

# Accreditation Standards

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First Edition



## Purpose:

To improve the delivery of law enforcement services  
through an agency accreditation program.

12/21/2010

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# Wisconsin Law Enforcement Accreditation Group

## Forward

Accreditation is a progressive and time-proven way of helping institutions evaluate and improve their overall performance. The key to any successful accreditation system lies in the consensus of published standards containing a clear statement of professional objectives.

The practice of accrediting institutions began in this country more than 200 years ago when New York State established a State Board of Regents to charter colleges and private academies. The concept has since been successfully applied in fields as diverse as corrections and health care services.

Law enforcement accreditation got its start in 1978 when William Dean, a staff officer of the IACP convinced the Board of Officers that police service to the American public should be improved and the best vehicle to achieve this goal was to follow the accreditation model already being followed by many other institutions in society. A grant was successfully sought through the United States Department of Justice to begin the accreditation process.

A federal grant was subsequently awarded to the newly established Commission on Accreditation for Law Enforcement Agencies, Inc. (CALEA). The original standards were developed by the following four major law enforcement executive membership associations that founded CALEA:

International Association of Chiefs of Police (IACP)

National Organization of Black Law Enforcement Executives (NOBLE)

National Sheriffs Association (NSA), and the

Police Executive Research Forum (PERF).

As CALEA struggled to get national accreditation established, there were many law enforcement executives who bought into the accreditation concept, but could not afford the cost. Better financed police agencies seemed to be able to find the moneys to pay the fees, but a large number of others simply could not. This caused some states to develop their own systems which they could justify to their city and county governments and were tailored to meet the needs of the

people living in their region of the United States. The justification for a state law enforcement accreditation program is that the vast majority of the citizens living in the United States are served by police departments that have ten or fewer members. If the majority of citizens in this country are to be protected and served efficiently by upgraded agencies, then the cost of an accreditation program must be within their reach.

The Wisconsin Law Enforcement Accreditation Group program is not intended to compete with CALEA. It only hopes to offer an affordable method of professionalizing police departments and helping them better serve their clients.

We are pleased to submit the Standards, First Edition for the Wisconsin Law Enforcement Accreditation Group program. The original draft of these standards has been endorsed by:

The Accreditation Committee of the Wisconsin Chief's of Police Association on June 2, 1995, meeting at Fond du lac, Wisconsin;

The Wisconsin Police Leadership Foundation on August 14, 1995, meeting at Eau Claire, Wisconsin;

And finally, the standards have been reviewed and revised by the Governing Board of the Wisconsin Law Enforcement Accreditation Group and officially approved as WILEAG Standards, First Edition by the Board on December 3, 1996.

For the Governing Board,



Erick V. Slamka  
President

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**Wisconsin Law Enforcement Accreditation Group  
Accreditation Standards**

**Chapter 1**

**Law Enforcement Role and Authority**

**1.1 DEPARTMENT AUTHORITY**

A written directive requires all personnel, prior to assuming sworn status, to take an oath of office to enforce the law, uphold the constitution of the United States and the constitution of the state of Wisconsin, and to abide by a code or canon of ethics adopted by the agency.

Intent: That all sworn law enforcement personnel take an oath of office and part of such oath include the Code of Ethics as adopted by the IACP or NSA.

**1.2 USE OF FORCE**

A written directive states personnel will use only the force necessary to accomplish lawful objectives.

**1.3 USE OF FIREARMS / DEADLY FORCE**

A written directive governs the use of force by agency personnel and specifies that:

- An officer may use deadly force only when the officer reasonably believes that the action is in defense of human life, including the officer's own life, or in defense of any person in immediate danger of serious physical injury;
- Use of deadly force against a fleeing felon must comply with all statutory requirements;
- The discharge of warning shots is governed; and
- All sworn personnel receive and demonstrate their understanding of such directive before being authorized to carry any firearm

Intent: That agencies have in place written directives that restrict the use of firearms by police to professional standards of the law enforcement community and in compliance with state law.

#### 1.4 LESS LETHAL WEAPONS

A written directive governs the use and possession of less lethal weapons by agency personnel, both on and off duty.

Intent: That less lethal weapons be controlled by the agency seeking accreditation.

#### 1.5 FIREARMS AND AMMUNITION

The use and possession of firearms and ammunition, both on and off duty, are limited to the authorizations and specifications as established by a written directive.

