

FLETA

Federal Law Enforcement Training Accreditation



2002-2012



A Decade of Excellence



FLETA

OUR Vision

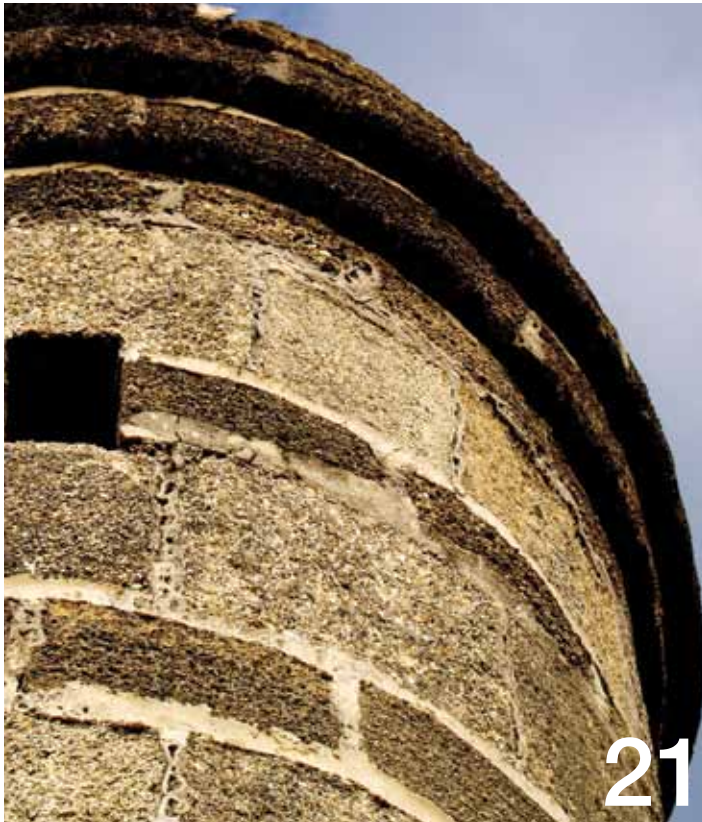
FLETA Accreditation of Federal law enforcement training promotes excellence in law enforcement operations.

OUR Mission

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

OUR Goals

- Accredit all Federal law enforcement training.
- Create a national clearinghouse for Federal law enforcement training best practices.



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10.0
and counting

CREDITS:

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10 Years of Excellence



Message from the FLETA Board

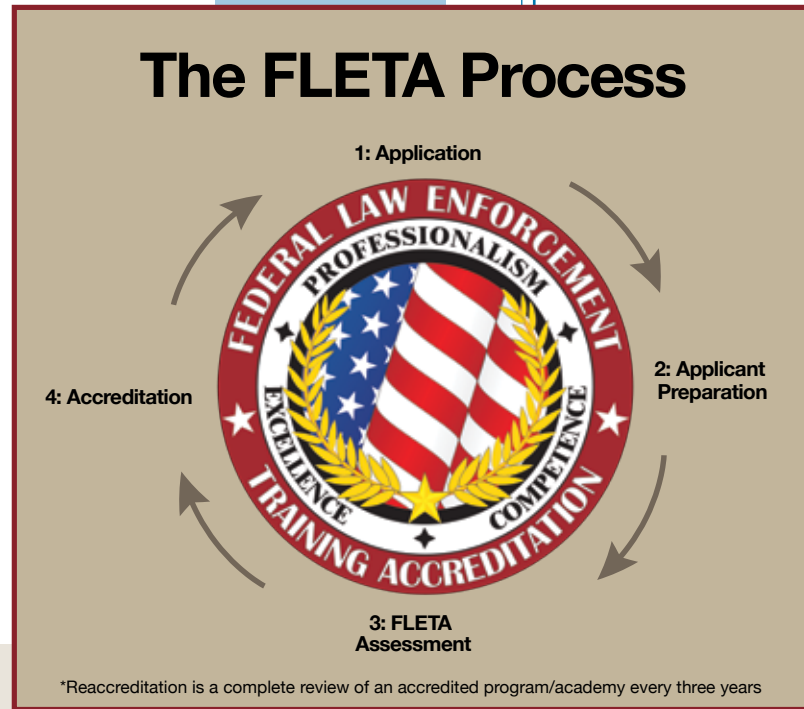
In 2012, the Federal Law Enforcement Training Accreditation (FLETA) Board celebrates our tenth anniversary. This milestone is an opportunity to reflect on how far we have come and to plan for the future. From the beginning, the FLETA Board established our vision of promoting excellence in law enforcement operations through the accreditation of federal law enforcement training.

