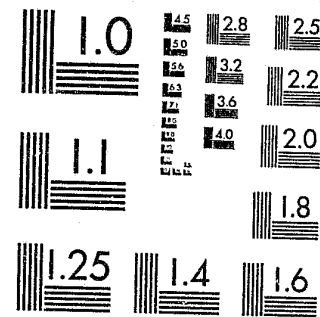


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Washington, D. C. 20531

5/31/85



## PLAN TO ACHIEVE ACCREDITATION: REPORT OF THE ACCREDITATION TASK FORCE

Department of Law Enforcement  
Administration

James R. Rush

96218

U.S. Department of Justice  
National Institute of Justice

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**REPORT OF THE ACCREDITATION**

**TASK FORCE**

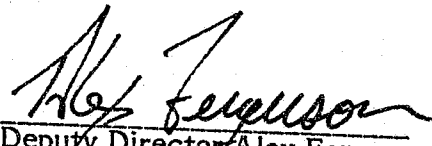
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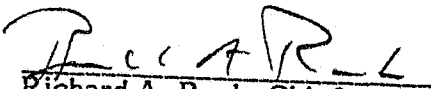
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September 24, 1984  
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The contribution of the members of the Task Force on Accreditation made possible the completion of this report and plan. Those members are:

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Jim Rush, Accreditation Manager

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Participation by command staff of the Department in the two day review of Departmental Policies and CALEA Standards was deeply appreciated by members of the task force.

PLAN TO ACHIEVE ACCREDITATION:  
REPORT OF THE ACCREDITATION TASK FORCE

EXECUTIVE SUMMARY

In late 1983 the Illinois Department of Law Enforcement decided to examine the feasibility of participating in the accreditation program of the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA). This study was to assess the position of the Department in relation to the 944 CALEA standards, and to evaluate the benefits to the Department in seeking accreditation. This report documents the findings of that study.

These are summarized below:

1. Achieving accreditation will not require major ongoing expenditures of Departmental resources.
2. The accreditation process will benefit the Department through:
  - a. Unifying Departmental policies and procedures.
  - b. Improving employee morale.
  - c. Further enhancing agency credibility.
  - d. Providing a rationale for personnel, salary and equipment increases and improvements.
  - e. Building the national reputation of the Department.
  - f. Providing credibility and strength to the law enforcement agency
  - g. Enhancing the Departmental image to state officials, other state agencies, local law enforcement agencies, and the citizens of Illinois.

- h. Reducing the exposure of the Department to liability suits.
- i. Establishing a regular ongoing system of policy development and revision.
- j. Assuring adequate management controls and safeguards.
3. The Department can achieve accreditation by late 1985 or early 1986.
4. The Task Force on Accreditation of the Department should continue, with its duties while being expanded to include coordination of the accreditation project and oversight of policy development and revision.
5. Data systems established for the initial project phase should be expanded to include a standard based policy and manual management system.

The study stresses the importance of the Department entering the formal accreditation process at the earliest possible date, in order to:

1. Receive an early determination as to the applicability and the interpretation of numerous standards;
2. Have the greatest influence upon the Commission as it deals with state-wide agencies;
3. Continue the leadership role of the Department among state agencies.
4. Be able to complete the accreditation process by the end of 1985.

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ACQUISITIONS

## CHAPTER 1

### BACKGROUND AND INTRODUCTION

There have been national efforts over the last five decades to define the role of police agencies and to establish agreement as to what a police agency should be. More than fifty years ago, the National Commission on Law Observance and Enforcement (Wickersham Commission) issued its reports. In 1967, the President's Commission on Law Enforcement and Administration of Justice in its final reports provided the impetus and guidance for the establishment of the Law Enforcement Assistance Administration (LEAA) within the United States Department of Justice. This agency was charged with assisting local and state agencies in planning for Criminal Justice System improvements as well as with providing technical and financial assistance to those units in implementing their plans.

LEAA, in meeting their responsibilities, formed the National Advisory Commission on Criminal Justice Standards and Goals (NAC) in late 1971. The six reports produced by the Commission formulated standards and goals for crime reduction and prevention for all criminal justice agencies at the state and local levels.

The National Advisory Commission Report on Police presented standards in twenty-four functional areas, covering such topics as the definition of police agency role, planning, personnel, unusual occurrences, patrol and support services. These standards were reviewed nationally. Within Illinois, specific standard projects were coordinated by the Illinois Law Enforcement Commission through the Illinois Association of Chiefs of Police (for applicability of standards to Illinois

police agencies) and the Greater Egypt Regional Planning and Development Commission (for appropriateness to rural agencies).

The International Association of Chiefs of Police, the National Organization of Black Law Enforcement Executives, the National Sheriff's Association and the Police Executive Research Forum formed the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA) in 1979. The twenty-one member Commission was formed to establish a body of standards designed to:

- "1. Increase law enforcement agency capabilities to prevent and control crime;
2. Increase agency effectiveness and efficiency in the delivery of law enforcement services;
3. Increase cooperation and coordination with other law enforcement agencies and with other agencies of the criminal justice system; and
4. Increase citizen and employee confidence in the goals, objectives, policies and practices of the agency."<sup>1</sup>

"In addition, the Commission was formed to develop an accreditation process that provides state and local law enforcement agencies an opportunity to demonstrate voluntarily that they meet an established set of law enforcement standards."<sup>2</sup>

Nine hundred forty-four standards covering forty-eight topic areas have been developed. The standards consist of three parts. The standard statement is a declarative sentence requiring a "written directive" or a procedure or practice. The statement is binding. The commentary explains or expands upon the standard.

The commentary is not binding. The level of compliance indicates if a standard is not applicable, mandatory, or non-mandatory, depending upon the size of the agency. The Illinois Department of Law Enforcement is in category "F", for agencies with more than one thousand employees. The Commission requires compliance with all mandatory and at least eighty percent of the non-mandatory standards.

The Accreditation process includes twenty-three steps, grouped into five general phases. (See Figure 1).

These five phases are:

1. Application
2. Agency profile questionnaire
3. Self-assessment
4. On-site assessment
5. Commission review

Fees are payable as follows:

1. A check for \$100 must accompany the request for an application package (Beginning of Phase 1).
2. A check for fifty percent of the total accreditation fee must accompany the formal application request (End of Phase 1).
3. A check for the balance of the fee is due prior to the on-site assessment. (End of Phase 3)

The fee for agencies with over three thousand employees, such as the Illinois Department of Law Enforcement, is at least \$14,700. For agencies that may

FIGURE 1

THE ACCREDITATION PROCESS IN OVERVIEW: FIVE PHASES AND 23 STEPS

APPLICATION PHASE

- |                                |   |  |   |                                     |  |
|--------------------------------|---|--|---|-------------------------------------|--|
| 1. Agency Requests Information | 2. Commission Staff Sends Information Package | 3. Agency Requests Application Package | 4. Commission Staff Sends Application Package | 5. Agency Applies for Accreditation | 6. Commission Staff Reviews Application and Determines Eligibility |
|--------------------------------|---|--|---|-------------------------------------|--|

AGENCY PROFILE QUESTIONNAIRE

- |  |   |
|--|---|
| 7. Commission Staff Sends Agency Profile Questionnaire (APQ) | 8. Agency Completes, Returns Questionnaire, and other Requested Information |
|--|---|

SELF-ASSESSMENT

- |  |  |   |   |  |  |
|--|--|---|---|--|--|
| 9. Commission Staff Confirms Eligibility; Prepares Self-Assessment Package | 10. Commission Staff Sends Self-Assessment Package | 11. Agency Submits Waiver Requests and/or Plans of Action | 12. Commission Staff Processes Waiver Requests and Plans of Action; Advises Agency of Decisions | 13. Agency Submits Self-Assessment Documentation | 14. Commission Staff Reviews Self-Assessment Documentation |
|--|--|---|---|--|--|

ON-SITE ASSESSMENT

- |   |   |  |   |  |   |
|---|---|--|---|--|---|
| 15. Agency Submits Fee, Comments on On-Site Assessment Plans, and Public Information Requirements | 16. Commission Staff Nominates Assessing Team-Checks on Availability and Conflicts of Interest; Notifies Agency | 17. Agency Reviews Biographies of Assessing Team Nominees; Advises Commission of Acceptability of Nominees | 18. Commission Staff Prepares On-Site Assessment Plan; Sends Information to Assessors | 19. Team Leader and Assessors Travel to Site, Conduct On-Site Assessment | 20. Commission Staff Processes Assessment Team Report-Prepares a Summary Report for the Commission and Sends Report to Commission |
|---|---|--|---|--|---|

COMMISSION REVIEW AND DECISION

- |  |  |                                       |
|--|--|---------------------------------------|
| 21. Commission Meets, Considers Report; Makes Accreditation Decision | 22. Commission Staff Advises Agency of Commission Decision | 23. Accreditation Conferred on Agency |
|--|--|---------------------------------------|

SOURCE: Accreditation Program Book, Commission on Accreditation for law enforcement agencies, Inc. October, 1983.

require the on-site assessors to visit several sites, the fee may be increased in order to cover travel costs. Fees are partially refundable, up to the on-site assessment phase, if an agency chooses not to continue the process.

Once an agency has received accreditation from the Commission, that accreditation is valid for a five-year period. To retain accreditation during that period, the agency must remain in compliance with those standards under which accreditation was awarded. Prior to the end of the fifth year, an agency must apply for recertification and participate in another on-site assessment. The Commission has not established its fee structure for recertification.

The Commission completed its initial phase of establishing standards in 1984, and has now entered the accreditation phase. One agency has achieved accreditation and 136 others are in some stage of the process.

## CHAPTER 2

### DEPARTMENT OF LAW ENFORCEMENT ACCREDITATION ACTIVITIES

The report of the 1987 Goals Committee included goal 1.32: "to conduct a study of the standards developed by the Commission on Accreditation for Law Enforcement Agencies (CALEA) to determine the level of compliance by affected units."<sup>3</sup> The comment following the goal proposed that "... a task force be formed to study the relative position of the Departmental, administrative, operational, and technical units with regard to the standards which have been determined to be necessary for accreditation."<sup>4</sup>

Accordingly, the goal was assigned to the Personnel Subcommittee. An action plan was developed and a task force on accreditation was formed in late 1983. The Department employed an Accreditation Manager in April 1984.

The task force is made up of a representative from each Division of the agency and chaired by the Accreditation Manager. Because of the Department-wide nature of the project and its relationship with the functions of policy revision and development, the Accreditation Manager was assigned to the Division of Administration, Bureau of Planning and Development, Policy and Procedures Administration Section. The responsibility of the Accreditation Manager was to chair the task force, serve as staff to the task force, and coordinate the efforts of the Department in conducting the study.



A data base was established in the Information Center, with the capability of indexing each of the nine hundred and forty-four standards, the standard type, the level of Departmental compliance, the documentation available to show proof of compliance, and the need for a written directive to meet a standard. Other data available from the system provides updated status reports of the level of Departmental compliance for various categories of standards. This data has been regularly entered and updated by the Accreditation Manager.

