AO must be a senior official that has the authority to enter into a written agreement on behalf of the agency. The AO should also have the authority to obligate funds, make budget decisions and make personnel assignments. The AO should consider the level of commitment required to achieve and maintain accreditation prior to submission of an application. While compensation is not provided to FLETA, the AO should recognize that personnel, facilities, and other resources will have to be dedicated to the accreditation process. For example, FLETA assessors are an integral part of the FLETA process as they serve as the eyes and ears of the Board when conducting assessments. The specific number of assessors an agency should provide is determined by the FLETA Board and is based upon the agency's participation in the accreditation process and the needs of the FLETA Board to complete future assessments.

An agency may apply for accreditation of a *program*, *academy*, or both; however, a separate application must be submitted for each program and/or academy. The basic requirements for each type of accreditation are provided below:

- A. **Program Accreditation**: For a training program to be accredited, the applicant must show the following:
 1. Program policies, procedures, and/or directives must address each applicable FLETA standard (52 standards).
 2. Supporting evidence must exist to indicate the program is in compliance with each standard.
 3. If the program is exported or conducted at multiple sites, the facilities, resources, and training at each site must be in compliance with the standards.
 4. Each location where the program is presented on a regular basis must be identified in the application.

5. The program is in compliance with all required FLETA program standards.
6. Newly created programs must be presented a minimum of one time beyond the program's pilot presentation before a FLETA Assessment will be conducted.

B. **Academy Accreditation**: For a training academy to be accredited, the applicant must [See Record of Changes Page]:

1. Have all basic training (entry-level) law enforcement and instructor development [See Record of Changes Page] training program(s) FLETA accredited.
2. Academy policies, procedures, and/or directives must address each applicable FLETA standard (72 standards – 52 Program standards and 20 specific Academy standards). Academy accreditation is a commitment that all policies, procedures, and/or directives are applied uniformly across all training programs under its authority; this includes programs that have not been formally assessed through the FLETA process.
3. If the academy trains at multiple locations, the sites must be identified in the application and the facilities, resources, and training at each site must be in compliance with the standards.
4. [See Record of Changes Page] Supporting evidence must exist to indicate the academy is in compliance with each standard. During the Academy assessment, supporting evidence must come from 50% of the of the Academy's other programs (up to a maximum of five other programs) not including the basic training or instructor development training program(s) already accredited. In the rare instance when an academy does not have additional programs, evidence may be used from the basic training and instructor development programs to demonstrate compliance. The applicant must ensure this exception is noted in the application for academy accreditation.
5. The academy is in compliance with all required FLETA academy and program standards.

Agencies applying for accreditation must complete the FLETA assessment within three years of application acceptance. If the academy/program has not completed the assessment within that period, the agency will be required to submit an updated application.

Appeals

Applicant agencies may appeal any aspect of the FLETA process. The appeal must be submitted in writing to the FLETA Board through the OA Executive Director. The Board may elect to:

- Deny the appeal;
- Direct the OA to meet with the applicant to find an agreeable solution; or
- Direct the OA to conduct another assessment using different team members.

APPLICANT PREPARATION

Role of the Authorizing Official

The AO must convey his/her full support and commitment to the accreditation process. Accreditation will have an impact on almost every aspect of the organization. Without the full support of the agency's leadership team, it is difficult to achieve and maintain accreditation. The AO should consider defining the agency's commitment and expectations to the stakeholders through an orientation of the FLETA process. The OA can assist the applicant with planning and conducting an orientation presentation.

One of the first decisions the AO must make after applying for accreditation is to select an Accreditation Manager (AM). As the agency's "hub" for the accreditation process, it is the AM's responsibility to manage and coordinate the agency's accreditation efforts. The AM should possess excellent human relations, project management, communication, planning, and facilitation skills. It is also important that the AM have experience with training that includes an awareness of a systematic approach to training. The AM should be someone who is innovative and open to change. Above all, the AM must want to do the job and be willing to make the commitment of time and effort required to achieve and maintain accreditation. The OA can provide applicants with a complete Job Task Analysis for AM duties and responsibilities.

Preparing for Assessment

There are many different tasks an applicant will complete in preparation for the FLETA assessment. While not all-inclusive, the following tasks are critical to the accreditation process:

- A. *Gap Analysis:* The gap analysis is the first and one of the most important tasks associated with preparing a program or academy for accreditation. The gap analysis provides the agency with an understanding of its relative compliance with the accreditation standards and identifies work that needs to be accomplished to be in compliance.
 1. During the gap analysis, the AM and other agency stakeholders will compare the current academy/program policies/directives with the FLETA standards. The analysis should identify any policy or directive that does not meet the FLETA standard.
 2. When the analysis reveals a gap between current policies/directives and a FLETA standard, the agency should develop a plan to modify an existing policy/directive or create one that addresses the standard. During the modification or creation process, the agency should consider the documentation required to support compliance with the standard.
 3. If the analysis does not reveal a gap between current policies/directives and a FLETA standard, the agency should move to creating standards files and locate documentation required to support compliance.

- B. *Policy Revision:* The next step in the preparation process is the development and/or modification of directives/policies identified in the gap analysis. Policies should be written to explain *what* must be accomplished, *how* and *when* it will be carried out, and *who* is responsible. Agencies should consider forms and/or other documentation that may be used as supporting evidence for FLETA standards when creating new policies or procedures.
- C. *Create Standards Files:* A separate file for *each* FLETA standard must be developed for *each* program and/or academy. The files may be maintained in an electronic or hard-copy format. Regardless of the format used, it must be easy for an assessor to understand and access. Extraneous material should not be included in the file. Each individual file must contain:
1. *Individual Standard Compliance Report (ISCR):* The ISCR (*see FLETA website*) is a form used to document the directives/policies and other proofs of compliance used to support the standard. The applicant should include the names of individuals for potential interviews, observations, and/or key contact(s) that may assist assessors in validating compliance with the standard. The ISCR functions as the *table of contents* for the file. For reaccreditation, the standard files must contain the ISCR used during the last FLETA Assessment and an ISCR that documents the current status of the file.
 2. *Proofs of Compliance:* Proofs of Compliance demonstrate that the applicant is following the policy and processes required by agency directives. There are four proofs of compliance that are considered when compliance determinations are being made by the FLETA Assessment Team; directives/policies, supporting evidence, interviews, and observations. Relevant sections of agency policies and supporting evidence must be included in the standards files.
 - a. *Directives/Policies:* The file must contain the relevant sections of all directives/policies applicable to the standard. The directive/policy inclusions should clearly outline the process or procedure that must be followed to achieve and maintain compliance with the standard being addressed. Comprehensive directives/policies identify steps within the process, areas of responsibility and timelines for completion. The directives/policies should include guidance or provide examples of forms necessary to capture and document information critical to demonstrating compliance. The portion(s) of the directive/policy that applies to the specific standard should be highlighted and tabbed. For reaccreditation, the applicant must include current *and* superseded policies/directives that were in effect since the last assessment.