Today the FLETA vision is a reality. As one of the smallest federal organizations in existence, our footprint is small, yet our reach and impact touches all facets of federal law enforcement, and that reach

and impact continues to grow. FLETA's success is demonstrated not in the number of accredited academies or programs, but how we have changed and continue to mold the culture of federal law enforcement.

Through FLETA, federal agencies can stimulate meaningful and lasting change, learn from each other, share ideas and resources, and systematically improve the way they do business. Many federal law enforcement organizations have already experienced, and continue to experience, the benefits of FLETA accreditation. But FLETA's work has just begun and, as the FLETA community

This ten-year report provides a glimpse of our history, information on the FLETA process, testimonials to the benefits of FLETA accreditation, and the future of federal law enforcement training accreditation.



grows, our standards mature and expand, our processes improve, and proof of FLETA's success is reflected in the professionalism, competence, and excellence of federal law enforcement.

This ten-year report provides a glimpse of our history, information on the FLETA process, testimonials to the benefits of FLETA accreditation, and the future of federal law enforcement training accreditation. Additional information regarding the FLETA Standards and Procedures is available through the FLETA Office of Accreditation or by

visiting the FLETA website.

As members of the Federal Law Enforcement Training Accreditation Board, we represent our community as a whole. We serve the integrity of the FLETA Standards and Procedures and work to support federal law enforcement at all levels. Our vision, mission, and objectives require us to continuously review and scrutinize the way we do business, to adapt to a changing world, to support new needs, and to improve federal law enforcement for the American public we are sworn to serve.



A group of people, likely a running team, are captured in motion on a dirt trail through a forest. They are wearing light blue short-sleeved shirts and dark shorts. The forest is filled with tall, slender trees, and the ground is covered with fallen leaves, suggesting an autumn setting. The lighting is warm, with sunlight filtering through the trees, creating a golden glow. The overall scene conveys a sense of outdoor activity and nature.

The Benefits of FLETA



PHOTO COURTESY THIS PAGE AND TITLE: U.S. MARSHALS SERVICE

When an organization begins researching FLETA accreditation, frequently the question is raised, “What are the benefits of FLETA?” This is a natural response and an important question for leaders of any organization to ask. There are many answers to that question depending on who is asking the question, the agency’s goals for accreditation, and the approach with which the agency enters into the process. Ask members of the FLETA community what accreditation has done for their organizations and you will get a myriad of responses. Although their responses may vary, common themes emerge of consistency, efficiency, improvements in training and operations, and collaboration among federal law enforcement that is unprecedented. But don’t believe us - here is what federal law enforcement professionals are saying about how FLETA benefits them.

FLETA INCREASES PROFESSIONALISM AND CREDIBILITY OF FEDERAL LAW ENFORCEMENT



“Law enforcement is a very dangerous business and, at any time, our professional training and our policies can be under great scrutiny relative to the way we conduct our investigations or should something happen with a use of force incident. Being reaccredited is extremely important, not just to us as an organization, but to all of you. What it does is it clarifies the professionalism of this business. We say law enforcement professionals; what accreditation does is that actually demonstrates and proves that we are in fact professionals and it stands up to all the challenges that place our credibility at potential issue.” —**Michael Delgado**, *Assistant Inspector General for Investigations, Treasury Inspector General for Tax Administration*

Here is what federal law enforcement professionals say about how FLETA benefits them...