Initially the task force jointly reviewed each standard. This method proved to be inefficient. A change was made whereby each task force member provided to the manager the divisional findings for each standard. Only standards with partial or noncompliance were discussed by the task force. Finally, specific chapters were assigned to individual task force members for review, e.g., the investigation chapter to the Division of Criminal Investigation, the personnel chapters to the Division of Administration, the patrol chapter to the Division of State Police, the evidence handling chapter to the Division of Support Services.

Files were established with a file folder for each of the standards. The files contain copies of the documentation available for each standard and copies of Divisional responses, where appropriate, to requests for reviews of standards.

A form, "Status of Standard Compliance", was developed with a two-fold purpose. First, it functioned as a control sheet for each standard file. Second, it was used to advise a Division of the task force finding of noncompliance or partial compliance and to request further research or documentation if available.

Following completion of the task force review of the standards, information regarding all standards classified as partial compliance, noncompliance, or not applicable, was forwarded to each Division. Arrangements were made for a two-day meeting to discuss all of those standards, with each Division requested to assign command personnel to participate in the meeting along with the regular task force representatives. Following the conclusion of this meeting, additional documentation was requested from each Division. Using all this data the Task Force prepared this report for submission to the Personnel Subcommittee and the Long Range Planning Steering Committee.

Other task force activities during the period included:

1. The Division of State Police task force representative and the head of the Policy and Procedures Administration Section attended a national training session on accreditation;
2. Several task force members met with the Elgin Police Department (a CALEA pilot agency) to discuss specific accreditation issues;
3. Several task force members attended the CALEA meeting held in Chicago in late May.

In addition, the staff of the Long Range Planning Steering Committee, Professional Standards, the Bureau of Communications, the Bureau of Fiscal Management, the Office of Psychological Services, the Office of Training, and many others assisted the task force by reviewing specific standards, by providing information to the manager and other task force members, and by attending task force meetings. The staff of the Information Center was particularly helpful in addressing data management needs.

## CHAPTER 3

### CALEA CHAPTER SUMMARIES AND SPECIFIC RECOMMENDATIONS FOR COMPLIANCE ACTIVITIES

Each chapter contained in the Standards Manual of the Law Enforcement Agency Accreditation Program is summarized in this chapter. Problems areas are identified by standard. Each of those standards classified as "partial compliance" "non-compliance" and "not applicable" are highlighted. The classification "not applicable" as applied to a standard is a determination of the task force and may not be the finding of the Commission. In addition, numerous standards are noted which the task force feels are not appropriately worded for a state-wide agency. Interpretation of those standards by the Commission and a determination of applicability of other standards can only take place after the Department enters into the formal accreditation process.

The compliance level for each chapter indicates the number and percentage of applicable mandatory and nonmandatory standards in each category. Note that "total percentage" may not total 100 because of rounding. When a CALEA chapter, section or standard relates to a Departmental goal contained within the 1987 Goals Report, it is so noted. This is an indication that the Departmental is addressing the issue through the Long Range Planning Steering Committee processes.

Topic: Law Enforcement Role, Responsibilities, and Relationships  
Chapter: 1 - Law Enforcement Role and Authority  
Summary:

<u>Compliance Level:</u>	<u>Mandatory</u>		<u>Optional</u>	
	<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>
Full Compliance	21	91	1	100
Partial Compliance	1	4	0	0
Noncompliance	<u>1</u>	<u>4</u>	<u>0</u>	<u>0</u>
Total	23	99	1	100
Not Applicable	<u>0</u>		<u>0</u>	
Total Standards	23		1	

Discussion:

Mandatory Standard 1.3.13 states that a written directive should require a written report of actions taken by an officer which result in injury or death, or application of force through the use of non-lethal weapon. DSP-OPS-42, Encounter Report, covers the Division of State Police. Other Divisions do not have a similar policy. Full compliance will not be difficult to achieve.

Mandatory Standard 1.3.16 states that a written directive should require the removal of any officer from line-duty assignment, pending administrative review, whose use of force results in a death. A written directive is needed. Currently guidelines giving the supervisor discretion (with appropriate consultation) when to return the officer to line duty assignment are available in PER 25, Section 8 and PER 28, Section 5(a).

Goal 1.1 relates to Standard 1.1.1.

Goal 1.30 relates to Standard 1.3.14.

Goal 2.1 relates to Standard 1.1.2.

Topic: Law Enforcement Role, Responsibilities, and Relationships  
Chapter: 2 - Agency Jurisdiction, Mutual Aid, and Regional Services  
Summary:

<u>Compliance Level:</u>	<u>Mandatory</u>		<u>Optional</u>	
	<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>
Full Compliance	4	100	4	100
Partial Compliance	0	0	0	0
Noncompliance	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	4	100	4	100
Not Applicable	<u>0</u>		<u>5</u>	
Total Standards	4		9	

Discussion:

Optional Standards 2.1.2, 2.1.3, 2.1.4, 2.1.5, and 2.19 are classified as not applicable. This determination has been made because the task force believes the standards are not appropriate for a state-wide agency having full jurisdiction and authority throughout the state. These standards address concurrent jurisdiction, mutual aid agreements and interagency agreements regarding the provision of police services. Since the Department has full police power throughout the state, with statutory provisions for liability coverage, these agreements are not appropriate.

Optional Standard 2.1.6 states that a written directive govern procedures for requesting federal law enforcement assistance in emergency situations. The task force, along with other Departmental resource persons, could not foresee any situation that would require emergency federal enforcement assistance. The Department provides such assistance to federal enforcement authorities on request.

Goal 3.5 relates to Standard 2.2.1

Goal 3.11 relates to Standard 2.2.3.

Goal 3.13 relates to Standard 2.2.2.

Goal 3.19 relates to Standards 2.2.2 and 2.2.3.

Topic: Law Enforcement Role, Responsibilities and Relationships  
Chapter: 3 - Contractual Agreements for Law Enforcement Agencies  
Summary:

<u>Compliance Level:</u>	<u>Mandatory</u>		<u>Optional</u>	
	<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>
Full Compliance	0	0	0	0
Partial Compliance	0	0	0	0
Noncompliance	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	0	0	0	0
Not Applicable	<u>8</u>		<u>2</u>	
Total Standards	8		2	

Discussion:

The task force felt initially that all Standards in this chapter were not applicable, in that the Department had no contracts for law enforcement services, as defined by the National Commission. However, it would appear that the Departmental contracts/agreements with the Secretary of State's office for telecommunications, the Department of Conservation for patrol services, and local agencies regarding Metropolitan Enforcement Groups may relate to the Standards in the chapter. Documentation for full compliance includes authorizing statutes and the contracts/agreements themselves.

Goal 1.29 relates to this chapter.

Topic: Law Enforcement Role, Responsibilities, and Relationships  
Chapter: 4 - Relationships With Other Agencies  
Summary:

<u>Compliance Level:</u>	<u>Mandatory</u>		<u>Optional</u>	
	<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>
Full Compliance	2	67	3	75
Partial Compliance	1	33	1	25
Noncompliance	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	3	100	4	100
Not Applicable	<u>0</u>		<u>0</u>	
Total Standards	3		4	

Discussion:

Optional Standard 4.1.1 addresses establishing procedures for carrying out liaison with adult and juvenile courts, adult and juvenile correctional agencies, prosecutor and probation and parole agencies. Written directives exist which place responsibility for such liaison on certain positions, however, no directive establishes the procedures to be followed for Goal 1.7 maintaining liaison with the designated entities. The Department could easily achieve compliance.

Mandatory Standard 4.2.2 requires a written directive establishing procedures for maintaining liaison with groups or agencies concerned with traffic safety. The Department could easily achieve compliance.

Standard 4.2.1, requiring written procedures for participating in local criminal justice coordinating councils, is designated as full compliance because 1) there are not local Criminal Justice Coordinating Councils in Illinois, and 2) IRS 38, 210-4, establishes Departmental participation on the Illinois Criminal Justice Information Authority, an agency which provides similar services on a state-wide basis.

The Department is in compliance with Standard 4.1.5, identifying services available through other public and social service agencies. However, a written directive should be prepared requiring districts to update their services directories annually, and forward copies to the central office.

Goal 1.7 relates to this chapter

Goal 1.25 relates to Standard 4.1.2.

Goal 3.15 relates to Standard 4.1.1.

Topic: Law Enforcement Role, Responsibilities, and Relationships  
Chapter: 5 - Improvements in the Criminal Justice System  
Summary:

<u>Compliance Level:</u>	<u>Mandatory</u>		<u>Optional</u>	
	<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>
Full Compliance	1	100	2	50
Partial Compliance	0	0	2	50
Noncompliance	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	1	100	4	100
Not Applicable	<u>0</u>		<u>0</u>	
Total Standards	1		4	

Discussion:

Optional Standard 5.1.2 requires that a written directive mandate review of all cases a prosecutor declines prosecution on, or causes to be dismissed, owing to alleged law enforcement agency mishandling. DCI Case Dispositions are reviewed by a supervisor. District Court officers, where they exist, may conduct such a review. The Department could easily achieve compliance with a Department-wide policy.

Optional Standard 5.1.3 requires a written directive specifying the agency role in criminal justice and diversion programs. A Department-wide written policy, designating when, where and how the Department will utilize diversion programs would be needed to achieve full compliance.

Topic: Organization, Management, and Administration  
Chapter: 11 - Organization  
Summary:

<u>Compliance Level:</u>	<u>Mandatory</u>		<u>Optional</u>	
	<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>
Full Compliance	6	100	6	100
Partial Compliance	0	0	0	0
Noncompliance	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	6	100	6	100
Not Applicable	<u>0</u>		<u>0</u>	
Total Standards	6			

Discussion:

The Department is in full compliance with the chapter.

Goal 1.9 relates to Standards 11.1.1 and 11.1.3.

Goal 1.31 relates to Standard 11.2.3.

Topic: Organization, Management, and Administration

Chapter: 12 - Direction

Summary:

Compliance Level:

	<u>Mandatory</u>		<u>Optional</u>	
	<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>
Full Compliance	6	86	2	100
Partial Compliance	0	0	0	0
Noncompliance	<u>1</u>	<u>14</u>	<u>0</u>	<u>0</u>
Total	7	100	2	100
Not Applicable	<u>0</u>		<u>0</u>	
Total Standards	7		2	

Discussion:

Mandatory Standard 12.1.2 requires that a written directive designate the order of precedence for command authority in the event of the absence of the Chief Executive Officer. This issue could be easily addressed by adding a section to ORG-1.

Goal 1.5 relates to Standard 12.2.1.

Topic: Organization, Management, and Administration

Chapter: 13 - General Management

Summary:

Compliance Level:

	<u>Mandatory</u>		<u>Optional</u>	
	<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>
Full Compliance	3	100	0	0
Partial Compliance	0	0	0	0
Noncompliance	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	3	100	0	0
Not Applicable	<u>0</u>		<u>0</u>	
Total Standards	3		0	

Discussion:

The Department is in full compliance with this chapter.