In addition to the directives/policies highlighted and tabbed in the file, the entire policy pieces should be available for review during the assessment if necessary.
 - b. *Supporting Evidence:* The file must contain supporting evidence in the form of documentation to clearly demonstrate that the applicant's

directives/policies which are applicable to the standard are being followed. One or more pieces of supporting evidence must be included in each FLETA standard file to support initial accreditation. In some cases supporting evidence in excess of three pieces may be necessary to demonstrate compliance in cases where agency policy calls for multiple steps or components, e.g., documentation necessary to prove the four criteria of an instructor qualification process were completed. To achieve reaccreditation, the file must contain a *minimum* of one exhibit for each year under review. This should not be construed to mean only one exhibit is necessary. The evidence must be sufficient to demonstrate the applicant's adherence to relevant policy in support of accreditation maintenance.

- c. Interviews: Interviews with applicant personnel qualified to provide amplifying information or clarify specific agency practices may be conducted. Interviews are not “stand-alone” proofs of compliance, but can be valuable if an assessor is faced with challenges presented by differences based in unfamiliar practices or presented with cultural or organizational differences. A narrative describing the interview will be characterized in the FLETA Assessment Report.
 - d. Observations: Observations of aspects or activities associated with the academy/program. Like interviews, observations are not sufficient to demonstrate compliance without the requisite directives/policy and supporting evidence exhibits. Observations can help “connect the dots” when an applicant's approach to standard compliance is being assessed. A narrative describing the observation will be recorded in the FLETA Assessment Report.
- D. *Collection of Proofs of Compliance:* The AM must coordinate with various stakeholders to gather the evidence necessary to demonstrate the agency's compliance with directives/policies. Evidence may be collected throughout the preparation process.
- E. *Waiver Requests:* An applicant may request a waiver addressing a temporary condition that does not allow the program or academy to meet a standard. The request must be made in writing to the FLETA Board, through the Executive Director of the OA, prior to the FLETA assessment. The request must include an explanation of the limiting situation, a strategy to cope with the temporary issue, a plan to resolve the condition, and an estimated completion date. The Board may grant or deny the waiver request; if granted, the FLETA Board will establish an expiration date for the waiver.
- F. *Requests for “Not Applicable” Status:* Although limited, a few standards may not apply to every academy and/or program. FLETA standards that may be considered “Not Applicable” (NA) contain the word, “*If...*” or “*When...*” in the standard. For example, “*If professional role players are used...*” or “*When used, professional role players are...*”. Applicants may request that a standard be considered NA for a program or academy when the applicant does not perform the activity. Requests for NA status must be submitted in writing to the Executive Director of the FLETA OA as

early as possible in the preparation process. The applicant will be notified in writing of the decision. A copy of the NA approval document must be maintained in the standard file.

- G. *Communication:* It is essential that key stakeholders communicate continuously with one another throughout the accreditation process. The AO may want to schedule regular meetings with the academy/agency staff to discuss milestones and deliverables. Because accreditation has an impact on the entire training organization, it is much more effective if everyone is aware of what others in the organization are doing. It is also helpful for the OA's PM to be kept "in the loop" so that appropriate assistance can be provided.

The Self-Assessment

Applicants seeking academy and/or program accreditation must conduct a self-assessment and submit a Self-Assessment Report (SAR) [See Record of Changes Page] sixty (60) days prior to the date of the FLETA assessment. The self-assessment is an opportunity for the applicant to conduct a rigorous internal review to determine if the academy/program is in compliance with the FLETA standards or if there are still areas that need improvement. An example of a SAR and a template can be accessed on the FLETA website.

The self-assessment team is selected by the applicant and is ideally composed of individuals who have knowledge and expertise in training and the FLETA standards. At the conclusion of the self-assessment, the team should identify all deficiencies and offer constructive suggestions.

If deficiencies are noted during the self-assessment, the applicant should develop a corrective action plan. The FLETA PM will work closely with the AM to ensure completion of the corrective actions. When the corrective actions are completed, an update to the SAR will be submitted to the FLETA OA and the FLETA Assessment date will be finalized.

FLETA ASSESSMENT

Scheduling the Assessment

The applicant must contact the OA to schedule the FLETA assessment. Programs must be presented at least one time beyond the program's pilot presentation before the FLETA assessment. The applicant should consider this when scheduling the FLETA assessment.

Planning the Assessment

The OA will begin the planning process after an assessment is scheduled. The first step in the process is to select a qualified assessment team. Prior to selecting the team, the OA will screen potential assessors to ensure there are no conflicts of interest. A conflict of interest exists if a potential assessor worked for the applicant agency within the last 18 months, has a spouse or close relative that works for the applicant agency, or was a member of the applicant's self-assessment team. The applicant agency may also identify assessors they believe pose a conflict of interest by submitting a written justification to the OA. The final determination of an assessor's eligibility will be made by the OA Executive Director.

Upon completion of the screening process, the OA will appoint a team to conduct the assessment. A FLETA assessment team is comprised of a team leader and an appropriate number of team members. The OA will designate one of the assessors as the Team Leader (TL) and make travel arrangements for the team in accordance with the *Federal Travel Regulation* and the *Travel Guidelines for FLETA Assessors* (see *FLETA website*). The OA will also ensure the following tasks are completed:

- Self-Assessment Report (SAR) [See Record of Changes Page]: A copy of the SAR should be provided to each member of the team.
- Assessment Documents: The OA will ensure the TL is provided with electronic copies of all documents required to complete the assessment.
- Travel Arrangements: The OA will ensure that travel arrangements are made for each team member. Each member of the team will be provided a copy of their Travel Authorization.

FLETA assessments are conducted on-site for all academy accreditations. Program accreditations should be conducted on-site whenever possible; an alternate site may be used for programs that do not have special requirements. When training is conducted at multiple sites, additional assessors may be deployed to those sites as well. Agency representatives at those sites should be prepared to support the assessment process for the AM. The AM must ensure that everything required for the assessment has been coordinated. Some of these tasks include:

- Entry Requirements: If the location for the assessment has entry authorization requirements, the AM must provide all required information for the assessment team members to security officials.
- Workspace: The AM must provide workspace for assessors at the academy or the facility where the program is delivered. The location should be near the records and facilities where the program(s) is delivered.

