

Position Profile
**Director of
Program Operations**



**Massachusetts Police
Accreditation Commission**



Massachusetts Police Accreditation

Massachusetts Police Accreditation originated in October of 1996 through the combined efforts of the Massachusetts Chiefs of Police Association, the Massachusetts Police Accreditation Coalition and the Executive Office of Public Safety. Through executive Order No. 392, the Massachusetts Police Accreditation Commission was established within the Executive Office of Public Safety to oversee a voluntary *police accreditation program* for the Commonwealth.

The benefits of police accreditation are many and are likely to vary among participating agencies based on the state of the agency when it enters the process. In other words, the benefits will be better known when the agency quantifies the “changes” that it made in agency operations as a direct result of participating in this process to comply with program standards. Generally, these changes involve policy writing, minor facility improvements, and in some cases, equipment purchases. Below are some of the most common program benefits.

- Provides a norm for an agency to judge its performance.
- Provides a basis to correct deficiencies before they become a public problem.
- Requires agencies to commit their policies and procedures to writing.
- Promotes accountability among agency personnel.
- Provides a means of independent evaluation of agency operations for quality assurance.
- Provides an effective risk management tool for preventing and reducing loss in professional liability claims.
- Enhances the reputation of the agency and promotes public confidence in the agency.

In February of 2004, the Massachusetts Police Accreditation Commission transitioned from a state agency to a private, non-profit organization known as the [Massachusetts Police Accreditation Commission, Inc.](#) The Commission’s mission statement is:

To ensure that the delivery of police services within the Commonwealth is at the highest level of professionalism and integrity.

In alignment with its stated mission the Commission operates with an established [Code of Ethics](#), which governs relationships, professional conduct and practices among Commissioners and its agents, applicant agencies, assessors and the general public.

There are currently 214 participating [agencies](#) that are affiliated with the Massachusetts Police Accreditation Commission, representing police departments of state agencies, municipalities and higher education.

The Accreditation Program

The Massachusetts Police Accreditation Program offers an accreditation process for police agencies across the Commonwealth. Like other accreditation programs, the process consists of two major components:

- (1) the establishment of a body of professional standards for police agencies to meet, and
- (2) a voluntary assessment process by which agencies can be publicly recognized for meeting those standards considered *best practices* for the profession.

Standards generally dictate *which* topical areas an agency must have policies and procedures on, leaving the *development* and *enforcement of agency-specific* policies and procedures up to the agency’s CEO and supervisory staff. The vast majority of the Commission’s standards require agencies to commit their often-unwritten policies and procedures to writing. The remaining standards are equipment or facility related generally found in communication centers, holding facilities and property/evidence rooms.

The program involves a thorough examination of the agency *by the agency* to determine compliance with program standards. That internal review or *self-assessment* that is initiated by the agency’s CEO is then followed by an *external, peer review* by Commission-appointed assessors. Assessors are typically Police Chiefs and Accreditation Managers who have been specially trained to conduct on-site assessments on behalf of the Commission.

Assessments for these awards are similar in purpose to *line and staff inspections* in that they both serve to monitor compliance with standards and provide a timely means for corrective action to be taken when necessary.

The Commission offers two professional credentialing programs for its member participants: Certification and Accreditation.

Accreditation is the higher of the two program awards consisting of 382 standards: 257 are mandatory; 125 are optional. Mandatory standards that do not apply to the agency are waived. Only a *percentage* of the optional standards must be met; the percentage is based on agency size.

The **Certification** Program consists of 159 standards, all of which are mandatory. Since these 159 standards are part of the 257 mandatory standards for accreditation, certification is a significant milestone towards accreditation.

It is the policy of the Commission that agencies must successfully achieve Certification before being assessed for the level of Accreditation.

The Organization

The Massachusetts Police Accreditation Commission is primarily funded through enrollment fees paid by participating agencies based upon the size of the agency, as measured by the number of full-time police officers. Enrollment fees range from \$875-\$2,400 per year.

The Commission consists of an eleven-member Board of Directors. Six members are appointed by the Massachusetts Chiefs of Police Association, one by the Massachusetts Municipal Association, and one by the Massachusetts Police Association. The Board elects three additional members, and all must have demonstrated expertise in law enforcement and public safety initiatives, and one must be affiliated with an academic institution.

A full-time Executive Director who serves as the organization's chief executive and administrative officer in managing ongoing operations and serving as a resource for Board members and participating agencies leads the Commission. The Executive Director is supported by Accreditation Assessors that are contracted on an agency-by-agency basis, a part-time administrative assistant, and a Director of Program Operations, which is currently vacant.