Topic: Organization, Management, and Administration  
Chapter: 14 - Planning and Research

Summary:

<u>Compliance Level:</u>	<u>Mandatory</u>		<u>Optional</u>	
	<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>
Full Compliance	3	100	5	83
Partial Compliance	0	0	1	17
Noncompliance	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	3	100	6	100
Not Applicable	<u>0</u>		<u>0</u>	
Total Standards	3		6	

Discussion:

Optional Standard 14.1.4 requires that there be no more than one person in the chain of command between the Director of the Planning and Research Unit and the Chief Executive Officer. The Long Range Planning Steering Committee, chaired by the Chief Executive Officer, has a staff member. However, the Bureau of Planning and Development has two persons in the chain of command between the Bureau Chief and the Director. Compliance with this standard would require the Bureau Chief to report to the Director, an organizational change the agency may not wish to make. Since the standard is optional, the Department may choose not to seek compliance.

Topic: Organization, Management, and Administration  
Chapter: 15 - Crime Analysis

Summary:

<u>Compliance Level:</u>	<u>Mandatory</u>		<u>Optional</u>	
	<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>
Full Compliance	10	100	0	0
Partial Compliance	0	0	0	0
Noncompliance	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	10	100	0	0
Not Applicable	<u>0</u>		<u>0</u>	
Total Standards	10		0	

Discussion:

The task force determined the agency is in compliance with the standards in this chapter. However, documentation is not clear in all cases, and must be interpreted. Therefore, it is recommended that a written directive be prepared addressing the crime analysis function of the Department.

Goal 2.31 relates to Standard 15.1.9.

Topic: Organization, Management, and Administration  
Chapter: 16 - Allocation and Distribution of Personnel and Personnel Alternatives

Summary:

<u>Compliance Level:</u>	<u>Mandatory</u>		<u>Optional</u>	
	<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>
Full Compliance	18	100	4	80
Partial Compliance	0	0	1	20
Noncompliance	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	18	100	5	100
Not Applicable	<u>9</u>		<u>2</u>	
Total Standards	27		7	

Discussion:

Optional Standard 16.3.2 requires an annual review of all positions to determine whether they should be designated as civilian. The intent of the standard is to ensure that positions not requiring sworn authority are not filled by sworn personnel. The Department may not wish to seek compliance with this standard, in that Departmental practice includes placing sworn personnel in positions not requiring sworn authority.

The standards in this chapter that were judged to be not applicable are those addressing Reserve Officers.

Topic: Organization, Management, and Administration  
Chapter: 17 - Fiscal Management

Summary:

<u>Compliance Level:</u>	<u>Mandatory</u>		<u>Optional</u>	
	<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>
Full Compliance	7	100	7	100
Partial Compliance	0	0	0	0
Noncompliance	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	7	100	7	100
Not Applicable	<u>0</u>		<u>0</u>	
Total Standards	7		7	

Discussion:

The Department is in full compliance with all standards in Chapter 17.

Goal 1.4 relates to this chapter.



Topic: The Personnel Structure  
Chapter: 21 - Classification and Assignment

Summary:

<u>Compliance Level:</u>	<u>Mandatory</u>		<u>Optional</u>	
	<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>
Full Compliance	7	100	0	0
Partial Compliance	0	0	1	50
Noncompliance	<u>0</u>	<u>0</u>	<u>1</u>	<u>50</u>
Total	7	100	2	100
Not Applicable	<u>0</u>		<u>0</u>	
Total Standards	7		2	

Discussion:

Optional Standard 21.1.1 requires a written directive stating the objectives of job analysis. While job analysis takes place, no written directive specifically addresses the objectives of job analysis. The Department can achieve compliance by developing such a directive.

Optional Standard 21.3.1 requires a written directive specifying that an annual review of each specialized assignment will be carried out in order to determine if it should be continued. This standard could be met by a written directive that requires such an annual review statement to be included in position descriptions for each specialized assignment.

Topic: The Personnel Structure  
Chapter: 22 - Compensation, Benefits, and Conditions of Work

Summary:

<u>Compliance Level:</u>	<u>Mandatory</u>		<u>Optional</u>	
	<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>
Full Compliance	19	100	0	0
Partial Compliance	0	0	0	0
Noncompliance	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	19	100	0	0
Not Applicable	<u>0</u>		<u>0</u>	
Total Standards	19		0	

Discussion:

The Department is in full compliance with all standards in Chapter 22.

Goals 2.4 and 2.5 relate to Standard 22.3.3.

Goal 2.20 relates to Standard 22.2.7.

Goal 2.24 relates to this chapter.

Topic: The Personnel Structure  
Chapter: 23 - Career Development and Higher Education

Summary:

<u>Compliance Level:</u>	<u>Mandatory</u>		<u>Optional</u>	
	<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>
Full Compliance	4	44	3	20
Partial Compliance	3	33	1	7
Noncompliance	<u>2</u>	<u>22</u>	<u>11</u>	<u>73</u>
Total	9	99	15	100
Not Applicable	<u>0</u>		<u>0</u>	
Total Standards	9		9	

Discussion:

Mandatory and Optional Standards contained within Chapter 23 with which the Department does not comply include establishment of a Career Development Program, encompassing quantified goals and objectives, career counseling, training and evaluation. Implementation of goals 2.13, 2.14, 2.15, 2.16, 2.25 and 2.26 (1987 Goals Committee) and specified as well in the Personnel Bureau Plan, FY'85 functions, would bring the Department into compliance with the standards. Generally, the same applies to the Optional Standards.

Optional Standard 23.4.1 calls for an educational incentive pay program for sworn personnel. Compliance with this standard would have long-range fiscal implications for the Department. Optional Standard 23.4.3 requires a written directive establishing educational requirements for the Chief Executive Officer. Since appointment of the Director is the prerogative of the Governor, a waiver of this standard should be sought.

Goal 2.8 relates to Standard 23.4.3.

Goals 2.13 and Goal 2.14 relate to this chapter

Goal 2.15 relates to Standard 23.1.1.

Goal 2.16 relates to Standard 23.3.1.

Topic: The Personnel Structure  
Chapter: 24 - Collective Bargaining

Summary:

<u>Compliance Level:</u>	<u>Mandatory</u>		<u>Optional</u>	
	<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>
Full Compliance	0	0	0	0
Partial Compliance	0	0	0	0
Noncompliance	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	0	0	0	0
Not Applicable	<u>10</u>		<u>0</u>	
Total Standards	10		0	

Discussion:

The task force has determined that all standards in Chapter 24 are not applicable to the Department. The chapter preface indicates that the standards are directed towards "... those law enforcement agencies whose personnel participate directly in collective bargaining." Union contracts for code employees are part of state-wide agreements administered by the Department of Central Management Services. Sworn personnel do not have collective bargaining.

Sworn collective bargaining is a distinct possibility in the future. Therefore, the Standards contained in this chapter should be used as a guide to policy development in the event sworn collective bargaining becomes a reality.

Goals 2.2 and 2.3 relate to this chapter.

Topic: The Personnel Structure  
Chapter: 25 - Grievance Procedures

Summary:

<u>Compliance Level:</u>	<u>Mandatory</u>		<u>Optional</u>	
	<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>
Full Compliance	5	63	0	0
Partial Compliance	2	25	0	0
Noncompliance	<u>1</u>	<u>13</u>	<u>0</u>	<u>0</u>
Total	8	101	0	0
Not Applicable	<u>0</u>		<u>0</u>	
Total Standards	8		0	

Discussion:

Mandatory Standard 25.1.3 requires that a written directive specify information to be included in a grievance. The three principal elements to be included are a written statement of the grievance and the facts upon which it is based; written allegations of the wrongful act and the harm done; and a written statement of the remedy sought. Compliance could be achieved by revisions to PER 31. Additionally, the Department may wish to develop a form for this purpose, which would also include spaces for noting dates and actions taken.

Mandatory Standard 25.1.4 requires that a written directive establish specific procedures to be followed in responding to a grievance. Revisions to PER 31 would bring the Department into compliance.

Mandatory Standard 25.1.8 states "A written directive requires an annual analysis of grievances." Revisions to PER 31 would allow the Department to meet the standard.

Topic Area: The Personnel Structure  
Chapter: 26 - Disciplinary Procedures

Summary:

<u>Compliance Level:</u>	<u>Mandatory</u>		<u>Optional</u>	
	<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>
Full Compliance	6	75	0	0
Partial Compliance	2	25	0	0
Noncompliance	<u>0</u>	<u>0</u>	<u>1</u>	<u>100</u>
Total	8	100	1	100
Not Applicable	<u>0</u>		<u>0</u>	
Total Standards	8		1	

Discussion:

Mandatory Standard 26.1.6 requires that a written directive specify certain information to be provided an officer when the disciplinary process results in dismissal. Revisions to MBD 6-11 would achieve compliance for the Department.

Optional Standard 26.1.7 requires a written directive governing the "conclusion of fact" for each allegation of misconduct, specifying certain items for inclusion. While this is generally done in practice, a written directive should be prepared.

Mandatory Standard 26.1.8 requires a written directive specifying procedures for maintenance of records of disciplinary actions. A written directive should be prepared.

Goal 2.7 relates to this chapter.

Topic: The Personnel Processes

Chapter: 31 - Recruitment

Summary:

<u>Compliance Level:</u>	<u>Mandatory</u>		<u>Optional</u>	
	<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>
Full Compliance	23	88	3	75
Partial Compliance	3	12	1	25
Noncompliance	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	26	100	4	100
Not Applicable	<u>0</u>		<u>0</u>	
Total Standards	26		4	

Discussion:

Mandatory Standard 31.2.1 requires the Department to seek cooperative arrangement with a personnel agency to aid in recruitment. Optional Standard 31.2.2 requires written cooperative personnel recruitment agreements with other agencies. Mandatory Standard 31.6.3 requires entry-level vacancies to be advertised in the mass media. Mandatory Standard 31.4.1 requires the Department to have a written recruitment plan. The first three standards need to be discussed with the Commission in order to determine their interpretation within the perspective of the recruitment plan. The recruitment plan should have an itemized budget.

Goal 2.9 relates to Standard 31.7.5.

Goal 2.11 relates to Standard 31.3.4.

Goal 2.12 relates to Section 31.5.

Topic: The Personnel Processes

Chapter: 32 - Selection

Summary:

<u>Compliance Level:</u>	<u>Mandatory</u>		<u>Optional</u>	
	<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>
Full Compliance	39	98	1	100
Partial Compliance	1	3	0	0
Noncompliance	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	40	101	1	100
Not Applicable	<u>1</u>		<u>0</u>	
Total Standards	41		1	

Discussion:

Mandatory Standard 32.1.2 states that a written directive should require that personnel, representative of race, sex and ethnic groups in the agency's service area be included in all elements of the selection process. This is practiced by the Department whenever possible, however a written directive is needed.

Mandatory Standard 32.2.1 states "A written directive establishes selection criteria for positions where lateral entry is permitted." Goal 2.6 in the 1987 Goals report addresses lateral entry for sworn officers, but indicates two problem areas, 1) lack of standardization of levels of local officers, and 2) pension "portability." Civilian positions are subject to lateral entry and are governed by Central Management Services procedures. The task force therefore feels the Department is in compliance with the Standard.

Goal 2.6 relates to Standard 32.2.1.

Goal 2.10 relates to Standard 32.1.4.