- Standards Files: The AM must ensure accreditation files are readily accessible to the team. Directives/policies, manuals and other documents referenced in the standard files, but not actually in the files should be available for review.
- Stakeholders: The AM should ensure key stakeholders associated with the assessment are present. This includes making arrangements for the in-brief and out-brief with the AO.

The TL will coordinate all aspects of the team's visit with the OA and the AM, manage the assessment process, and prepare the final report. Some of the specific responsibilities are outlined below:

- Lodging: The TL should work with the AM to identify acceptable lodging accommodations in the local area. The TL will determine which facility the team will stay in and make reservations for a block of rooms for the team. The TL should then contact the team members and request that each call the hotel to provide credit card and personal information required for reservations.
- Assessment Assignments: The TL should notify the team members of their individual assessment responsibilities as early as possible. This enables team members to review and prepare for the assessment.
- Transportation: The TL must coordinate rental car arrangements (if required) with the OA and the team for travel at the location during the assessment. This includes transportation to/from the airport, if necessary.
- Equipment: The TL must coordinate with the AM and team members to ensure laptops and other necessary equipment are available for the assessment.
- Pre-assessment Meeting: The TL shall meet with the team prior to the in-brief to outline the plan for the assessment and to address concerns the team may have. Additionally, the TL should brief the team on dress code, confidentiality, conflict resolution procedures, and protocol for the assessment. The meeting may be held at the hotel the night before the assessment or on the morning of the first day before the in-brief.

FLETA Assessment Protocols

To ensure FLETA assessments are conducted professionally and efficiently, all participants and stakeholders should understand what is expected. While this list is not all inclusive, the procedures detailed below will be followed for all FLETA assessments. [See Record of Changes page regarding Model Practices]

General

- The FLETA assessment will be conducted on-site. An alternate site may be used if previously arranged and approved by the FLETA Office of Accreditation (OA). If the program or academy training is conducted at multiple sites, the assessment team or additional assessors may be used to conduct assessment activities at the satellite sites.
- All individuals associated with the assessment process are expected to conduct themselves professionally at all times. Disagreements should be brought to the attention of the Assessment Team Leader (TL). If the TL is not able to resolve the issue, the Office of Accreditation Program Manager (PM) should be notified of the situation. Under *no circumstances* should disagreements result in inappropriate conduct.

- All personnel involved in the process will keep the details of the assessment confidential. Any breaches of confidentiality should be reported to the FLETA OA Program Manager immediately.
- The OA Executive Director must be notified immediately of any situation that results in inappropriate conduct or behavior. The Executive Director may suspend or postpone the assessment if necessary to resolve the issue.
- The Assessment Team Leader (TL) and Accreditation Manager (AM) will coordinate an in-brief to discuss the assessment process and to introduce the team and key stakeholders. At a minimum, the TL will:
 - Introduce the assessment team
 - Provide an overview of the assessment process and anticipated schedule
 - Advise the applicant of any special needs or requirements
 - Address any issues or questions the applicant may have
 - Notify the applicant of any known interviews and/or observations that will need to be scheduled
 - Request that disputes be brought directly to the TL
 - Emphasize the confidentiality of the assessment
- The TL will keep the AM, and PM, if necessary, apprised of any concerns that arise throughout the course of the assessment.
- The TL will brief the PM on the status of the assessment at least daily.
- Upon completion of the assessment, the TL will conduct a closeout meeting with the academy director or senior manager of the program. Additional staff may be invited to the meeting by the applicant. The TL will discuss any deficiencies, corrective actions, and concerns the attendees may have. No discussion of a “recommendation” should be addressed at this time; however, the TL should discuss the status of all standards.
- The TL will provide the academy director or senior manager of the program a hard copy of the draft report before departing.

Applicant

- The applicant will provide workspace and computers for each assessor at the facility where the program is delivered or at a mutually agreed-upon location. The team’s work location should be near the records and facilities where the program is delivered.
- The applicant may provide the assessment team with electronic or hard-copy files; however, the applicant must be able to provide hard-copy documents, if requested by the TL. The TL should request hard-copy files only when necessary.
- Applicants must provide a *minimum* of one exhibit of evidence for each standard. This should not be construed to mean that *only* one piece of evidence is required or appropriate. The applicant must provide enough evidence to demonstrate compliance with the standard. This applies to initial accreditation and reaccreditation assessments.
- If the applicant has a new directive/policy that has not been used to date as it relates to the standard, a memorandum signed by the AO attesting to that fact will be sufficient to show compliance. This policy is applicable only to initial accreditation assessments.

Assessment Team

- FLETA assessment teams will be comprised of a TL and an appropriate number of assessors to complete the assessment.
- Business dress will be worn by all assessors throughout the assessment.
- The TL will ensure that individuals completing on-the-job-training to be qualified as an assessor do not conduct any assessor duties independently.
- The team will perform the assessment through a review of the files, interviews and/or observations. If additional information is required to validate compliance with a standard, the assessor may request additional evidence or conduct interviews or make observations. The assessor must be satisfied that the applicant is meeting the standard to determine compliance.
- Assessors must ensure files are evaluated within the scope of the standard. Personal opinions or bench-marks should not be used in the assessment process.
- Non-compliance issues should be brought to the attention of the TL upon discovery for team review and then to the AM and the PM as soon as potential non-compliance is determined.

FLETA File Evaluation Guidelines

- Is the directive/policy relevant to the standard and sufficient in detail to address the standard?
- Is the directive/policy authenticated and dated?
- Is the FLETA standard documented on the Individual Standard Compliance Report (ISCR) current?
- Is the supporting *documentary* evidence of sufficient quality to validate compliance with the standard? If not, can interviews and/or observations reinforce the documentary evidence to validate compliance? Please ensure all interviews and observations are thoroughly documented.
- Was a memorandum signed by the Authorizing Official placed in the file if the directive/policy relative to the standard was not implemented during the review period?
- Reaccreditation Only – Is the directive/policy for each year provided in the file? Note: Only the current policy is required if no changes were made that impact the standard.
- Reaccreditation Only – Is evidence for each year available for review? Does the evidence demonstrate consistent compliance with the standard throughout the review period? Accumulating numerous proofs for one year but none for other years does not demonstrate compliance.