Intent: That police agencies establish rules for the possession of firearms and ammunition by their personnel both on and off duty.

#### 1.6 FIREARMS PROFICIENCY

A written directive requires that an officer, prior to any use or possession of a firearm, demonstrate specified proficiency in the use of that firearm, and such requirement be met at least annually as a condition of continuing use and possession of such firearm.

Intent: That police personnel are safe and proficient in the use of firearms.

#### 1.7 FIREARMS DISCHARGE

A written directive establishes an internal process for the documentation, review and disposition of any incident wherein an officer:

- Discharge a firearm other than in training or for lawful recreational purposes;
- Takes an action that results in, or allegedly results in, the injury or death of another person; or
- Applies force to the person of another through the use of a lethal or less lethal weapon.

Intent: That the agency have in place an internal review process to be used when firearms and non-lethal weapons are discharged by their personnel.

### 1.8 POST SHOOTING

A written directive requires the removal of any officer from line duty assignment, pending administrative review, when such officer has used force resulting in death.

Intent: To prevent public confrontations with officers who have not exceeded the scope of their authority and to protect the community's interests from those officers who have. To allow time for the completion of appropriate investigations and to assure that the officer is mentally capable of continuing his / her duties.

### 1.9 USE OF DISCRETION

A written directive governs the use of discretion by sworn officers.

Intent: In many agencies, the exercise of discretion is defined by a combination of written enforcement policies, training, and supervision. The written directive should define the limits of individual discretion and provide guidelines for exercising discretion within those limits.

### 1.10 CONSTITUTIONAL REQUIREMENTS

A written directive governs procedures for assuring compliance with all applicable constitutional requirements, including:

- Interview and interrogations; and
- Access to counsel

Intent: The areas referred to in this standard are coercion or involuntary nature of confessions and admissions, delay in arraignment, failure to inform defendants of their rights, deprivation of counsel, and pretrial publicity tending to prejudice a fair trial. Juvenile procedures are addressed in Chapter 20.

## **Chapter 2**

### **Agency Jurisdiction, Mutual Aid, and Regional Services**

#### **2.1 AGENCY JURISDICTION**

A written directive delineates the jurisdiction and any concurrent jurisdiction of the agency and specifies its responsibilities and authorities therein.

Intent: That all personnel within the agency know the limitations of their geographical jurisdiction, authority and responsibilities.

#### **2.2 PARTICIPATION IN CIB SYSTEM**

The agency maintains full participation within the Wisconsin Crime Information Bureau (CIB), identification and criminal history record system.

Intent: That the agency serve its constituents by cooperating with other police agencies.

#### **2.3 TASK FORCES**

Any task force or other interagency involvement of the agency is effected and governed by a written agreement which addresses operational objectives and control, participation levels, participant qualifications, and personnel policies.

Intent: That the agency personnel understand the contractual agreement between agencies as they relate to task force operations.



## **Chapter 3**

### **Contractual Services**

#### **3.1 CONTRACTUAL SERVICES**

The provisions or receipt of any contractual services by the agency is effected and governed by an appropriate written agreement.

Intent: That agencies be protected by reducing to writing all agreements of a contractual nature.

## **Chapter 4**

### **Legal Advice and Liability**

#### **4.1 LEGAL ADVICE**

The agency has effected the availability of legal counsel through employment of a police legal advisor or the assumption / assignment of such responsibility by the office of its city attorney and / or prosecuting attorney.

Intent: That all agency have ready access to legal advice.

#### **4.2 LIABILITY INSURANCE**

The agency provides liability insurance or indemnification for its personnel and those asked to assist them.

Intent: That all agency personnel are indemnified when acting for and under the authority of an agency.

## **Chapter 5** **Organization**

### **5.1 ORGANIZATIONAL STRUCTURE**

The organizational structure of the agency is described by written statement and / or organizational chart which is updated and made available to all personnel.

Intent: That all personnel can readily determine the span of control and unity of command within the agency.

### **5.2 PERSONNEL RESPONSIBILITIES**

The duties and responsibilities of each position or assignments within the agency, and minimum entry - level requirements therefore, are set forth in a written job or position description which is updated and made available to all personnel.

Intent: That a professionally written position description be written and periodically updated for each position in the police agency.

### **5.3 DIVISION RESPONSIBILITIES**

The responsibilities of each operational component within the agency are set forth by written statement which is updated and made available to all personnel.