Topic: The Personnel Processes

Chapter: 33 - Training

Summary:

<u>Compliance Level:</u>	<u>Mandatory</u>		<u>Optional</u>	
	<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>
Full Compliance	5	17	3	18
Partial Compliance	20	67	7	41
Noncompliance	<u>5</u>	<u>17</u>	<u>7</u>	<u>41</u>
Total	30	101	17	100
Not Applicable	<u>0</u>		<u>0</u>	
Total Standards	30		17	

Discussion:

The Office of Training has conducted an analysis of the Standards in this chapter. In addition, assignments have been made for completion of draft documents that will bring the Department into full compliance with all Standards in Chapter 33. That analysis of the current status is detailed below:

#### CHAPTER 33: TRAINING

##### 33.1 - Organization and Administration

33.1.: Mandatory - Partial Compliance

To achieve full compliance a new directive needs to be written for the Academy Directives Manual.

33.1.2: Mandatory - Partial Compliance

To achieve full compliance a new directive needs to be written for the Academy Directives Manual.

33.1.3: Optional - Partial Compliance

To achieve full compliance the existing directive needs to be rewritten for the Academy Directives Manual.

33.1.4: Optional - Non-Compliance

To achieve full compliance a new directive needs to be written for the Academy Directives Manual.

33.1.5: Mandatory - Non-Compliance

To achieve full compliance the existing directive needs to be rewritten for the Academy Directives Manual.

33.1.6: Optional - Non-Compliance

To achieve full compliance a new directive needs to be written for the Academy Directives Manual.

33.1.7: Mandatory - Partial Compliance

To achieve full compliance existing directive and registration form needs to be rewritten for the Academy Directives Manual.

33.1.8: Optional - Compliance

Recommend Academy Directives Manual cross reference policy MD1-13.

33.1.9: Optional - Non-Compliance

To achieve full compliance an affiliation agreement and directive for the Academy Directives Manual needs to be written.

33.1.10: Optional - Non-Compliance

To achieve full compliance a new directive needs to be written for the Academy Directive Manual.

33.1.11: Optional - Non-Compliance

To achieve full compliance a new directive needs to be written for the Academy Directives Manual.

33.1.12: Mandatory - Compliance

To retain compliance a complete description of the Academy facility should be added to the Academy Directives Manual.

33.1.13: Mandatory - Compliance

To retain compliance a directive needs to be written for the Academy Directives Manual outlining how the Occupational Analysis information is used to develop curriculum.

- 33.1.14: Mandatory - Partial Compliance  
To achieve compliance current performance objectives for curricula will need to be updated and completed.
- 33.1.15: Mandatory - Partial Compliance  
To achieve compliance current lesson plans being used need to be obtained from primary instructors and placed on file.
- 33.1.16: Mandatory - Non-Compliance  
To achieve full compliance a new directive needs to be written for the Academy Directives Manual.
- 33.1.17: Mandatory - Partial Compliance  
To achieve compliance Academy Directives Manual, Policy AC-3, will need to be rewritten to include testing for in-service and specialized courses.
- 33.1.18: Mandatory - Partial Compliance  
To achieve compliance Academy Directives Manual, Policy AD-14, will need to be rewritten to include remedial training for those other than recruits. It needs to also address training needs for reinstated sworn personnel.
- 33.1.19: Mandatory - Partial Compliance  
Academy Directives Manual, Policy TR-1, addresses record keeping for qualification shoot. New Academy Directives Manual policy needs to be written concerning posting and updating student records.
- 33.1.20: Mandatory - Partial Compliance  
Academy Directives Manual, Policies AO-3 and AC-2, provide some documentation. Recommend both rewritten to include test scores, and that lesson plans be filed by class number, not by course file.
- 33.1.21: Optional - Partial Compliance  
Academy Directives Manual, Policy AC-10, includes information released on terminated personnel. This directive needs to be rewritten to include procedures on providing requested information concerning verification of completion, grades, copy of student transcript, etc.

33.2: Academy Administration

- 33.2.1: Mandatory - Partial Compliance  
The following seven directives need to be reviewed, edited, and/or rewritten: ORG1, DI-1, DI-2, DI-3, DI-4, DI-5, and DI-6. Additional information needs to be added to include range, driving course, and other Academy administrative and operating procedures.
- 33.2.2: Mandatory - Partial Compliance  
Academy Directives Manual, Policy DI-4, will need to be rewritten to comply with standard.
- 33.2.3: Optional - Compliance  
Description of Academy complex should be included in the Academy Directives.
- 33.2.4: Mandatory - Non-Compliance  
To achieve full compliance a new directive needs to be written for the Academy Directives Manual.
- 33.2.5: Mandatory - Non-Compliance  
To achieve full compliance a new directive needs to be written for Academy Directives Manual.
- 33.3: Training Instruction (Goal 2.21 relates to this section)
- 33.3.1: Mandatory - Partial Compliance  
To achieve full compliance a new directive needs to be written for the Academy Directives Manual.
- 33.3.2: Optional - Partial Compliance  
To achieve full compliance a new directive needs to be written for the Academy Directives Manual describing how Academy Staff are selected, probationary period, and minimum assignment.
- 33.3.3: Optional - Partial Compliance  
To achieve full compliance a new directive needs to be written for the Academy Directives Manual. Goal 1.10 relates to this standard.

- 33.3.4: Optional - Partial Compliance  
To achieve full compliance a new directive needs to be written for the Academy Directives Manual.
- 33.4: Recruit Training
- 33.4.1: Mandatory - Compliance
- 33.4.2: Optional - Compliance
- 33.4.3: Mandatory - Partial Compliance  
DLE Cadet training is currently 16 weeks. If all Occupational Analysis Tasks were included in the cadet training, the program would need to be at least six more weeks.
- 33.4.4: Mandatory - Compliance
- 33.4.5: Mandatory - Compliance  
Advanced First Aid.
- 33.4.6: Mandatory - Partial Compliance  
To achieve full compliance a new directive needs to be written for the Academy Directives Manual.
- 33.4.7: Optional - Partial Compliance  
PER-25 is reviewed in the first week of training along with other policies and procedures. Need to have Dr. Chandler introduced during first week. Also, add Psychological Services information to Cadet Guide.
- 33.5: In-Service, Roll Call, and Advanced Training (Goal 1.11 relates to this section)
- 33.5.1: Mandatory - Partial Compliance  
Need written directive for Academy Directives Manual and review and update of ORD2.
- 33.5.2: Optional - Non-Compliance  
To achieve full compliance a new directive needs to be written for the Academy Directives Manual describing district/zone refresher training.

- 33.5.3: Optional - Non-Compliance  
To achieve full compliance a new directive needs to be written for the Academy Directives Manual. Need full-time Academy staff liaison to district/zone for training needs.
- 33.5.4: Mandatory - Partial Compliance  
MD1-13, AC-4, additional information and rewriting these two policies would bring into compliance.
- 33.6: Specialized Training (Goal 1.11 relates to this section)
- 33.6.1: Mandatory - Non-Compliance  
To achieve full compliance a new directive needs to be written for the Academy Directives Manual.
- 33.6.2: Mandatory - Partial Compliance  
To achieve full compliance a new directive needs to be written for the Academy Directives Manual for guidance. Goal 2.26 relates to this standard.
- 33.6.3: Mandatory - Partial Compliance  
To achieve full compliance a new directive needs to be written for the Academy Directives Manual.
- 33.7: Civilian Training
- 33.7.1: Mandatory - Partial Compliance  
To achieve full compliance a Department directive needs to be prepared.
- 33.7.2: Mandatory - Partial Compliance  
To achieve full compliance a Department directive needs to be prepared.
- 33.7.3: Optional - Partial Compliance  
To achieve full compliance a Department directive needs to be prepared.  
Goal 1.22 and 1.24 relate to this chapter.

Topic: The Personnel Processes

Chapter: 34 - Promotion

Summary:

<u>Compliance Level:</u>	<u>Mandatory</u>		<u>Optional</u>	
	<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>
Full Compliance	10	91	0	0
Partial Compliance	1	9	0	0
Noncompliance	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	11	100	0	0
Not Applicable	<u>1</u>		<u>0</u>	
Total Standards	12		0	

Discussion:

Mandatory Standard 34.2.1 states "At least a six-month probationary period is required of all employees who are promoted." Former Merit Board Rule 4-4 established a one year probationary period for promotions. However, the Illinois Fourth District Appellate Court has upheld a lower court decision invalidating Rule 4-4, holding that Rule 4-4 is inconsistent with state statute. The Department is planning to propose a legislative remedy in 1985. However, the Department is currently prohibited from having such a rule. Therefore, a waiver should be requested until such time as the Department can legally adopt such a procedure.

Mandatory Standard 34.2.2 details a written directive establishing procedures for the review and appeal by employees of adverse decisions regarding promotions. A written directive concerning both civilian and sworn personnel should be prepared.

Goal 2.25 relates to Standard 34.3.1.

Topic: The Personnel Processes

Chapter: 35 - Performance Evaluation

Summary:

<u>Compliance Level:</u>	<u>Mandatory</u>		<u>Optional</u>	
	<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>
Full Compliance	20	95	0	0
Partial Compliance	1	5	0	0
Noncompliance	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	21	100	0	0
Not Applicable	<u>0</u>		<u>0</u>	
Total Standards	21		0	

Discussion:

Mandatory Standard 35.2.6 states "A written directive requires an annual inspection of the Performance Evaluation System." This is a Departmental practice but it is not covered in a written directive.



Topic: Law Enforcement Operations

Chapter: 41 - Patrol

Summary:

<u>Compliance Level:</u>	<u>Mandatory</u>		<u>Optional</u>	
	<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>
Full Compliance	13	100	16	70
Partial Compliance	0	0	2	9
Noncompliance	<u>0</u>	<u>0</u>	<u>5</u>	<u>22</u>
Total	13	100	23	101
Not Applicable	<u>1</u>		<u>4</u>	
Total Standards	14		27	

Discussion:

One Mandatory and four Optional Standards are judged to be not applicable. A waiver should be sought for those standards which deal with roll call, foot, cycle and horse patrols, and special prisoner transport vehicles.

Optional Standards 41.1.6, 41.1.7, 41.1.8, 41.1.9, and 41.1.11 address scheduling of manpower and beat and shift rotation. It is the policy of the Division of State Police that these decisions should be addressed at the district level. Therefore, a Divisional policy should be prepared which formally delegates this responsibility to the districts and spells out factors to be considered when developing district policy. It should be noted that the Division of State Police Inspection Manual requires that the district scheduling system be inspected.

Optional Standard 41.1.17 requires that a written directive specify the manpower response to various incidents. A Divisional policy delegating that authority to the districts, with a listing of specific factors to be considered, would bring the Department into compliance with the standard.

Optional Standard 41.2.3 requires a written directive governing the conduct of field interviews. The Department is currently preparing such a directive and form. This action will bring the agency into compliance with the standard.

Optional Standards 41.2.10 and 41.2.11 require patrol vehicles to be conspicuously marked, and to have roof lights. The Commission should be presented with research findings on the "semi-marked" patrol cars and be asked to waive that particular requirement.

Goal 1.2 relates to this chapter.

Goal 1.19 relates to Standards 41.2.1. and 41.2.2.