Years Under Review [See Record of Changes Page] (Rolling years – Not calendar years)				Upcoming FLETA Assessment
Previous FLETA Assessment	First Year	Middle Year	Current Year	
	12 months	12 months	12 or remaining months	

The FLETA Assessment Report

At the conclusion of the assessment, the TL will prepare the FLETA Assessment Report. A draft copy will be provided to the applicant for review to ensure names and titles are correct for personnel identified in the report. Corrections must be provided to the TL within five business days. The final report will be forwarded to the OA not later than ten business days following the end of the assessment. The OA will review the report and provide a final copy to the applicant and the FLETA Board Review Committee (BRC).

Corrective Action Plan (CAP)

1. If the applicant is found to be *non-compliant* with any applicable FLETA standard(s), the TL will prepare a report and submit it to the OA and the CAP process will be followed. The FLETA Assessment Report will be forwarded to the BRC as part of the regular submission process with a note that no action will be taken until the CAP process is completed. The CAP must include:
 - A. the standard number of each non-compliant standard
 - B. the nature of the problem as delineated in the FLETA Assessment Report
 - C. the proposed corrective action
 - D. an assignment for completion
 - E. an estimated completion date
 - F. a process for periodic reporting of the status to a responsible person in the applicant agency and the OA.
2. The CAP will be reviewed by the agency's Program Manager (PM) at the OA to determine the feasibility and appropriateness of the plan to bring the academy/program into compliance with the FLETA standards. The plan must be approved by the OA's Executive Director.
3. The applicant will submit monthly reports to their PM on the progress being made to complete the CAP.
4. The applicant will have up to 180 days from the date of the FLETA assessment to complete the CAP and have a follow-up assessment completed. The follow-up assessment will address only those standards that were found to be non-compliant during the FLETA assessment.
5. Upon completion of the follow-up assessment, the TL will complete a supplemental report that documents the findings and submit it to the OA. The FLETA OA will prepare a report of the findings and submit it to the FLETA Board Executive Committee to determine whether to continue the applicant in the accreditation process. The

supplemental assessment report, along with the original report and the completed CAP, will be forwarded to the BRC. The BRC will follow its regular procedures to consider the academy/program for accreditation.

If the CAP cannot be completed within the allotted time period, the applicant agency will be required to submit a new application for accreditation and complete the appropriate steps for accreditation.

6. If the academy/program under review is being considered for *reaccreditation* and the CAP cannot be completed prior to end of the three-year [See Record of Changes Page] accreditation cycle, the agency should submit a request to the Board through the OA Executive Director for an extension to their accreditation. The applicant must complete the CAP and demonstrate compliance with the standards before the extension expires. If this does not occur, the applicant will lose their accredited status.

FLETA ACCREDITATION

FLETA Board Review Committee

The FLETA Chairperson will appoint board members to one or more Board Review Committees (BRC) and designate a BRC Chairperson to make recommendations regarding applicants who have completed the FLETA assessment process.

After the BRC Chairperson receives the applicant's FLETA Assessment Report, a BRC meeting will be scheduled, at the next regularly scheduled Board meeting. The applicant, the TL/or a member of the team and a representative from the OA will appear at the meeting. The purpose of the hearing is to review and discuss the findings of the FLETA Assessment Report. Applicant staff and the TL should plan to respond to questions from the BRC regarding the assessment.

Accreditation Decision

After the BRC, the BRC Chairperson will present the review findings for the applicant to the entire Board during an Executive Session. The BRC Chairperson will make the BRC's recommendation to the Board in the form of a motion that the applicant be granted *accreditation/re-accreditation, provisional accreditation, or denial of accreditation*. Once the motion is received and seconded, the Board members will have the opportunity to discuss the recommendation.

[See Record of Changes Page] At the next regularly scheduled meeting of the FLETA Board, the FLETA Board Chairperson will call the agency representatives designated to receive their Certificate of Accreditation. The agency's representative will be provided the opportunity to make a few short comments. An opportunity for photographs will be provided to memorialize the event.

Should an applicant wish to appeal an action of the BRC or the Board, the applicant must address the issue in writing to the OA Executive Director. The Executive Director, with the concurrence of the FLETA Board Chairperson, will place the request on the agenda for the next regularly scheduled meeting of the FLETA Board.

Maintaining Accreditation

Accreditation is awarded for three years [See Record of Changes Page]. During the three-year [See Record of Changes Page] period agencies are required to submit annual reports, through the FLETA OA, to the Board for each academy/program that is accredited. An annual review of the FLETA standards as a part of the agency's management oversight program will assist in completing the report(s).

The purpose of the annual report is to assure the Board and the agency that the accredited program/academy continues to meet the FLETA standards and to ensure consistent, high-quality training continues to be provided. To accomplish this objective, the agency must complete a thorough review and analysis of the directives/policies and other proofs of compliance relative to each FLETA standard. The annual report is an opportunity for the agency to show they are in continued compliance with all applicable FLETA standards and provides the agency an opportunity to highlight improvements and/or activities the agency has implemented.

The annual report must be submitted to the OA within 30 days of the anniversary date of accreditation or reaccreditation. The annual report template is available on the FLETA website. The report must address any waivers granted by the FLETA Board, specific standards or information requested by the Board, and any major incident, event, or circumstance that may affect the agency's compliance with the standards. If the agency determines issues exist that could negatively impact the accreditation status of a program/academy, a CAP should be submitted with the report.

If situations arise or information is developed that indicates an academy or program is not in compliance with FLETA standards, the Board may direct the OA to facilitate an interim review and/or convene an assessment to determine whether the academy or program is still in compliance. A full report of the review and/or assessment will be provided to the Board's Executive Committee. The Executive Committee may convene a special meeting of the Board to determine what, if any, actions should be taken.

Use of the FLETA Accreditation Seal

The FLETA OA will provide the agency with an electronic version of the official FLETA accreditation seal. The official seal can be displayed on agency letterhead, web pages, or any other official documents to identify a FLETA accredited academy/program. The FLETA seal may be used as long as the agency maintains accreditation.