“Accreditation gives an agency the official credentials to be recognized in the federal law enforcement community as an agency committed to providing quality training. In addition, adherence to the FLETA standards provides an agency with credentials from a legal defense standpoint in that your program has withstood judgment from peer agencies as well as the scrutiny of FLETA Board Reviews.” — **Keith Hill**, Assistant Director Office of Human Resources and Training, U.S. Secret Service



“Accreditation has maximized the credibility of our Criminal Investigators when they go to testify in court, while at the same time minimizing the lawsuits and liabilities that could come up regarding an agent’s training or the failure of an agency to train a particular agent.” — **Terry Stuart**, Director, National IRS Criminal Investigation Training Academy



PHOTO COURTESY: U.S. CUSTOMS AND BORDER PROTECTION



PHOTO COURTESY: ANGELA MADDUX, FLETC

FLETA IMPROVES AND STANDARDIZES FEDERAL LAW ENFORCEMENT TRAINING



“I think that FLETC has continued to improve as a result of the FLETA process. Our processes have improved to the point where we are now rolling out our centralized training management directorate. You would think, “Why didn’t you have that before?” Well, we had other processes in place, but we did not have a centralized part of the organization that was really focused on developing training and the ISD model. With FLETC getting as large as it has since 9/11 and having so many different sites to operate, consistency and standardization is very important. The accreditation process has helped us to focus in on that, and now I feel very confident that when we do training at one site, it’s the same training that we are doing at every other site. From a legal perspective and a quality assurance perspective, I am assured that what we are delivering meets the same mark with the accreditation process and standards that have been set by the Board. I feel more confident than I have ever felt as a result of this process.”

— **Connie Patrick**, *Director, Federal Law Enforcement Training Centers*



PHOTO COURTESY: U.S. CUSTOMS AND BORDER PROTECTION



“The accreditation process offers professional guidance and direction concerning the development of curriculum, ensuring our instructional programs adhere to the highest ISD standards. The accreditation process keeps our curriculum and operating procedures current and of the highest quality,

which is what our training mission is all about; providing the highest quality training to our students.” — **Chief Roberto Correa**, *Chief Patrol Agent, U.S. Customs and Border Protection Border Patrol Academy*



“The FLETA process and the standards we comply with have benefited us tremendously. Our instructor programs have gotten much better because we’ve applied those qualifications for our instructors to develop lesson plans, and we’ve seen that the students are retaining more information from our training because of that, and it has benefited us tremendously.” — **Tim Carruth**, *Director, Naval Criminal Investigative Service Training Academy*



“The FLETA accreditation process has helped to hone and refine our Academy’s business processes and ensure that our training programs are in proper alignment with our written standards.” — **Mark Dodd**, *Executive Officer to the Assistant Administrator for Protective Services, National Aeronautics and Space Administration*

FLETA IS A BUSINESS MODEL FOR FEDERAL LAW ENFORCEMENT TRAINING



“Using the FLETA standards from the beginning helped us establish the academy, helped us create consistency. What we’ve been able to do is, using some of the FLETA Standards and information that we’ve

received, centralize all firearms and safety training, all new officer training, search training, so that’s created this new centralization and information sharing that didn’t exist before.” — **Ronald Ward**, *Academy Director, U.S. Probation and Pretrial Services*



“The Department of the Interior is very decentralized; we have a number of smaller bureaus spread across the country. Training is difficult to maintain consistency, so establishing the FLETA standards for all of our training, whether it’s for accreditation or simply to establish a higher level of documentation, consistency, and quality helps all the federal lands that are managed by the Department of the interior.” — **Brian Peters**, *Chief of the National Law Enforcement Training Office, Department of the Interior*



PHOTO COURTESY: U.S. ARMY



“FLETA standards provide a good road map for an agency to develop standardized policy,

procedures, practices, and controls to ensure an agency’s training is well developed and relevant. Equally important, it requires the agency to constantly assess training to ensure it is accomplishing what it is supposed to accomplish”

— **Patrick Corcoran**, *Inspector in Charge of Operational Support, U.S. Postal Inspection Service*