Topic: Law Enforcement Operations

Chapter: 42 - Criminal Investigations

Summary:

<u>Compliance Level:</u>	<u>Mandatory</u>		<u>Optional</u>	
	<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>
Full Compliance	21	95	10	100
Partial Compliance	1	5	0	0
Noncompliance	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	22	100	10	100
Not Applicable	<u>0</u>		<u>0</u>	
Total Standards	22		10	

Discussion:

Mandatory Standard 42.1.6 states: "A written directive establishes procedures for informing crime victims of the status of their case." Status could be defined as "open," "suspended," or "closed," (Standard 42.1.4) or the Department could follow any other system appropriate for the Department Case Management System. The directive prepared should be Departmental in nature since several Divisions are involved with crime victims.

Goal 1.2, 1.3 and 1.34 relate to this chapter.

Goal 1.8 relates to Standard 42.1.16.

Topic: Law Enforcement Operations  
Chapter: 43 - Organized Crime and Vice Control

Summary:

<u>Compliance Level:</u>	<u>Mandatory</u>		<u>Optional</u>	
	<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>
Full Compliance	19	100	7	88
Partial Compliance	0	0	1	13
Noncompliance	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	19	100	8	101
Not Applicable	<u>0</u>		<u>0</u>	
Total Standards	19		8	

Discussion:

Optional Standard 43.1.9 requires written goals and objectives relating to the organized crime control function. Compliance with this standard would require quantifiable and measurable statements, regularly reviewed and updated.

Several mandatory standards relating to written plans for surveillance operations, undercover operations, decoy operations and raids are judged to be complied with based upon lesson plans for DCI training. Written plans addressing these standards should be prepared.

Goal 1.3 relates to this chapter.

Topic: Law Enforcement Operations  
Chapter: 44 - Juvenile Operations

Summary:

<u>Compliance Level:</u>	<u>Mandatory</u>		<u>Optional</u>	
	<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>
Full Compliance	12	86	3	75
Partial Compliance	1	7	0	0
Noncompliance	<u>1</u>	<u>7</u>	<u>1</u>	<u>25</u>
Total	14	100	4	100
Not Applicable	<u>1</u>		<u>2</u>	
Total Standards	15		6	

Discussion:

Mandatory Standard 44.1.1 requires a written directive stating that the agency "... is committed to the development and perpetuation of programs designed to prevent and control juvenile delinquency." Mandatory Standard 44.1.2 requires a written directive establishing specified minimal activities of the juvenile operations function. Optional Standard 44.1.5 requires a written directive establishing provisions for review of the agency's juvenile related policies and procedures.

Some districts have written policy addressing portions of these standards. However, a Departmental policy addressing these standards is necessary in order to achieve compliance. Development of such a policy would enable the Department to unify various existing policies and fill gaps in current policy.

Standard 44.1.4 does not apply to the agency because of its size. Optional Standards 44.2.10 and 44.2.11 do not apply to the agency in that they address a Departmental school liaison program and participation in community recreational youth programs. The task force feels that operation of these programs belongs more appropriately with local law enforcement agencies and that the role of the Department should be one of support to those agencies. That support role should be spelled out in the policy referred to above.

Goal 1.16 relates to this chapter.

Goal 1.17 relates to Standard 44.1.4.

Topic: Law Enforcement Operations

Chapter: 45 - Crime Prevention

Summary:

<u>Compliance Level:</u>	<u>Mandatory</u>		<u>Optional</u>	
	<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>
Full Compliance	0	0	2	40
Partial Compliance	2	67	0	0
Noncompliance	<u>1</u>	<u>33</u>	<u>3</u>	<u>60</u>
Total	3	99	5	100
Not Applicable	<u>0</u>		<u>1</u>	
Total Standards	3		6	

Discussion:

The chapter contains several standards requiring that there be a commitment on the part of the agency to crime prevention; that there be a crime prevention component; that there be an individual whose duties include planning and coordinating crime prevention activities; that the agency organize and promote crime prevention groups in neighborhoods; and that foreign language specialists be available to the crime prevention component. Optional Standard 45.2.5 requires crime prevention component involvement in zoning, codes and building permits. The task force feels that Standard 45.2.5 is not applicable to the agency.

The task force feels that several of the Standards are not appropriate to a state-wide agency. The proper role of the agency, it is felt, is that of state-wide programs such as I-SEARCH and arson and support to local agencies. It is not felt that the Department should usurp the local agency responsibilities for neighborhood crime prevention. It is therefore recommended that the Department negotiate with the National Commission regarding the appropriate role and documentation required of the Department in the area of crime prevention.

Minimally, it is proposed that the agency have a written directive committing the Department to crime prevention, establishing responsibility for planning and coordination of crime prevention activities and specifying the role and activities of the Department in relation to local agencies in the area of crime prevention. Additionally, districts and zones should be required to keep an annually updated list on file of personnel with foreign language skills.

Goal 1.12 relates to this chapter.

Topic: Law Enforcement Operations

Chapter: 46 - Unusual Occurrences

Summary:

<u>Compliance Level:</u>	<u>Mandatory</u>		<u>Optional</u>	
	<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>
Full Compliance	11	92	0	100
Partial Compliance	1	8	0	0
Noncompliance	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	12	100	1	100
Not Applicable	<u>1</u>		<u>0</u>	
Total Standards	13		1	

Discussion:

Mandatory Standard 46.1.8 requires that agency equipment designated for use in unusual occurrence situations be inspected at least once each month. The emergency support vehicle and communications van are inspected monthly, however, some other equipment, such as tear gas and gas masks, are not inspected monthly. A policy should be prepared which specifies such equipment and establishes responsibility for carrying out regular inspections.

Mandatory Standard 46.1.10 requires that there be a plan for assisting other jurisdictions in unusual occurrence situations, "... pursuant to mutual assistance agreements." In light of the earlier discussion regarding mutual assistance, interpretation of the standard by the National Commission should be sought. It should be noted that the Department provides assistance to any agency requesting it in an unusual occurrence situation. Those situations for which planning is possible (prison disturbance, university disturbance, flood, etc) have a contingency plan prepared.

Goal 3.8 relates to Standard 46.1.2.

Topic: Law Enforcement Operations

Chapter: 47 - Special Operations

Summary:

<u>Compliance Level:</u>	<u>Mandatory</u>		<u>Optional</u>	
	<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>
Full Compliance	5	83	6	86
Partial Compliance	1	17	0	14
Noncompliance	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	6	100	7	100
Not Applicable	<u>0</u>		<u>2</u>	
Total Standards	6		9	

Discussion:

The Introduction in this chapter indicates that the intent of the Standards is to assure that all full-time special operations activities are part of a special operations, or tactical, organizational component, "... such as a Special Operations Division." Included in special operations are special weapons and tactics, hostage negotiation, special purpose vehicles, decoy and undercover surveillance/stakeout operations, bomb disposal, special events, VIP protection, disasters, civil disorders and civil defense emergencies. It should be noted that the Department addresses all of these functions, however it is not appropriate to the organizational structure of the Department to have all of these functions under one component. Interpretation of the issue needs to be sought from the National Commission.

Mandatory Standard 47.1.4, for example, requires a written directive establishing procedures for cooperation and coordination between the special operations component and other operational components. The Department has no single special operations component. The wording of the standard is not appropriate for the Department.

Optional Standard 47.1.6 requires a written directive specifying annual psychological and physical fitness testing for officers assigned to special operations. National Commission interpretation of what Illinois Department of Law Enforcement activities are special operations is needed before compliance can be sought.

Optional Standards 47.1.7 and 47.1.8 address SWAT equipment. The Department does not currently have a SWAT Team, therefore, the standards are not applicable. The Division of State Police is considering establishing an "Emergency Response Team" which would meet the definition of a SWAT Team. When this unit is established, the appropriate standards in this chapter should be complied with.

Topic: Operations Support

Chapter: 51 - Intelligence

Summary:

<u>Compliance Level:</u>	<u>Mandatory</u>		<u>Optional</u>	
	<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>
Full Compliance	5	100	5	100
Partial Compliance	0	0	0	0
Noncompliance	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	5	100	5	100
Not Applicable	<u>0</u>		<u>0</u>	
Total Standards	5		5	

Discussion:

The agency is in compliance with all standards in this chapter.

Goal 1.21 relates to Standard 51.1.1.

Topic: Operations Support  
Chapter: 52 - Internal Affairs

Summary:

Compliance Level:	Mandatory		Optional	
	Number	Percent	Number	Percent
Full Compliance	9	100	8	67
Partial Compliance	0	0	0	0
Noncompliance	<u>0</u>	<u>0</u>	<u>4</u>	<u>33</u>
Total	9	100	12	100
Not Applicable	<u>0</u>		<u>0</u>	
Total Standards	9		12	

Discussion:

Optional Standard 52.2.8 requires annual publication of statistical summaries of internal affairs investigations and dissemination of the summaries to agency employees and the public. Compliance with the standard could be achieved by publication of such an annual report. In order to provide documentation of compliance, the first such report should be prepared for either calendar year 1984 or fiscal year 1985.

Optional Standards 52.3.4 and 52.3.5 require written directives specifying conditions (if any) under which instruments for the detection of deception are used in internal affairs investigations, and the conditions under which medical or laboratory examinations are administered, photographs taken, participation in a line-up is required, and disclosure of financial statements is required. A written policy of the Department would need to be prepared in order to achieve compliance.

Optional Standard 52.3.6 requires a written directive specifying a 30-day time limit for completing an internal affairs investigation, with status reports every seven days. A written policy should be prepared which specifies exceptions when extenuating circumstances exist.

Implementation of Goal 1.6 within the 1987 Goals Report would assist the Department in achieving compliance.

Goal 1.6 relates to this chapter.

Topic: Operations Support  
Chapter: 53 - Inspectional Services

Summary:

Compliance Level:	Mandatory		Optional	
	Number	Percent	Number	Percent
Full Compliance	1	100	2	100
Partial Compliance	0	0	0	0
Noncompliance	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	1	100	2	100
Not Applicable	<u>0</u>		<u>0</u>	
Total Standards	1		2	

Discussion:

The Department is in compliance with the Standards within this chapter, however, some modification of the Departmental Inspection Directives may be required in order to achieve compliance with standards listed in other chapters. Compliance with mandatory standard 84.2.4, "maintaining stored items of agency property in a state of operational readiness", would be best addressed by adding statements to the inspections policies of each Division.

It should also be noted that the Department has inspections policies for the Division of State Police, the Division of Criminal Investigation the Bureau of Technical Field Services and the Bureau of Scientific Services. The Standards address Department-wide inspections and it is possible that the National Commission will require a written inspection policy covering all organizational components of the agency.

It is therefore recommended that the Department develop a policy requiring inspections of each Division. This could be accomplished through establishing a Department-wide inspections component, or by specifying requirements on a Departmental basis, with each Division responsible for inspections of the components within that Division. This would require not only written policy, but also developing procedures where inspections are not now carried out.

This chapter interrelates with Chapter 52, Internal Affairs, and Goal 1.6 within the 1987 Goals Report.