REACCREDITATION

An accredited academy or program must be reaccredited every three years [See Record of Changes Page] using the current standards and process. Reaccreditation is a *fresh* look at a program or academy to ensure continued compliance with the FLETA Standards. The assessment for reaccreditation is conducted essentially the same as an initial assessment, e.g., files addressing each standard must contain the written directive/policy and required proof(s) of compliance to demonstrate compliance. [See Record of Changes Page]

Compliance with FLETA accreditation standards is an ongoing process, therefore, the academy or program should have a designated AM throughout all of the accreditation phases. The AM helps ensure that new policies and procedures adopted by the agency are in compliance with FLETA standards and one of the AM's responsibilities is regular maintenance of accreditation files. The AM should plan on reviewing each file on a regular basis and constantly look for proofs of compliance that can be used for reaccreditation. This continual analysis and evaluation will help streamline and expedite the reaccreditation process for the academy or program.

The applicant must submit an application for reaccreditation and select reaccreditation assessment dates no less than six months prior to the expiration of the accreditation cycle. As part of the process, the agency must conduct a self-assessment and submit a Self-Assessment Report to the OA. A FLETA assessment, using the current standards, is required for reaccreditation.

The only significant distinction between initial accreditation and reaccreditation is that written directives/policies and supporting evidence for each year must be included in the file if changes were made that affect the standard. Supporting documentation for the years under review should come from the current year (the 12 months prior to the FLETA Assessment), the middle year (the middle 12 months), and the first year following the previous FLETA Assessment (the first 12 months) [See Record of Changes Page]. Accumulating numerous proofs for one year, but none for other years, is not acceptable. Files must include a *minimum* of one proof of compliance for each year since the initial accreditation. This should not be construed to mean that *only* one piece of evidence per year is required; agencies should include enough evidence to demonstrate compliance with the standard. In other words, if a single piece of evidence is enough to validate the applicant was in compliance with the standard for a specific year, one is sufficient; however, if additional evidence is required to demonstrate compliance then the evidence should be included.

As with initial accreditation, if the agency had no opportunity to employ a particular directive/policy as it relates to the standard for a specific year(s), a memorandum signed by the AO attesting to that fact is sufficient to indicate continued compliance.

FLETA STANDARDS

The FLETA standards are the direct result of a committee process involving representatives from numerous federal law enforcement training organizations. The standards are intended to describe “what” must be accomplished by the applicant. The academy or agency determines “how” compliance with the standard will be accomplished. Applicants are expected to work under properly approved administrative controls and guidelines and must follow their own written guidance.

A Standards Steering Committee (SSC) formally reviews the standards on an annual basis and makes recommendations to the Board for revisions, additions, and deletions to the standards. The FLETA Board authorizes the OA to publish revisions to the standards, as appropriate. The OA staff provides consultation and assistance with the interpretation of standards and the determination of applicability.

Each standard is composed of the *standard statement* and the *advisory*. The *standard statement* identifies single or multiple requirements that must be met by the applicant. The *advisory* provides clarifying information when deemed necessary and does not outline additional requirements. An *advisory* is not included for *standard statements* that are self-explanatory. The applicant organization is responsible for determining how the standard will be met.

PROGRAM STANDARDS

Section 1 – Program Administration

Section 1 standards are intended to ensure the applicant organizes, staffs, and manages the training process.

1.01 If the training program is a basic law enforcement program it includes ethics training.

Advisory: Potentially not applicable for program accreditation.

1.02 If full-time instructional staff or training facilities span multiple organizations, a written agreement/policy is in place specifying the authority and responsibilities of each party.

Advisory: Potentially not applicable for program accreditation.

1.03 The applicant has implemented security measures specific to the program.

Advisory: The intent of this standard is the focus on program-specific security measures (e.g., weapons, explosives, hazardous materials, equipment, records, classroom security, controlled substances, etc.).

1.04 The applicant assesses risks and prescribes the use of safety equipment and procedures to mitigate those risks when conducting inherently dangerous training as identified by the agency.

Advisory: None.

1.05 Training equipment is properly maintained in accordance with industry standards or manufacturer's guidelines.

Advisory: None.

1.06 The applicant suspends or discontinues training activities that become hazardous due to exigent circumstances.

Advisory: The intent of this standard is to address such things as inclement or adverse weather conditions, accidents, equipment failure, power outage, etc.

1.07 The applicant complies with applicable licensing and copyright laws.

Advisory: None

1.08 *The applicant maintains records for each offering of the training program. At a minimum each record will include:*

.01 - Curriculum content (syllabus, lesson plans and other training materials);

.02 - A listing of all instructors and other instructional personnel indicating the actual class in which each presented or participated;

.03 - Inclusive dates the program is conducted and actual dates and times when each segment of training occurs;

.04 - Roster of participants in each iteration; and

.05 - Practical evaluations and/or written examinations and keys.

.06 - If electronic records are maintained, there are procedures for security, including access, storage of files, backup, and equipment.

Advisory: The last bullet is potentially not applicable for program accreditation.

1.09 *The applicant maintains records for each student attending the program. At a minimum each record will include:*

.01- Documentation that verifies the student met all prerequisites for attending the training course;

.02 - A complete record of the students' training evaluations (grades, scores, final results);

.03 - Documentation of any exceptions or waivers requested or granted to the student; and

.04 - Documentation that verifies the student successfully completes the training course.

.05 - If electronic records are maintained, there are procedures for security, including access, storage of files, backup, and equipment.

Advisory: The last bullet is potentially not applicable for program accreditation.

1.10 *The applicant follows procedures for the physical security, management, retention, release, and destruction of training-related records.*

Advisory: None.

1.11 *The applicant projects and tracks expenditures for the training program.*

Advisory: None.

1.12 *If physical activity is a part of the curriculum, a health screening process is used to ensure students are capable of participating as determined by the agency.*

Advisory: Potentially not applicable for program accreditation.

1.13 *The applicant provides notification, adjudication, and redress for allegations of student misconduct.*

Advisory: None.

Section 2 – Training Staff

Section 2 standards are intended to ensure training staff receive the training and management oversight necessary to provide effective training.

2.01 *The applicant provides written information and an orientation to training staff that include:*

.01 - Agency and academy mission and vision

.02 - Program goals and objectives

.03 - Code of conduct

.04 - Violations and consequences of prohibited conduct

.05 - Organizational Structure

.06 - Safety rules/regulations and procedures

Advisory: None.

2.02 *The applicant monitors and mentors newly assigned instructors.*

Advisory: None.

2.03 *The applicant provides and documents basic instructional skills training.*

Advisory: None.

2.04 *The applicant provides and documents specialized training related to the program.*

Advisory: None.

2.05 *The applicant ensures instructors maintain current expertise in the subject matter through operational participation, field observation, or specialized training.*

Advisory: None.

2.06 *The applicant mandates and documents professional development of its instructor staff, either formal or informal, that provides instruction/training in specialty areas in instruction and advanced instructional competencies.*

Advisory: None.