FLETA HELPS AGENCIES IDENTIFY POTENTIAL COST SAVINGS



“Another benefit that the IRS has received from being involved with FLETA is that we were able to conduct a review of our basic

special agent training program and reduce the overall timeframe of the training course from 16 weeks to 14 weeks, which was a significant cost saving impact for the IRS.” **Terry Stuart**, *Director, National IRS Criminal Investigator Training Academy*



“It gave us an opportunity to review our business practices, our pricing formulas, and we believe we will save our department and those that will go through our course over

\$200,000 this upcoming fiscal year. So it’s about efficiencies and effectiveness, and when you have standards and requirements that are clearly articulated and followed, that’s what it allows for.”

— **Jose Riojas**, *Assistant Secretary of Operations, Security and Preparedness, Department of Veterans Affairs*

FLETA PROVIDES INTER-AGENCY COOPERATION AND COLLABORATION



“This is one of the best forums that I know of in terms of being able to share ideas and best practices, even outside of the

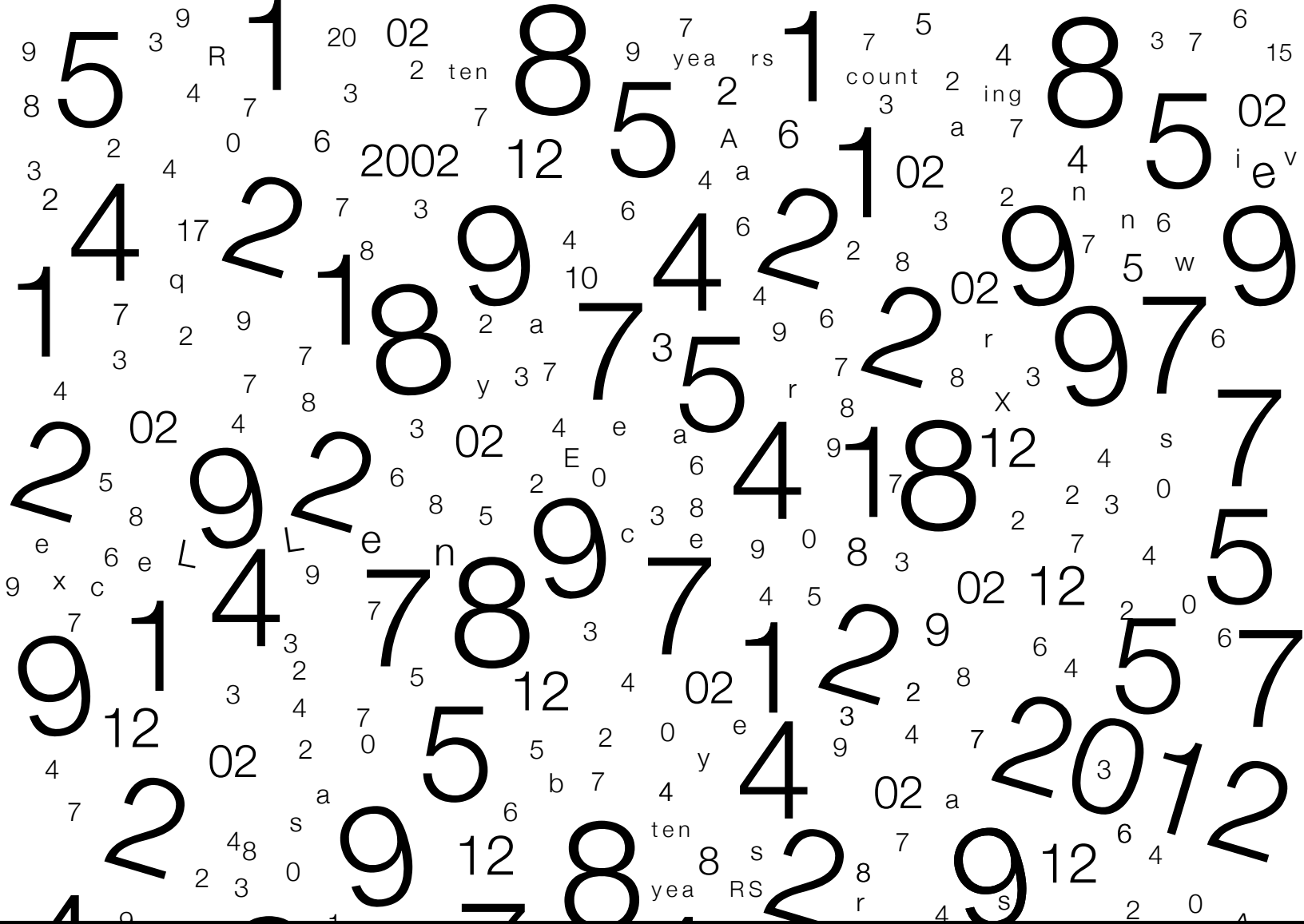
formal process that we have with FLETA. It’s being a member of this community to share new ideas, issues, problems, things that are going on within all our agencies.” — **Thomas Browne**, *Assistant Director Training Division, Federal Bureau of Investigation*