Intent: That the responsibilities of operational components within each division of the agency are reduced to writing.

### **5.4 COMMAND PROTOCOL**

A written directive establishes command protocol in situations involving personnel of different organizational components of the agency engaged in a single operation.

Intent: The functional support and lateral cooperative efforts within the agency are reduced to writing.

### **5.6 ACCOUNTABILITY OF AUTHORITY**

A written directive states that each employee is accountable for the use of delegated authority.

Intent: To ensure that all agency personnel understand that only authority is delegated and that the responsibility remains with the delegating authority. Even though the ultimate responsibility rests with the delegating authority, each person is held accountable for their individual actions.

## **Chapter 6**

### **Command**

#### **6.1 CHIEF EXECUTIVE OFFICER AUTHORITY**

The chief executive officer of the agency is designated as having full authority and responsibility for the management, direction, and control of the operations and administration of the agency, by written statement issued by the local government, or by law or ordinance, or by a combination of the two.

Intent: That a written document clearly establishes that the chief administrator is duly appointed and is legally responsible for the operation of the agency.

#### **6.2 CHAIN OF COMMAND**

A written directive designates the order of command authority in the absence of the chief executive officer of the agency.

Intent: That a written directive, in addition to the organizational chart, is present within the agency clearly establishing a chain of command authority.

#### **6.3 SUPERVISOR ACCOUNTABILITY**

A written directive establishes the accountability of supervisory personnel of the agency for the performance of employees under their immediate control.

Intent: That all agency personnel have been put on notice of the fact that their immediate supervisor is responsible for the employee's job performance.

#### **6.4 DUTY TO OBEY LAWFUL ORDERS**

A written directive requires employees to obey any lawful order of a superior, including any order relayed from a superior by an employee of the same or lesser rank, and specific procedures to be followed by an employee who receives inconsistent or conflicting orders.

Intent: That the area of conflicting orders has been addressed by the agency and that the established procedure be reduced to writing.

## 6.5 WRITTEN DIRECTIVES

The agency adheres to an established system for the development and promulgation of written directives, including agency policies, procedures, rules, and regulations, and which:

- Provides procedures for the formatting, indexing, purging, updating, and dissemination of written directives;
- Vests in the chief executive officer of the agency the authority to issue, modify, or approve written directives;
- Identifies by name or position any individual, other than the chief executive officer, authorized to issue written directives;
- Provides procedures for staff review of proposed written directives prior to their implementation ;
- Requires acknowledgment of receipt of the directive by personnel and subsequent placement of the directive into a manual for any subsequent reference or perusal.

Intent: That the agency seeking accreditation has in place a "state-of-the-art" policy and procedures manual with established procedures by which to manage its policies, procedures, rules and regulations.

## **Chapter 7**

### **General Management**

#### **7.1 ADMINISTRATIVE REPORTING PROGRAM**

The agency has an administrative reporting program which requires the preparation of periodic reports of the agency activities, and data summaries based on such reports.

Intent: That the agency can demonstrate that it has in operation a professional administrative reporting system.

## **Chapter 9**

### **Fiscal Management**

#### **9.1 ACCOUNTING SYSTEM**

The agency has an accounting system which includes the preparation and provision for periodic status reports showing:

- Initial appropriation for each account or program;
- Balances at the commencement of each period;
- Expenditures and encumbrances made during the period; and
- Unencumbered balances.

Intent: That the agency follow normal governmental fund accounting practices.

#### **9.2 AUDITS**

A written directive establishes procedures for both the monitoring and auditing of the fiscal activities of the agency.

Intent: That sound business practices be followed within the fiscal management of the agency.

#### **9.3 CASH**

A written directive establishes procedures for collecting, safeguarding and dispersing cash.

Intent: That control measures be established within the agency to properly safeguard currency.

#### **9.4 INVENTORY CONTROL**

A written directive establishes procedures for inventory control of agency property, equipment, and other assets.

Intent: To ensure that the agency has a written directive establishing procedures for accounting for its property and other assets.

#### **9.5 PURCHASING**

A written directive establishes procedures for requisition and purchase of agency equipment and supplies.

Intent: To ensure that a standard purchasing procedure is followed by agency personnel.