2.07 *The applicant has specific criteria and documented supervisory quality checks of instructor preparations, class preparations, and performance.*

Advisory: None.

2.08 *The applicant ensures training quality is maintained when instructors have not yet attained the required instructional qualifications or instruct only occasionally.*

Advisory: None.

2.09 *The applicant adheres to instructor qualification guidelines for full-time, part-time, or adjunct instructors.*

Advisory: None.

Section 3 – Training Development

Section 3 standards are intended to ensure training programs are developed, implemented, and reviewed using an industry-recognized systematic approach to training.

3.01 *The applicant uses an industry-recognized, systematic approach to training development. The approach includes at least the following concepts: Analysis, Design, Development, Implementation, and Evaluation.*

Advisory: None

3.02 *The applicant uses an archiving system to store and retrieve program and curriculum development documents.*

Advisory: The documents associated with each phase of the course development process are maintained with archived course development materials.

3.03 *Practical evaluations and written examination question banks are developed, approved, secured, administered, and maintained for the program.*

Advisory: None.

Analysis

3.11 *The applicant reviews program-specific documents such as current agency policies, procedures and manuals, operational reports, and program-related materials.*

Advisory: None.

3.12 *The applicant uses subject matter experts to determine:*

.01 - the tasks to be trained

.02 - the organization/grouping of job-related tasks

.03 - the special conditions under which tasks will be performed

Advisory: None.

3.13 *The applicant defines and validates tasks in sufficient detail to derive training objectives.*

Advisory: None.

Design

3.21 *Learning objectives are derived from job tasks (job requirements).*

Advisory: A task-to-objective matrix may be used to demonstrate this relationship.

3.22 *Learning objectives are sequenced to facilitate student progress from one level of skill and knowledge to another.*

Advisory: None.

3.23 *Students are evaluated on each learning objective. All written examination questions and practical evaluation criteria are referenced to one or more learning objectives.*

Advisory: An objective-to-test item matrix may be used to demonstrate this relationship.

3.24 *Program design documents identify instructional strategies, methodologies, and resources in sufficient detail to estimate program costs.*

Advisory: Documents from the analysis, design, development or evaluation phases may be used to demonstrate compliance.

Development

3.31 *Lesson plans describe learning activities in sufficient detail to ensure consistent delivery of instruction.*

Advisory: None.

3.32 *The training program is developed with appropriate safeguards (e.g., safety and environmental) as identified by the agency.*

Advisory: None.

3.33 *Lesson plans, training guides, and other training materials are reviewed and approved prior to their use.*

Advisory: None.

Implementation

- 3.41 *Prior to formal delivery of training, the program is pilot tested using a sample of the target population generating data to support evaluation and potential revision.*

Advisory: None. [See Record of Changes Page]

- 3.42 *Pilot testing includes observation of training to ensure that implementation is consistent with approved training materials.*

Advisory: None

- 3.43 *Training is delivered by approved instructors.*

Advisory: None.

Evaluation

- 3.51 *The applicant sets the pass/fail (cut) score consistent with the purpose of the credential and the established standard of competence for the profession, occupation, role, or skill.*

Advisory: None

- 3.52 *When written examinations are used, multiple versions must be available and evaluate the same objectives.*

Advisory: An objective-to-test item matrix is one way of showing this. Potentially not applicable for program accreditation.

- 3.53 *When different versions of practical evaluations are used, the evaluated objectives must remain the same.*

Advisory: An objective-to-test item matrix is one way of showing this. Potentially not applicable for program accreditation.

- 3.54 *The applicant conducts, compiles, and reviews student reaction surveys (Level 1 of the Kirkpatrick model or an equivalent) to identify opportunities to improve the program, instruction, support and administrative elements of the training received.*

Advisory: None.

- 3.55 *The applicant reviews the results of the program's student examinations (Level 2 of the Kirkpatrick model or an equivalent) to identify gaps in instruction, student materials or deficiencies in test item construction.*

Advisory: None.

3.56 *The applicant gathers and reviews feedback (Level 3 of the Kirkpatrick model or an equivalent) from graduates and their supervisors to evaluate the effectiveness of the program.*

Advisory: None

3.57 *Training programs are comprehensively evaluated within a five-year period to include data gathered from Levels 1-3 of the Kirkpatrick model or an equivalent.*

Advisory: None.

Section 4 – Training Delivery

Section 4 standards are intended to ensure processes are established and used to for effective delivery of training.

4.01 *Lesson plans or equivalent training guides are followed for all instruction conducted in the program.*

Advisory: None.

4.02 *Instructors have access to instructional materials and program-related equipment. Instructors are properly trained in the use of that equipment.*

Advisory: None.

4.03 *Students have access to learning resource materials and program-related equipment and receive training in its proper use.*

Advisory: None.

4.04 *The applicant provides suitable classroom space, equipment, and materials identified in the training documents to support the program.*

Advisory: None.

4.05 *The applicant provides an orientation to students that include:*

.01 - Course goals and objectives

.02 - Training schedules

.03 - Performance expectations

.04 – Practical evaluation and/or written examination requirements

.05 - Fire and emergency procedures

.06 - Safety rules and regulations

.07 - Code of conduct rules and requirements

.08 - Disciplinary procedures

Advisory: None.

4.06 *The applicant remediates and reevaluates missed objectives, after a student fails a written examination or practical evaluation, except in cases where the student is dismissed from the current training program.*

Advisory: This standard addresses program learning objectives and does not apply to agency requirements for prerequisite skills or demonstration of a consistent level of proficiency when qualifying to instruct specialized topics or skills, e.g. language instructor or weapons instructor training programs.

4.07 *When used, role players are prepared to perform roles required by the training program.*

Advisory: Potentially not applicable for program accreditation.

ACADEMY STANDARDS

A.01 *The academy has established vision, mission, goals, and objectives.*

Advisory: None.

A.02 *The academy establishes, promulgates, and reviews directives, policies, and procedures.*

Advisory: None.

A.03 *The academy has documented an established organizational structure describing the authority, function, and responsibility of each component involved in training.*

Advisory: None.

A.04 *The academy clearly defines, in writing, the responsibilities, authority, and accountability of personnel involved in managing, supervising, and implementing training.*

Advisory: Position descriptions or similar documents exist.

A.05 *The academy determines the short and long-term training needs of its customer base.*

Advisory: The intent of this standard is to determine such things as facility requirements, workload requirements, staffing levels, or projected student throughput.