Topic: Operations Support  
Chapter: 54 - Public Information and Community Relations

Summary:

<u>Compliance Level:</u>	<u>Mandatory</u>		<u>Optional</u>	
	<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>
Full Compliance	9	69	2	40
Partial Compliance	2	15	0	0
Noncompliance	<u>2</u>	<u>15</u>	<u>3</u>	<u>60</u>
Total	13	99	5	100
Not Applicable	<u>0</u>		<u>3</u>	
Total Standards	13		8	

Discussion:

Optional Standard 54.1.6 requires a written directive establishing "... criteria and procedures for issuing and revoking credentials to news media representatives." Optional Standard 54.1.8 requires a written directive establish "... procedures for involving the news media in the development of changes in policies and procedures relating to the news media." These two standards could be met by revisions to MD1-7, "Media Policy."

Optional Standard 54.1.10 requires a written directive specifying that information released regarding ongoing criminal investigations be reported to the agency's Public Information Officer as soon as possible. This standard could be met by a revision to MD1-7, "Media Policy."

Subchapter 54.2 presents standards relating to community relations. The standards address the establishment of a community relations component, training, establishing community groups where none exist, semi-annual evaluation of programs, surveys of citizen attitudes, and obtaining community input on agency policies. Clarification of these standards, and their applicability to a state-wide agency, should be sought from the National Commission. Definitions of the terms "community", "community groups," and "Community Relations Program" as they relate to a state-wide agency are needed. It is recommended that the role of the Department be that of support to local agencies and programs as requested. It is suggested that community relations programs are a local agency responsibility, and that a state agency should not attempt to work with local community groups, without the local agency requesting such assistance. The State role in community relations should be limited to 1) support of local agencies, and 2) establishing a clear flow of information to the public regarding the agency and its activities.

It is, therefore, recommended that a waiver of mandatory standards 54.2.1 - 54.2.4, 54.2.6 - 54.2.8, and optional standards 54.2.5, 54.2.9 and 54.2.10 be sought.

Topic: Traffic Operations  
Chapter: 61 - Traffic Administration

Summary:

<u>Compliance Level:</u>	<u>Mandatory</u>		<u>Optional</u>	
	<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>
Full Compliance	14	100	3	100
Partial Compliance	0	0	0	0
Noncompliance	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	14	100	3	100
Not Applicable	<u>0</u>		<u>0</u>	
Total Standards	14		3	

Discussion:

The Department is in compliance with the Standards in Chapter 61.

Topic: Traffic Operations  
Chapter: 62 - Traffic Law Enforcement

Summary:

<u>Compliance Level:</u>	<u>Mandatory</u>		<u>Optional</u>	
	<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>
Full Compliance	12	100	5	100
Partial Compliance	0	0	0	0
Noncompliance	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	12	100	5	100
Not Applicable	<u>0</u>		<u>1</u>	
Total Standards	12		6	

Discussion:

Optional Standard 62.1.16 requires a written directive governing the agency's Pedestrian and Bicycle Traffic Enforcement Programs. The task force feels that this is a local agency responsibility and is not appropriate for a state-wide agency.

Goal 1.18 relates to this chapter.

Topic: Traffic Operations  
Chapter: 63 - Traffic Accident Investigation

Summary:

<u>Compliance Level:</u>	<u>Mandatory</u>		<u>Optional</u>	
	<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>
Full Compliance	8	100	5	83
Partial Compliance	0	0	0	0
Noncompliance	<u>0</u>	<u>0</u>	<u>1</u>	<u>17</u>
Total	8	100	6	100
Not Applicable	<u>0</u>		<u>1</u>	
Total Standards	8		7	

Discussion:

Optional Standard 63.2.1 requires a written directive governing "... traffic direction and control at accident scenes." A written directive, requiring districts to have such a written policy, would bring the Department into compliance.

Optional Standard 63.3.2 does not apply because there is a state-wide accident classification system mandated.

It should be noted that many of the standards within this chapter are met by lesson plans. Written directives should be prepared that establish procedure for those standards. Model Police Traffic Service Policies and Procedures, a report published by the International Association of Chiefs of Police, and directed to the CALEA traffic standards, would be an excellent resource in preparing directives that address the standards in this and other traffic related chapters.

Topic: Traffic Operations  
Chapter: 64 - Traffic Direction and Control

Summary:

<u>Compliance Level:</u>	<u>Mandatory</u>		<u>Optional</u>	
	<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>
Full Compliance	5	83	4	80
Partial Compliance	1	17	0	0
Noncompliance	<u>0</u>	<u>0</u>	<u>1</u>	<u>20</u>
Total	6	100	5	100
Not Applicable	<u>0</u>		<u>10</u>	
Total Standards	0		15	

Discussion:

Optional Standard 64.1.3 requiring a written directive specifying criteria for determining where manual direction of traffic will be performed, is not applicable, in that no regular manual traffic direction takes place.

Mandatory Standard 64.1.5 requires a written directive mandating personnel to wear high visibility clothing when directing traffic. Compliance with this standard would require the Department to provide such clothing to officers, or at least a supply of such clothing to each district. The standard does not apply to an emergency situation where such clothing may not be available.

Optional Standard 64.1.6 does not apply to this agency because personnel do not manually operate traffic signals. It is a local agency responsibility.

Optional Standards 64.1.7 and 64.1.8 do not apply to rural state enforcement agencies.

Optional Standard 64.1.11 requires that a written directive specify "... procedures for traffic direction and control during periods of adverse weather conditions." This standard may be addressed by the Department through a lesson plan, or a directive requiring districts to establish such procedures or both. Optional Standards 64.1.16 - 64.1.20 do not apply to the agency because it has no school crossing guards. This is a local agency function. Optional Standard 64.1.21 does not apply to the agency because student safety patrols are a local agency responsibility.

Topic: Traffic Operations  
Chapter: 65 - Traffic Engineering

Summary:

<u>Compliance Level:</u>	<u>Mandatory</u>		<u>Optional</u>	
	<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>
Full Compliance	0	0	2	67
Partial Compliance	0	0	0	0
Noncompliance	<u>0</u>	<u>0</u>	<u>1</u>	<u>33</u>
Total	0	0	3	100
Not Applicable	<u>1</u>		<u>2</u>	
Total Standards	1		5	

Discussion:

Optional Standards 65.1.1, 65.1.3 and 65.1.6 do not apply to the agency because the functions described are statutorily assigned to the Illinois Department of Transportation.

Optional Standard 65.1.2 requires a written directive establishing procedures for "... handling or referral of complaints or suggestions concerning traffic engineering deficiencies." A written directive within the Division of State Police requiring districts to have such a written procedure would bring the Department into compliance with the standard.



Topic: Traffic Operations  
Chapter: 66 - Traffic Ancillary Services  
Summary:

<u>Compliance Level:</u>	<u>Mandatory</u>		<u>Optional</u>	
	<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>
Full Compliance	6	67	2	100
Partial Compliance	1	11	0	0
Noncompliance	<u>2</u>	<u>22</u>	<u>0</u>	<u>0</u>
Total	9	100	2	100
Not Applicable	<u>0</u>		<u>0</u>	
Total Standards	9		2	

Discussion:

Mandatory Standard 66.1.2 requires a written directive specifying "... procedures for obtaining mechanical assistance or towing services" (the standard is directed to providing service for highway users, not toward impounded or agency vehicles). Some districts have such a policy in their district manuals, however, not all districts have such a policy. The Division of State Police should have a directive requiring each district to have written procedures for obtaining mechanical assistance and towing services.

Mandatory Standard 66.1.3 requires a written directive specifying "... procedures for providing protection to persons stranded on the highway." A directive could be included with the directive recommended for 66.1.2.

Mandatory Standard 66.1.4 requires a written directive governing the "... provision of emergency assistance to highway users." See 66.1.3., above.

Topic: Prisoner and Court-Related Activities  
Chapter: 71 - Prisoner Transportation  
Summary:

<u>Compliance Level:</u>	<u>Mandatory</u>		<u>Optional</u>	
	<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>
Full Compliance	0	0	0	0
Partial Compliance	8	44	0	0
Noncompliance	<u>10</u>	<u>56</u>	<u>0</u>	<u>0</u>
Total	18	100	0	0
Not Applicable	<u>7</u>		<u>0</u>	
Total Standards	25		0	

Discussion:

The Department is not in compliance with any of the Standards contained within Chapter 71. In some cases, this is because the Department has not addressed the issue; e.g., transporting handicapped prisoners. In other cases, the Division of State Police has a policy and other Divisions do not.

It is recommended that DSP-ENF 1 be revised to address the Standards in Chapter 71 and be made Department-wide in nature.

Seven standards are classified as not applicable, in that the Department does not transport prisoners from detention facilities to other locations, and it does not have vehicles used primarily for transporting prisoners (defined as 80 percent of their use).

Topic: Prisoner and Court-Related Activities

Chapter: 72 - Holding Facility

Summary:

<u>Compliance Level:</u>	<u>Mandatory</u>		<u>Optional</u>	
	<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>
Full Compliance	0	0	0	0
Partial Compliance	0	0	0	0
Noncompliance	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	0	0	0	0
Not Applicable	<u>79</u>		<u>6</u>	
Total Standards	79		6	

Discussion:

The National Commission says, "... holding facility standards apply only to those agencies maintaining short-term holding facilities designed and operated to maintain custody of arrestees for periods not exceeding 48 hours, excluding holiday weekends. Those facilities include substations or precinct lockups, as well as intermediate facilities designed and operated as collection centers used for holding arrestees for periods not exceeding 48 hours before their transfer to longer-term detention facilities."

The standards address physical facility, management, records, safety and sanitation, medical and health care, food services, security and control, supervision, administrative segregation, personnel training, arrestee rights, mail, visiting, property control, classification and segregation requirements.

The Department does not, at this time, operate any such holding facilities. If such facilities are contemplated at any time in the future, these standards should be complied with. It is suggested that the costs of complying with these standards would be prohibitive for any purpose presently foreseen by the Department.

Topic: Prisoner and Court-Related Activities

Chapter: 73 - Court Security

Summary:

<u>Compliance Level:</u>	<u>Mandatory</u>		<u>Optional</u>	
	<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>
Full Compliance	0	0	0	0
Partial Compliance	0	0	0	0
Noncompliance	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	0	0	0	0
Not Applicable	<u>28</u>		<u>0</u>	
Total Standards	28		0	

Discussion:

These standards "... apply only to those law enforcement agencies that have responsibilities for provision of security within the courthouse, for the courthouse itself, or both." The Department provides such security only when requested by the responsible local agency in unusual circumstances. The primary responsibility rests with local agencies.

Topic: Prisoner and Court-Related Activities

Chapter: 74 - Legal Process

Summary:

Compliance Level:

	<u>Mandatory</u>		<u>Optional</u>	
	<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>
Full Compliance	13	100	0	0
Partial Compliance	0	0	0	0
Noncompliance	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	13	100	0	0
Not Applicable	<u>12</u>		<u>0</u>	
Total Standards	15		0	

Discussion:

Mandatory Standard 74.2.1 addresses civil process, and mandatory standard 74.4.1. addresses administration of legal process fees. Neither of these issues are responsibilities of the Department.

Topic: Auxiliary and Technical Services

Chapter: 81 - Communications

Summary:

Compliance Level:

	<u>Mandatory</u>		<u>Optional</u>	
	<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>
Full Compliance	28	85	1	100
Partial Compliance	2	6	0	0
Noncompliance	<u>3</u>	<u>9</u>	<u>0</u>	<u>0</u>
Total	33	100	1	100
Not Applicable	<u>0</u>		<u>0</u>	
Total Standards	33		1	

Discussion:

Mandatory Standard 81.1.5 requires a written directive limiting access to communications centers. In general, communications center personnel are not accessible to the public. However, no written directive exists addressing this issue. A Departmental directive should be prepared which will bring the Department into compliance.