## **Chapter 8**

### **Reserve Officers and Auxiliary Personnel**

#### **8.1 RESERVE / AUXILIARY PERSONNEL**

Agencies that utilize reserve officers or auxiliary personnel provide a written directive describing duties and responsibilities, authority and discretion in carrying out these duties, limitations or restrictions to this authority, and the amount of supervision reserve officers are to receive.

Intent: That delineation of these duties and responsibilities be broken down in writing governing the agency and these personnel.



## **Chapter 10**

### **Compensation, Benefits, and Conditions of Work**

#### **10.1 COMPENSATION**

Complete and updated information is provided to all personnel regarding:

- Entry - level salaries;
- Salary differential within ranks;
- Salary levels for personnel with special skills;
- Compensatory time policy; and
- Overtime policy

Intent: To ensure that all agency personnel are provided with and are knowledgeable of the governmental jurisdiction's compensation package.

#### **10.3 LEAVE**

Complete and updated information is provided to all personnel regarding:

- Administrative Leave;
- Holiday Leave;
- Sick Leave; and
- Vacation Leave.

Intent: To ensure that agency personnel are provided with current data on various forms of authorized leave from duty.

#### 10.4 INSURANCE / RETIREMENT

Complete and updated information is provided to all personnel regarding:

- Applicable retirement program(s);
- Applicable health insurance program(s);
- Applicable disability and death benefits; and
- Professional liability protection provided by the agency.

Intent: That the complete package of retirement and insurance benefits is made available to all agency personnel.

#### 10.5 UNIFORMS / EQUIPMENT

A written directive governs the provision of clothing and equipment used by employees in performing law enforcement functions.

Intent: To ensure that each employee knows which articles of clothing and equipment will be provided by the agency; and if not provided what the specifications are for each required article of clothing and each item of equipment.

#### 10.6 MEDICAL EXAMINATIONS

Physical, medical, and psychological examinations required by the agency are provided at no cost to the employee.

Intent: To ensure that there is a clear understanding that if physical, medical, and psychological examinations are required by the agency that the agency will bear the cost rather than the employee.

#### 10.7 PHYSICAL FITNESS

A written directive establishes a standard of general health and physical fitness to which all specified personnel must adhere.

Intent: To ensure that all personnel understand and comply with the agency's standards of physical fitness and general health. Standards of fitness should be those that have been shown to be directly related to the tasks performed, and not serve to eliminate or penalize employees who can otherwise perform the task of their assignment, with or without reasonable accommodation.

## 10.8 EXTRA / OFF-DUTY EMPLOYMENT

A written directive governs the types of extra / off-duty employment in which agency personnel may engage. This standard applies to both sworn and non-sworn personnel.

Intent: Agencies may want to consider expressing the prohibition of certain types of extra / off-duty employment that, in the opinion of the agency, would constitute a conflict of interest or would tend to bring discredit to the agency. Or the prohibition could be quite specific, such as by focusing on specific jobs or locations.

## **Chapter 11**

### **Collective Bargaining**

#### **11.1 COLLECTIVE BARGAINING UNIT**

A written directive specifies the bargaining unit representing any given group of employees and describes the role of the agency therewith and within the collective bargaining process generally.

Intent: If a collective bargaining agreement(s) is present, to ensure that it is duly considered in the management of the agency. Those agencies that are not covered by a collective bargaining agreement may request a waiver on the standards in Chapter 11.

#### **11.2 DISSEMINATION OF AGREEMENT**

Any agreement resulting from collective bargaining is disseminated to all affected personnel.

Intent: To ensure that all personnel subject to the collective bargaining agreement are knowledgeable of it.

#### **11.3 SUPERVISORY PERSONNEL**

The agency's chief executive officer informs all supervisory and management personnel of the terms of any collective bargaining agreement affecting personnel under their supervision.

Intent: To ensure that all supervisors know their role under the provisions of the collective bargaining agreement.

#### **11.4 COMPLIANCE**

The agency promulgates written administrative directives necessary to ensure compliance with a collective bargaining agreement.

Intent: To ensure that the agency has a written directive for compliance with the provisions of the collective bargaining agreement.

## **Chapter 12** **Grievance Procedures**

### **12.1 GRIEVANCE PROCEDURE**

A written directive establishes a grievance procedure, including

- Identifying matters that are subject to the grievance procedure, i.e., scope;
- Establishing time limitations for filing or presenting the grievance;
- Establishing procedural steps and time limitations at each step of the grievance procedure;
- Establishing criteria for employee representation; and
- Identifying the position or component within the agency responsible for coordination of grievance procedures.