A.06 *If full-time instructional staff or training facilities span multiple organizations, a written agreement/policy is in place specifying the authority and responsibilities of each party.*

Advisory: None.

A.07 *The academy ensures that a risk assessment process identifies and mitigates training risk.*

Advisory: None.

A.08 *The academy has implemented facility security measures for its academy.*

Advisory: Controls are in place for such things as facility access, protection of property, and identification of individuals.

A.09 *The academy establishes environmental, fire, and occupational safety guidelines for training facilities, and compliance is documented annually.*

Advisory: Inspections are completed to ensure training is conducted in facilities that are safe from environmental, safety, and fire hazards. Evidence may include copies of inspection reports or completed check sheets.

A.10 *The academy has in place and reviews a Continuity of Operations Plan (COOP).*

Advisory: The plan documents how to continue/resume operations in response to an unforeseen catastrophic event.

A.11 *If a computerized training record system is used, the academy ensures protocols are followed for computerized training-related records. These protocols include security access, backup, and storage of files and equipment.*

Advisory: None.

A.12 *The academy controls the dissemination of sensitive and need to know information.*

Advisory: This includes personal information, law enforcement sensitive information, Privacy Act, Freedom of Information Act, and other forms of sensitive, but unclassified information.

A.13 *The academy projects and tracks expenditures for each training program and support activity.*

Advisory: None.

A.14 *If professional role players are used, the academy has a process for acquiring, preparing and evaluating them.*

Advisory: None.

A.15 *The academy requires all training staff to successfully complete required training on EEO, Sexual Harassment, and other mandated training.*

Advisory: None.

A.16 *The academy verifies and documents that only approved instructors are used for program delivery.*

Advisory: None.

A.17 *The academy uses an industry-recognized, systematic approach to training development. The approach includes at least the following concepts: Analysis, Design, Development, Implementation, and Evaluation.*

Advisory: None

A.18 *The academy maintains an archiving system for all program and curriculum development documents.*

Advisory: None

A.19 *The academy compiles, reviews, and reports the results of student reaction surveys (Level 1 of the Kirkpatrick model or an equivalent).*

Advisory: None.

A.20 *The academy ensures that training programs are comprehensively evaluated within a five-year period and revised if necessary. A comprehensive evaluation would consist of, at a minimum, Levels 1-3 of the Kirkpatrick model or an equivalent.*

Advisory: None.

GLOSSARY

ACADEMY - A designated training organization, including staff, facilities, etc., that conducts basic training, specialized, and/or advanced law enforcement training for federal law enforcement personnel.

ACADEMY ACCREDITATION [See Record of Changes Page] – Accreditation awarded when an academy has complied with all applicable FLETA academy standards and the academy’s basic training and instructor development program(s) have received FLETA accreditation. Academy accreditation is a commitment that the agency endeavors to ensure that training programs under the academy’s control meet FLETA standards, including programs that have not been formally assessed through the FLETA process.

ACCREDITATION – The recognition of compliance with the FLETA standards by academies and training programs.

ACCREDITATION MANAGER (AM) – The individual assigned by the agency to manage accreditation activities for an applicant program or academy.

ADJUNCT INSTRUCTOR – A guest or contract instructor who is a subject matter expert or possesses specialized skills.

ADVISORY –Information provided with a FLETA standard to provide additional guidance.

AGENCY –Law enforcement organizations whose officers/agents are being trained by the applicant.

ANNUAL REPORT – A report submitted annually by accredited academies and programs. The report advises the FLETA Board of any significant changes that would have an impact on accreditation status.

APPLICANT –An agency seeking accreditation for an academy or program.

ASSESSMENT – Process of reviewing the applicant’s compliance with the FLETA standards.

ASSESSMENT TEAM LEADER (TL) – An individual appointed to lead the assessment team through all phases of the assessment.

AUTHORIZING OFFICIAL (AO) – A senior official of an applicant agency who has the authority to enter into a written agreement to apply for FLETA accreditation. The AO should have the authority to obligate funds, make budget decisions and policy changes, and assign personnel.

BASIC TRAINING [See Record of Changes Page] –Programs which are transitional from civilian life to federal law enforcement and stress critical competencies and responsibilities. These programs fulfill the requirements set by an agency to meet the requirements of a law enforcement-specific job series.

BOARD REVIEW COMMITTEE (BRC) – Members of the FLETA Board designated to review programs and academies for FLETA accreditation. The BRC reviews the FLETA assessment report, has an opportunity to ask questions of the applicant and FLETA assessment team leader, and provides recommendations for accreditation to the FLETA Board regarding academies/programs they review.

CONTINUITY OF OPERATIONS PLAN (COOP) – A plan developed by an applicant to continue operations during a period of business interruption due to unforeseen circumstances such as power outages, natural disasters, or terrorist attacks. The plan may be referred to by different names such as Disaster Recovery Plan or Business Resumption Plan.

CORRECTIVE ACTION PLAN (CAP) – Plan developed by the applicant to correct deficiencies identified during the assessment.

COURSE – See Program.

DIRECTIVE/POLICY – Any administrative document that is written and published with vested authority to control or direct processes and personnel within the organization.

EXTENSION – Additional time granted to an applicant by the FLETA Executive Director and/or Board Chairperson to complete a step in the accreditation process that has been delayed due to unforeseen circumstances.

FACILITY – A physical structure or property used to conduct law enforcement training or provide support for instruction.

FLETA ASSESSMENT – A step in the accreditation process directed by the FLETA Office of Accreditation in which a team of qualified assessors determines the applicant's compliance with FLETA accreditation standards.

FULL-TIME INSTRUCTIONAL STAFF – Individuals whose job consists primarily of law enforcement instruction-related duties.

INDIVIDUAL STANDARD COMPLIANCE REPORT (ISCR) – A FLETA form completed by the applicant as part of the demonstration of compliance with an individual standard.

INHERENTLY DANGEROUS TRAINING – Training that has the potential to cause personal injury and/or damage to equipment/property.

INSTRUCTIONAL SYSTEM DESIGN (ISD) – A systematic approach to training (SAT) that includes distinct interrelated phases. These phases include analysis, design, development, implementation, and evaluation.

ISD-ANALYSIS – An analysis conducted to identify the gap between present performance and the organization's goals/mission and what the performer needs to know in order to be successful. The analysis includes a study of the job, processes, and environment to understand the gaps and resources/information necessary to ensure successful performance.