“The interoperability between agencies has never been better because all the agencies that train and adhere to the same standards

now have a common base from which to operate. Even though everyone has their own individual responsibility and follow-on training, they all have that common basic standard operation, operability and interoperability that really does create an environment for info sharing, intelligence sharing and camaraderie. In the end, these officers and agents are all going to work together when they get to the field in task forces and operations so it should start in training.” — **Connie Patrick**, *Director, Federal Law Enforcement Training Centers*

There are many, many more benefits to FLETA accreditation. To learn more about how FLETA can support your organization, contact the FLETA Office of Accreditation or check out the FLETA website.



10 Years and Counting

The Federal Law Enforcement Training Accreditation (FLETA) Board celebrates ten years of excellence in 2012. In the long history of American accreditation, this is a very short timeframe; yet, given the impact of federal law enforcement, the establishment of FLETA and the potential for improving professionalism, competence, and excellence of federal law enforcement are historic. Over the past ten years, FLETA has grown and continues to evolve, advance, and sets the tone for future law enforcement training nationwide.

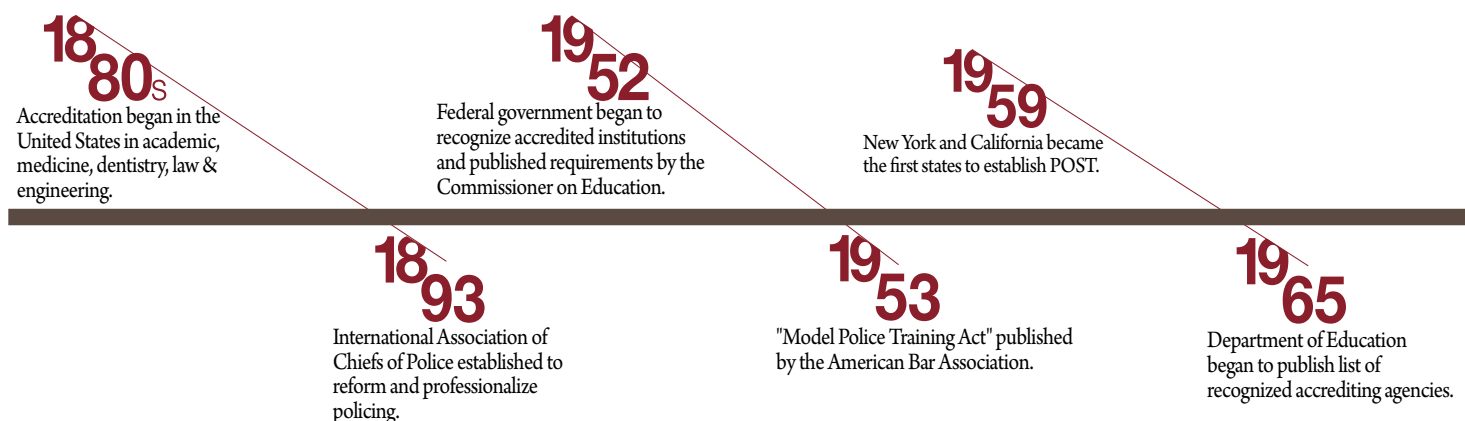
The journey began in 1999 when the Office of Management and Budget asked the Federal Law Enforcement Training Center to gather federal law enforcement professionals to develop a process that would systematically improve federal law enforcement officers and agents. The result was a premier training accreditation model with standards and procedures to evaluate federal law enforcement training. The initial model incorporated best practices from state, local, and academia, and included over 250 standards. Unlike state and local law enforcement and academia, the federal training community is unique because of federal auditing processes already in place. The FLETA community recognized the need to target standards towards processes and procedures that were not already covered by these federal auditing processes. The result was an efficient and effective process that allows agencies to assess their programs and make systematic and continuous improvements that have an immediate impact on their law enforcement operations.