Mandatory Standard 81.1.6 requires a written directive establishing procedures for routine telephone line load studies. An agreement with the Department of Central Management Services should be developed which addresses this standard.

Mandatory Standard 81.2.12 requires the agency to have immediate playback capability of recorded telephone and radio conversations. The Bureau of Communications is implementing a plan to have this capability by the end of FY'85. MD2-23, "Logging Recorder Utilization and Access" may need to be revised to allow for immediate playback by communications and other personnel.

Mandatory Standard 81.2.13 requires a written directive specifying the agency role in monitoring and responding to private security alarms. DSP OPS 21 addresses direct dial telephone alarm systems. This should be expanded to establish Departmental policy on all private security alarms and to require procedures be established, within parameters, by each district.

Mandatory Standard 81.2.5 requires a written directive establishing procedures for handling and routing misdirected emergency calls. A directive should be prepared requiring districts, zones or other facilities to have written procedures addressing this issue.

Goals 3.4, 3.6, 3.9, 3.10 and 3.17 relate to this chapter.  
Goal 3.7 relates to Standard 81.2.12.

Topic: Auxiliary and Technical Services

Chapter: 82 - Records

Summary:

<u>Compliance Level:</u>	<u>Mandatory</u>		<u>Optional</u>	
	<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>
Full Compliance	18	100	12	92
Partial Compliance	0	0	1	8
Noncompliance	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	18	100	13	100
Not Applicable	<u>0</u>		<u>0</u>	
Total Standards	18		13	

Discussion:

Optional Standard 82.1.9 requires a written directive establish a system to account for the status of reports. The Bureau of Technical Field Services and the Division of Criminal Investigation have such directives. Directives should be prepared for the Department which address this standard.

Topic: Auxiliary and Technical Services

Chapter: 83 - Collection and Preservation of Evidence

Summary:

<u>Compliance Level:</u>	<u>Mandatory</u>		<u>Optional</u>	
	<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>
Full Compliance	21	91	1	100
Partial Compliance	1	5	0	0
Noncompliance	<u>1</u>	<u>4</u>	<u>0</u>	<u>0</u>
Total	23	100	1	100
Not Applicable	<u>0</u>		<u>0</u>	
Total Standards	23		1	

Discussion:

Mandatory Standard 83.2.4 requires a written directive specifying the information to be recorded at the time evidentiary photographs are taken. The Bureau of Technical Field Services indicates that there will be no problem in achieving full compliance.

Mandatory Standard 83.4.4 requires that a written directive specify that the laboratory director and the investigation commander "... meet at least every six months with the prosecutors and judges of the courts for coordination purposes." It is felt that the Department meets the intent of the standard through BD2-35, "User Agency Contacts by all Bureau Personnel," user contact cards, and regular user surveys. Interpretation of the Standard by the National Commission should be sought.

Goals 3.1, 3.2 and 3.3 relate to this chapter.

Topic: Auxiliary and Technical Services

Chapter: 84 - Property Management

Summary:

Compliance Level:

	Mandatory		Optional	
	Number	Percent	Number	Percent
Full Compliance	13	72	0	0
Partial Compliance	5	28	1	100
Noncompliance	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Total	18	100	1	100
Not Applicable	<u>0</u>		<u>0</u>	
Total Standards	18		0	

Discussion:

Mandatory Standard 84.1.5 requires that the person supervising property custodians conduct an inspection of adherence to procedures at least once each month. This is done quarterly. Because of the size of the agency, the standard wording is inappropriate (over 50 secure evidence areas). The Department meets the intent, but not the wording, of the standard. Clarification should be sought from the Commission.

Mandatory Standards 84.1.6, 84.1.7 and 84.1.8 require property inventories and inspections. The Division of State Police does not have documentation of compliance. A Department-wide evidence storage, handling, control, inventory and inspection policy should be implemented.

Optional Standard 84.1.14 requires final disposition of property within six months after legal requirements have been met. This is not possible in many cases because of statutory requirements for the sheriff to auction property. This could be addressed in the policy recommended above.

Mandatory Standard 84.2.4 requires that a written directive designate that maintaining stored items of (agency-owned) property in a state of operational readiness is a responsibility of the property management function. This standard is not worded appropriately for the Department. It is recommended that the Department suggest to the National Commission that appropriate wording be added to the inspection policies (see Chapter 53 commentary) in order to achieve compliance.

## CHAPTER 4

### FINDINGS

The introductory remarks to Chapter 3 indicate that before the Department of Law Enforcement will know with certainty that a particular chapter, sub-chapter or standard will apply, the Department will have to apply for accreditation. When the Department achieves the status of "applicant" with the Commission, the process of determining the applicability of specific standards will begin. Until then, the findings discussed in this report are based solely on interpretations.

Actions taken by the Department now and before accreditation is finalized could have a serious impact upon the findings and Departmental ability to achieve accreditation. For example, if the Department were to decide that it wished certain Departmental facilities to have an area for holding prisoners, then an additional 79 mandatory and 6 non-mandatory standards would become applicable.

Chapter 3 highlights those standards that the task force classified as not applicable, non-compliance, or partial compliance. It also noted where substantial expenditures of resources would be required to achieve compliance with a standard. The task force feels that compliance can be achieved with minimum expense to the Department outside of application and assessment fees which were enumerated in Chapter 1. For example, immediate playback capability for recorded radio channels and telephone lines is a mandatory standard. Compliance

can be achieved by adding written policy or procedures and by carrying out a three year phased equipment purchase plan that is already underway. Compliance, therefore, should not require substantial expenditure beyond that planned. If the equipment purchase had not been planned and started, the task force would have indicated that a substantial resource expenditure would have been required.

The greatest resource expenditure that has been identified would relate to the standards on inspections. If a decision is made to implement inspections to cover the entire Department, substantial commitment of resources on a continuing basis could be required.

The task force found that 553 mandatory standards apply to the Department, but it is in full compliance with 462 standards (84 percent). Further, the Department is in partial compliance (some documentation exists, something may be practiced but is not supported by a written directive, or a directive addresses a single Division and not the Department as a whole) with an additional 61 standards (11 percent), and is not in compliance with 30 standards (5 percent). The task force believes 201 non-mandatory standards apply. The Department is in full compliance with 141 standards (70 percent) partial compliance with 21 standards (10 percent), and non-compliance with 39 (19 percent). The task force believes 41 non-mandatory standards are not applicable.

Assuming that the task force is accurate in its assessment of what the Commission will decide, the Department would need to reach full compliance with an additional 91 mandatory standards and an additional 20 non-mandatory standards. Seventy-nine of the ninety-one mandatory standards would require a written directive. In some cases, one directive may address several standards (e.g.,

prisoner transportation). A similar comparison for non-mandatory standards is not possible. Forty-six of the sixty partial or non-compliance standards require a written directive while the Department needs to achieve compliance with only 20. A minimum of 6 and a maximum of 20 non-mandatory standards will require a written directive.

Actions being taken by the Office of Training, as a result of a review of the standards (see Chapter 3), will bring the Department into compliance with an additional 25 mandatory and 14 non-mandatory standards. This action will result in compliance with 487 mandatory standards (88 percent) and 155 non-mandatory standards (77 percent). This would reduce the number of mandatory standards with which the Department is not in full compliance to sixty-six, and the number of non-mandatory standards with which the Department needs to seek compliance to 6.

Similar action by the Department on standards which address prisoner transportation would result in compliance with an additional 18 standards, for a total of 505 (91 percent), leaving 48 mandatory standards with which the Department is not in full compliance. The Department will need to establish written directives or procedures for those 48.

The task force further notes that while compliance may be demonstrated for a number of standards, a unified Departmental directive may be more appropriate than the current fragmented directives of the various Divisions.

As pointed out in Chapter 3, because of the nature of the Department and the specific nature of some standards, a two-tier approach to some directives may be appropriate. For example, the Division of State Police should have a general

directive that requires the State Police Districts to have a procedure for assigning officers to patrol shifts (Standard 4.1.16), and which indicates specific factors to be considered in such assignment. The Districts, within the parameters established, would have flexibility in developing written procedures making such assignments.

A substantial number of goals in the 1987 Goals Committee also relate to CALEA chapters, sub-chapters or standards. This indicates that the Department is addressing the issue through the Long Range Planning Steering Committee processes.

In summary, the task force finds substantial compliance at the present time with those standards which are believed to apply to the Department. Further, the task force believes that compliance with all mandatory and 80 percent of the non-mandatory standards can be achieved with relatively little additional effect upon Departmental resources.

## CHAPTER 5 RECOMMENDATIONS

1. The Department of Law Enforcement should seek applicant status with the Commission on Accreditation for Law Enforcement Agencies at the earliest possible date. This will allow the Department to ascertain which standards apply to the agency and whether standards can be modified or interpreted in a manner that is appropriate for a state-wide agency. Early application would also ensure the Department having maximum impact upon the CALEA standards since it would enter this process prior to any other state agency.
2. The Bureau of Planning and Development, Policy and Procedures Administration Section, should review all proposed revisions and new directives for compliance with the standards.
3. The Bureau of Planning and Development, Policy and Procedures Administration Section, should review all revised or developed Divisional and Bureau directives for consistency with the standards. This would require that the bureau have current manuals on file and be placed on the distribution list for all directives.
4. Upon determination by the Commission of the standards applicable to the Department, a meeting of Department Command personnel, including representation from the Director's Office, should be held to review the standards with which the Department is not in full compliance and to agree upon specific actions to be taken and assignments to be made in order to achieve full compliance with the standards.
5. The Department should continue to encourage its qualified personnel to become approved CALEA on-site assessors. The appointment of Department personnel as assessors will provide valuable feedback to the Department accreditation effort. A roster of such personnel should be provided to the Accreditation Manager.
6. The Accreditation Manager should maintain a close relationship with CALEA staff and commissioners, including attendance at CALEA meetings (quarterly). Valuable insights and information can be gained through establishing such a working relationship.
7. The task force should continue to function through the on-site assessment phase in order to monitor progress, maintain interdivisional communication regarding the accreditation process, and to provide a review of unified Departmental directives. The task force will also provide a valuable resource to the on-site assessment team by minimizing the need for extended (and expensive) on-site assessment, in both Springfield and in selected state facilities.

8. The Accreditation Manager should continue to develop documentation files to provide a central repository of documentation for the on-site assessment team.
9. The Accreditation Manager should further refine the standard data system so that it is fully interrelated with the Department Management Directives Systems. For example, the system should be able to provide a listing of all standards related to a particular policy or topic. This will integrate the standards into the Department Management System and provide for maintenance of accreditation when it is achieved.
10. There are a substantial number of goals in the 1987 Goals Committee Report which relate to CALEA chapters, sub-chapters and standards. The Long Range Planning Steering Committee should assure that the Subcommittees and task forces developing Actions Plans to implement the goals are addressing applicable standards.