ISD-DESIGN – A process that produces documents that guide the creation of all training materials and describes the general instructional strategies and methods to be used. Design usually includes a description of the training program, training setting, target audience, program duration, learning objectives, testing requirements, description of the general instructional strategies, and the methods to be used.

ISD-DEVELOPMENT – The period when all training materials, documentation, and final evaluation materials are written and produced. This includes such items as lesson plans and student handouts.

ISD-EVALUATION – A process for measuring administrative and logistical support, measuring and assessing student mastery of course objectives, or assessing the effectiveness of an overall training program.

ISD-IMPLEMENTATION – The period when training is delivered as designed and student mastery of learning objectives is assessed. Training is conducted by instructors who are trained and qualified for the instruction they deliver.

INSTRUCTOR DEVELOPMENT TRAINING [See Record of Changes Page] – Programs designed to prepare newly appointed instructors for training assignments. The training should incorporate a number of instructional methodologies such as lectures, discussions, demonstrations, role-plays, facilitation, and practical exercises.

JOB TASK ANALYSIS (JTA) – A formal process for developing a list of tasks for a specific job or part of a job (function) in which the duties, tasks, knowledge, skills, and abilities are determined for a set of job responsibilities for a particular position of employment. The analysis is usually developed in consultation with incumbent employees, supervisors, and others familiar with the job. All aspects of the job --mental, physical, and attitudinal-- are included in the analysis. The JTA provides reasonable assurance that tasks essential to a job are identified for training.

LESSON PLAN – A document that outlines a specific training plan guiding instructor and trainee activities, learning objectives, lesson content, and resources necessary for the consistent conduct of training.

LEVEL 1 (Kirkpatrick's Model) – Level 1 evaluation measures to what degree the participant reacts favorably to training. Student feedback or critique forms are usually used to collect Level 1 data.

LEVEL 2 (Kirkpatrick's Model) – Level 2 evaluation measures to what degree participants acquire the intended knowledge, skills, and attitudes based on their participation in the training. Written examinations and practical evaluations are examples of tools used to collect Level 2 data.

LEVEL 3 (Kirkpatrick's Model) – Level 3 evaluations measure to what degree participants apply what they learned during training when they are back on the job. Level 3 feedback can be collected through surveys and/or interviews with students and their supervisors.

NON-COMPLIANCE –A determination that the process or actions associated with the standard does not meet the requirements (i.e., the system or process is absent or does not meet the requirements).

NOT APPLICABLE – A determination that a specific standard does not apply to an academy or program based upon the nature of operations of the academy or program. The words “If” or “When” identify standards that could be designated as Not Applicable.

OBJECTIVES - Descriptions of performance that learners must be able to exhibit before they are considered competent. Objectives outline:

- The desired performance – what must be done;
- The condition – the environment or circumstances in which the performance must be accomplished; and
- The standard – the level of proficiency required to demonstrate an acceptable level of competence for the task or job.

OFFICE OF ACCREDITATION PROGRAM MANAGER (PM) – The individual responsible for consulting with and assisting assigned applicants for FLETA accreditation.

PILOT PROGRAM – A trial offering of any training course/program on a representative sample of the target population to gather data on the effectiveness of instruction, criterion test performance, and time to complete the training.

PRACTICAL EVALUATION – An indoor or outdoor training session in which students, under the supervision/evaluation of an instructor(s), participate in a scenario or role-play, in-basket, hands-on, presentation, or other exercise/activity in which the student’s use of the knowledge and skills learned is graded or evaluated.

PROFESSIONAL ROLE-PLAYER – Any person paid or contracted to be a role-player in law enforcement training scenarios.

PROGRAM ACCREDITATION – The result of the subject program being in compliance with all applicable FLETA program standards.

PROGRAMS [See Records of Changes page] – Courses or groups of training sessions or learning activities conducted for a specific target audience.

PROOFS OF COMPLIANCE – Evidence of adherence to a standard in the form of administrative controls, supporting evidence, interviews, and/or observations.

PROVISIONAL ACCREDITATION – Status granted by the FLETA Board when an applicant requires additional time, not to exceed the date of the next scheduled FLETA Board meeting, to successfully complete an approved Corrective Action Plan in order to be in compliance with all of the required FLETA Standards.

PURPOSE OF THE CREDENTIAL - Is official recognition that the trainee completed the tasks necessary to graduate from the course as part of their certification/qualification to carry out new duties or responsibilities.

QUALIFIED ASSESSOR – An individual who has successfully completed the assessor qualification process which includes the FLETA OA’s *Assessor Training Program* and on-the-job training.

REACCREDITATION – A continuation of accreditation past the initial three-year [See Record of Changes Page] accreditation cycle. Reaccreditation will be granted by the FLETA Board after successful completion of all of the current steps for FLETA accreditation.

REVISION – A process for conducting, documenting, and approving the revision phase of the systematic approach to training.

RISK ASSESSMENT – An analysis conducted by an agency to determine the potential risks to personnel, property, and facilities. Academy management and/or those involved in program development should be aware of the risks associated with each training program and take appropriate and reasonable measures to mitigate risks identified through the risk assessment.

SELF-ASSESSMENT – A step in the accreditation process initiated and directed by the applicant in which a team of assessors selected by the applicant verifies compliance with the standards in preparation for the FLETA assessment.

SELF-ASSESSMENT REPORT (SAR) [See Record of Changes Page] – A report completed during the self-assessment by the applicant, and submitted to the FLETA Office of Accreditation before a FLETA assessment, describing the status of compliance with all applicable standards.

SPECIALIZED/ADVANCED TRAINING – Training for special long-term assignments, special endorsements, or advanced skills, such as Special Weapons Action Teams, hostage negotiation, counter-terrorism, white-collar crime, etc. These programs may be provided for a single agency or to multiple agencies that share the law enforcement responsibility.

STANDARD – A criterion established by authority, custom, or general consent, and used as a model or example.

SUBJECT MATTER EXPERT (SME) – An individual with the special skill or knowledge representing mastery of a particular subject.

SYSTEMATIC APPROACH TO TRAINING (SAT) – A systematic method for establishing and maintaining training programs. Using a systematic approach to training ensures that essential knowledge and skills are identified, taught, and evaluated for successful job performance.

TASK – A defined unit of work having an identifiable beginning and end that is a measurable component of the duties and responsibilities of a specific job.

WAIVER – Temporary relief from an applicable standard granted by the FLETA Board. Waiver requests must be made in writing and submitted to the FLETA Board via the Office of Accreditation. Waiver requests must include an explanation of the limiting situation and how the applicant intends to resolve it.