The Position

The Director of Program Operations position reports to the Executive Director. The essential function of the position is to establish and maintain contact with the Accreditation Manager of each agency participating in the program. Accreditation Managers are responsible for managing their agency's efforts in the accreditation process in pursuit of accreditation status. It is the responsibility of the Commission's Director of Program Operations to provide each Accreditation Manager the information and technical support that is necessary to successfully achieve that goal. The position is also responsible for being proficient in the performance of critical job tasks of the Commission's Executive Director, and to effectively serve in his/her absence.

Duties include, but are not limited to:

- Assist Accreditation Managers with various start-up tasks and schedule mutually convenient dates for agency visits to mentor Accreditation Managers throughout the process.
- Initiate calls to Accreditation Managers during the self-assessment phase to determine and monitor their agency's status in the process.

- Serve as primary liaison between member agencies and the Commission during all phases of the process.
- Ensure proper tracking of all agencies throughout the process and maintain accurate records of same.
- Provide technical support to Accreditation Managers, such as interpreting accreditation standards, reviewing requests to waive standards, and determining the adequacy of compliance documentation, etc.
- Confirm an agency's readiness to be assessed for certification/accreditation and assist in the scheduling and preparations of on-site assessments.
- Supervise Assessment Team Facilitators to ensure that established workflow is executed.
- Attend assessments and record the results on standard report forms. Review follow-up compliance documentation.
- Prepare the CEO and the Accreditation Manager for their agency's review/award before the Commission.
- Visit certified and accredited agencies during the agency's three-year award period. Conduct and document Midpoint Reviews to monitor/ensure ongoing standards compliance.
- Review Annual Compliance Reports; follow-up on findings with the agency and submit summary report to the Commission.
- Assist the Executive Director in conducting business meetings and training programs.
- Manage the organization's social media presence in accordance with the Commission's established Social Media Plan.

The Ideal Candidate

The Commission seeks a Director of Program Operations with strong administrative skills who is self-motivated to grow and excel in the position, and within the organization. It is preferred, though not required, that the successful candidate have a working knowledge and understanding of the police accreditation process and standards. However, it is imperative that the successful candidate has an understanding and appreciation for the value of organizational performance standards that are identified through an accreditation process.

The successful candidate should possess a Bachelor's degree in business or public administration, project management, or other related discipline together with three (3) to five (5) years of experience in criminal justice, law enforcement, business administration, and/or project management or any equivalent combination of education and experience.

The Director of Program Operations must possess a high degree of self-initiation and the ability to work with little or no supervision, plan and organize a heavy workload, accomplish multiple tasks at the same time and complete assignments in a timely fashion, with the ability and authority to delegate appropriate assignments and enforce deadlines. The Director should have the ability and initiative to develop new systems and programs that enhance and facilitate program operations.

It is essential that the Director possess a high degree of attention to detail and be well organized.

The Director must have demonstrated computer skills, and be proficient in Microsoft Office Suite, and possess a working knowledge and understanding of various social media platforms, both current and emerging.

The successful candidate should possess excellent and professional interpersonal and communication skills including demonstrable proficiency in writing with the ability to write reports, prepare business correspondence, develop and edit draft material; and be comfortable with public presentations. The Director will be expected to speak publicly about the accreditation program, and to facilitate meetings and develop and present training programs.

The Director of Program Operations should be highly visible and evidence a high level of engagement with participating agencies. The Director should be creative in assisting agencies in achieving compliance with challenging standards, and have the ability to resolve problems that occur in the course of business. Similarly, the Director must have the ability to follow instructions ensuring adherence to the Commission's policies and procedures.

The Director of Program Operations primarily works in the field and therefore must be able to travel across the Commonwealth, with some travel requiring occasional overnight stays. The Director must also be present at the Commission offices on a regular basis for meetings and interaction with other staff.

Compensation

The Commission will offer a compensation package that is competitive with similar organizations. The Director of Program Operation's salary is \$65,000-\$80,000. The Director's salary will be determined based on experience and qualifications. Attractive benefits, including health and retirement, are included within the total compensation package.



How To Apply

Interested applicants should provide résumés and cover letters, in confidence, to:

Apply@communityparadigm.com

Subject: MPAC Director of Program Operations

Submission via a single PDF is preferred

Résumés will be reviewed according to the outlined qualifications. A selection of finalists will be chosen for further evaluation and reference checks and then forwarded to the Executive Director and Commissioners. Finalists will be contacted for references and approval of background reviews before their selection is advanced to the Commission. Résumés will be accepted until position is filled.

Questions regarding the position should be directed to Bernard Lynch, Principal, Community Paradigm Associates, at: blynch@communityparadigm.com or 978-621-6733.

The Massachusetts Police Accreditation Commission is an Equal Opportunity Employer.