## ACCREDITATION IMPLEMENTATION PLAN

### Problem

The Illinois Department of Law Enforcement, task force on Accreditation, has completed Goal 1.32 of the 1987 Goals Document. The recommendations contained within the task force Report specify continuation of the Departmental effort for agency accreditation by the Commission on Accreditation for Law Enforcement Agencies, Inc. The Department also must take the action necessary to develop directives and establish procedures to conform to the standards required for accreditation as revealed by the task force assigned to 1987 Goal 1.32.

### Goal

The Illinois Department of Law Enforcement should become accredited by the Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA).

### Plan of Action

1. Request an application package from CALEA immediately following approval of the Action Plan by the Long Range Planning Steering Committee (no later than November 1, 1984 - Cost: \$100).
2. Submit application package to CALEA, including application, signed contract and payment for 50% of estimated fee (\$7,350) by November 30, 1984.
3. Following receipt of the Agency Profile Questionnaire from CALEA, the Department will submit the completed questionnaire by December 31, 1984. During this period, applicable standards are determined or negotiated.
4. The Department, following receipt of self-assessment forms, will initiate the self-assessment process. During this process the Department will submit requests for waivers, plans of action (which extend the period to achieve compliance with a particular standard) and self-assessment documentation. During this period, which can take up to six months, the Department should achieve compliance with all applicable standards which have not had a waiver requested or a plan of action filed. When all plans of action are within one month of completion, and all waiver requests are resolved or filed, self-assessment documentation shall be filed with the Commission. This should take place by July 31, 1985. Because of the work completed by the task force, this deadline may be moved up to April 30, 1985, providing there are no delays in Commission processing and needed Department directives are prepared in a timely manner. The Department may choose to withdraw from the process at this point, and receive a partial refund. It could also request a time-specific extension of the six-month period if necessary.



5. CALEA staff will review the self-assessment documents and, if in order, schedule (with the Department) the on-site assessment and submit an invoice to the Department for the balance of the fee (at least \$7,250). The Department agrees to the on-site plan, including a review of proposed assessors' biographies; submits the balance of the fee and proceeds with a 30 day notice of a public hearing to be held on the accreditation process. This could take place as early as June 1985, depending upon variables such as Commission response time and Department time taken to develop needed directives or procedures.
6. On-site assessment will take place, a report will be prepared by the assessment team, and recommendations will be presented to the Commission for action. This process is expected to be completed between September 1985 and January 1, 1986. An accreditation decision by the Commission would follow. A formal award ceremony would be scheduled following approval by the Commission. This ceremony would be at a site chosen by the Department and could take place in early 1986.
7. The Department, on or before receipt of accreditation, should establish an ongoing accreditation maintenance program.

#### Alternate Course of Action

1. The Department will proceed to revise and implement directives and procedures in order to prepare the Department for accreditation at a later time. This approach would postpone the necessity of submitting fees to the Commission until fiscal year 1986 (or later). However, it would preclude receiving Commission agreement on applicable standards and their interpretation until such time as the fee is submitted. Since it would be difficult to speed the accreditation process to the point where it would take less than a year; because the dynamic nature of the standards and Departmental directives would require continual updating and review; and because the Department would lose the advantage of being able to negotiate standards from the position of the first major state-wide agency to seek accreditation, this alternative is not recommended.
2. The Department will not proceed with accreditation. This would preclude the Department from realizing the benefits of accreditation - see Chapter 6. The Department also plays a key role in acceptance of the concept of law enforcement agency standardization nationally. Several states are observing the experience of Illinois prior to making a decision to proceed with their own accreditation. A decision by Illinois to drop its accreditation could seriously impair the credibility of peer evaluation of law enforcement agencies at the state level.

#### Recommendation

The Illinois Department of Law Enforcement should proceed with accreditation as quickly as possible.

## CHAPTER 6

### SPECIFIC BENEFITS OF ACCREDITATION

Several comments regarding the Department's accreditation efforts and benefits derived therefrom were heard at the CALEA task force meeting on July 17 and 18, 1984.

These comments were expressed by the command staff present at the meeting.

- Accreditation is an appropriate vehicle to utilize to accomplish long range Goal 1.5 regarding updating and unifying Department policies.
- The Department will provide a service to the national law enforcement community by providing input to the Commission regarding applicability and appropriateness of standards to state-wide agencies.
- Positive results realized during and following the laboratory system accreditation can be expected to be replicated Department-wide with agency accreditation. Those benefits include bolstered employee morale, development of written policy and procedures, improved budget, equipment and salaries, and improvements in the provision of services.
- Accreditation will enhance an already excellent reputation through meeting a set of nationally accepted standards regarding agency operations.
- The process of accreditation may be more important (from a management perspective) than accreditation itself. The process will ensure that:
  - 1) the agency has established procedures for policy review and implementation which incorporate nationally accepted norms; and
  - 2) the agency has evaluated itself and its programs, and has implemented the policies and procedures needed to meet a nationally accepted set of operating standards.
- The policy and procedure evaluation process required by accreditation will provide consistency to the Department.
- Accreditation will enhance unity within the Department through the agency-wide approach to issues that is required.

- Accreditation will assist in the budget process by providing a rationale for initiatives that is based upon outside evaluation and recognition.
- Accreditation, through its recertification requirements, will assure that ongoing evaluation of the agency and its operations will take place and be utilized for management decisions.
- Accreditation will help upgrade personnel and salaries through:
  - 1) enhancing morale;
  - 2) assuring that personnel management systems are in place and utilized as a part of an overall agency management program; and
  - 3) providing a basis for comparing operational and personnel requirements against a set of nationally accepted norms.
- The national leadership role of the Department will be continued. This role has been established by:
  - 1) being the first laboratory system to receive national accreditation;
  - 2) establishing and operating the LEADS and ISPERN systems;
  - 3) establishing the Hazardous Materials program, and
  - 4) establishing a comprehensive model missing children program (I-SEARCH).

The consensus of the task force members and the command personnel present at the meeting is that accreditation is a worthwhile process with attainable and measurable benefits to the Department that far outweigh the actual or potential costs to the Department.

A major benefit to the Department that is a result of the initial efforts has been the provision of an organizational structure and rationale for standards and CALEA incorporation into the Departmental policies and manuals revision project now underway. Additional benefits, as outlined above, are expected to be realized.

A general listing of benefits gleaned from CALEA documents is appended to this report.

## APPENDIX

### BENEFITS OF ACCREDITATION

APPENDIX  
BENEFITS OF ACCREDITATION

Benefits as Determined by CALEA

The following information relating to the Benefits of Accreditation is reproduced from the Accreditation Program Book.<sup>5</sup>

"Accreditation Benefits for the Agency's Chief Executive Officer and the Command Staff.

1. Accreditation requires an in-depth review of every aspect of the agency's organization, management, operations, and administration -- including:
  - o establishment of agency goals and objectives, with provision for periodic updating;
  - o reevaluation of how agency resources are being utilized in accord with agency goals, objectives, and mission assignments;
  - o allowing the agency an opportunity to correct deficiencies before they become public problems.
2. The accreditation standards provide neutral guidelines for developing strong budget justifications-especially for personnel and their allocation across functions and activities.
3. The accreditation standards provide norms against which agency performance can be measured and monitored over time.
4. Accreditation provides the agency with a continuing flow of information about exemplary policies, procedures, and projects as distributed by the Commission.
5. Accreditation provides the agency an opportunity to participate in the development of new or revised standards.
6. Accreditation provides recognition that the agency's managerial and operational policies and procedures are in accord with a body of nationwide standards and that the agency has made a concerted effort to attain professional status.

Accreditation Benefits to all other members of the agency including Sworn and Civilian Employees.

1. Accreditation assures that agency policies and procedures are in written form and available to all agency personnel.
2. Accreditation assures agency personnel that every aspect of its personnel system is in accord with nationwide standards and that it is both fair and equitable.
3. Accreditation enhances the morale of agency personnel thus building the confidence of employees in the effectiveness and efficiency of their own agency.

Accreditation Benefits for neighboring Law Enforcement and Criminal Justice Agencies.

1. Accreditation promotes relationships with other neighboring law enforcement agencies, as well as prosecutors, courts, correctional agencies, and state and local governmental officials.
2. Accreditation requires the establishment of mutual aid, i.e., agreements between law enforcement agencies; such agreements are in writing and well understood by all parties.
3. Accreditation promotes standardization of operational policies thereby increasing efficiency in handling calls for assistance, referrals, and joint investigations.
4. Accreditation requires participation in state-wide radio, fingerprint, crime information, and crime reporting systems.

Accreditation Benefits for State, County, and Local Government and their Elected Leaders and Appointed Managers and Administrators.

1. Accreditation provides assurance that the governmental unit's law enforcement agency is delivering a high level of service to citizens of the agency's service area.
2. Accreditation provides objective measures to justify decisions related to budget requests and personnel policies.
3. Accreditation reduces the likelihood of vicarious liability suits against the agency.
4. Accreditation reduces the cost of liability insurance for the agency.

Accreditation Benefits for Citizens in the Agency's Service Area.

1. Accreditation demonstrates the commitment of the agency to professionalism in terms of adherence to a body of national standards.
2. Accreditation assures the community that its law enforcement agency is committed to the provision of services of the highest quality and that its policies and procedures are effective and responsive on the one hand, and fair and equitable in the other.
3. Accreditation enhances community understanding of the law enforcement agency's role, as well as its goals and objectives.
4. Accreditation commits the agency to a broad range of programs of direct benefit to the public (e.g., community crime prevention) as well as to programs to cope with man-made or natural disasters.
5. In summation, accreditation promotes community cooperation and understanding."

The following summary of the Benefits of Accreditation are reproduced from the Accreditation Program Overview.<sup>6</sup>

What are the Major Benefits of Accreditation?

Among the major benefits resulting from accreditation are the following:

- o Accreditation provides a means of independent evaluation of agency operations.
- o Accreditation provides a basis to correct deficiencies in the agency's operations before they become public problems.
- o Accreditation requires that agencies commit policies and procedures to writing.
- o Accreditation increases the confidence of individual officers and the general public in the effectiveness, efficiency, and responsiveness of the agency.
- o Accreditation provides a norm for an agency to judge its performance.

- o Adherence to the standards reduces the likelihood of vicarious liability suits and has the potential to reduce liability insurance rates for the agency.
- o Accreditation provides guidelines for upgrading services and for developing strong budget justifications.
- o Compliance with the standards enhances the agency's relationships with other components of the criminal justice system and with state and local government officials.
- o Accreditation enhances the reputation of the agency, thereby helping to attract the most qualified and suitable applicants.
- o Accreditation provides access to information about innovative programs in other agencies."

#### FOOTNOTES

1. Commission on Accreditation for Law Enforcement Agencies, Inc., Standards for Law Enforcement Agencies, Fairfax, Va., 1983, page xi.
2. Ibid.
3. Illinois Department of Law Enforcement, 1987 Goals Committee Report, Springfield, IL., 1983, page 28.
4. Ibid.
5. Commission on Accreditation for Law Enforcement Agencies, Inc., Accreditation Program Book; Fairfax, Va., October, 1983, pages B-3; B-4.
6. Commission on Accreditation for Law Enforcement Agencies, Inc., Accreditation Program Overview, Fairfax, Va., October 1983, page 9.

**END**