### **12.2 CONTENTS OF GRIEVANCE**

A written directive requires any grievance include:

- A written statement of the grievance and the information upon which it is based;
- A written specification of the alleged wrongful act including any resultant harm; and
- A written description of the remedy, adjustment, or other corrective action sought.

Intent: That a uniform format is followed by the person filing a grievance.

### 12.3 GRIEVANCE CONTROLS

A written directive establishes procedures for:

- Responding to any grievance received by the agency;
- Appealing any decision made within the grievance process; and
- Maintenance and control of grievance records.

Intent: That an orderly procedure is in place for managing the grievance procedure.

### 12.4 GRIEVANCE REVIEW

If the agency has a grievance review board, a written directive specifies its composition, function and members.

Intent: In those cases where a grievance review board is in place within the agency, to ensure that its function and member configuration are understood by all personnel.

## **Chapter 13**

### **Disciplinary Procedures**

#### **13.1 CODE OF CONDUCT**

A written directive specifies the code of conduct and appearance for agency personnel and is provided to such personnel.

Intent: To ensure that all agency personnel are provided with a written directive that delineates the agency code of conduct and appearance standards.

#### **13.2 DISCIPLINARY SYSTEM**

A written directive establishes a disciplinary system, to include:

- Procedures and criteria for using counseling as a function of discipline;
- Procedures and criteria for punitive actions in the interest of discipline including oral reprimand, written reprimand, loss of leave, suspension, demotion, and dismissal; and
- Recognition of employment rights and procedural safeguards provided by applicable statutory and case law.

Intent: To ensure that current police community standards of discipline are in place within the agency. (Agencies should endeavor to keep current on this emerging body of case law. Appellate court level decisions on employee disciplinary matters are rendered frequently.)

#### **13.3 SUPERVISORY AND COMMAND STAFF**

A written directive specifies the role of supervisory and command staff in the disciplinary process and the authority of each level thereof relative to disciplinary actions.

Intent: To ensure that supervisors and command staff understand their role and authority in the disciplinary process; and that the principle of unity of command, as it relates to disciplinary matters, is addressed within the agency.

#### 13.4 PUNITIVE ACTION

If an investigation of employee misconduct results in punitive action, a written directive requires that the following information be provided to the officer:

- A statement citing the reason for the punitive action;
- The effective date of the punitive action; and
- Advisement of appeal and hearing rights.

Intent: To ensure that employees are duly notified of the reason for their punitive action and informed of their appeal rights.

#### 13.5 MAINTENANCE OF RECORDS

A written directive specifies the procedures for maintenance of records of disciplinary actions.

Intent: To ensure that a written directive is in place requiring the documentation, filing, and general preservation of disciplinary history.

#### 13.6 SEXUAL HARASSMENT

A written directive prohibits sexual harassment in the work place and provides a means by which sexual harassment can be reported, including a means by which it can be reported if the offending party is in the complainant's chain of command.

Intent: To ensure that employees are protected from sexual harassment and to provide reporting procedures to those offended.



## **Chapter 14**

### **Recruitment and Selection**

#### **14.1 EQUAL EMPLOYMENT OPPORTUNITY**

The agency participates in and supports equal employment opportunity in its recruiting and hiring practices.

Intent: To ensure that the EEOC criteria adopted by the agency's governmental jurisdiction is being followed by the police agency.

#### **14.2 JOB ANNOUNCEMENTS**

The agency's job announcements and recruitment notices:

- Provide a description of the duties, responsibilities, requisite skills, educational level, and other minimum qualifications or requirements.
- Advertise entry-level job vacancies through electronic, print, or other media;
- Advertise the agency as an equal opportunity employer on all employment applications and recruitment advertisements; and
- Advertise official application filing deadlines.

Intent: To provide the most accurate, precise and relevant information possible regarding the agency's job announcement and recruitment notices.

#### **14.3 SELECTION PROCESS FOR APPLICANTS**

The agency utilizes a formal process for the selection of qualified officer applicants incorporating defensible minimum employment standards, job related written tests of mental ability and aptitude and physical agility or a physical proficiency battery. The agency also utilizes an oral interview process, psychological examination, medical examination, drug screening, and an in-depth background investigation.

Intent: To ensure that professional law enforcement selection methods are incorporated into the hiring process.