In 2002, the FLETA Board stood up as an independent body to manage and govern the FLETA Standards and Procedures. During the first three years the standards were refined and in 2005 the FLETA Board granted academy accreditation to the Department of State. Once the threshold was crossed, many other federal departments and agencies quickly followed. "I think the last ten years has been very progressive for law enforcement training and I think both congress and

OMB should be very proud in their investment because I think the return on investment has been huge," stated Connie Patrick, Director of the Federal Law Enforcement Training Center who was responsible for leading the development of FLETA. "OMB said they believed we needed to set standards for federal law enforcement training, and they directed the funds to be utilized for that and have continued to fund FLETA ever since. OMB had the foresight and now seeing the results ten years later, they should be very proud because FLETA has had continuous benefits and I think that we will realize those benefits for a long time to come."

Today, virtually every major federal law enforcement training academy is a part of the FLETA process. Since FLETA's inception, the FLETA Board has granted academy accreditation to more than 15 federal training academies, while over 66 federal training programs have received accreditation. These numbers continue to grow as more organizations learn about FLETA and the process.

Like any new program or agency, the FLETA process has grown during its short existence. Standards have been revised to more appropriately address the needs of federal law enforcement training. The composition of the FLETA Board has evolved to reflect the expansive federal law enforcement community. With all the change and progress, one constant that remains steadfast is the FLETA Board's vision — *promote excellence in law enforcement operations through training accreditation.*



How it works

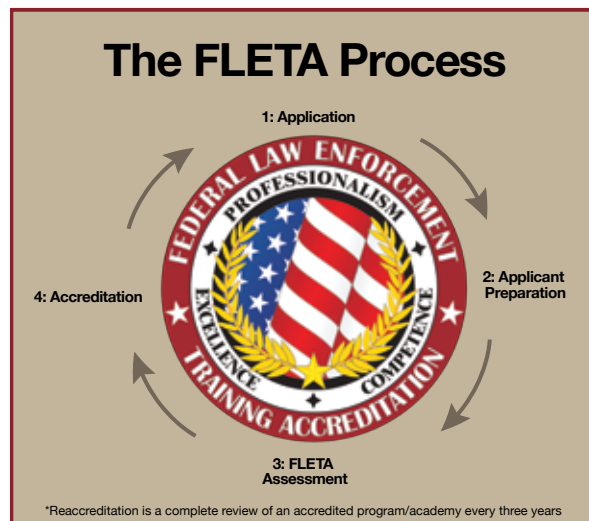
The FLETA Accreditation Process

THE FLETA PROCESS is voluntary and provides a mechanism for continuous and systematic improvements to federal law enforcement training. From application through initial accreditation typically takes an organization six to eighteen months to achieve FLETA accreditation. The time may vary because of the agency's structure, culture, processes, resources, or other factors. FLETA accreditation occurs on a three-year cycle.

Step 1: Application – Agencies must submit an application for each program and academy to begin the process of FLETA accreditation.

Step 2: Applicant Preparation – Agencies conduct a gap analysis against the FLETA Standards; identify resources to support the accreditation process; identify and train personnel to serve as managers, coordinators, and assessors; conduct a self-assessment; and make modifications and improvements to training and processes.

Step 3: FLETA Assessment – FLETA trained and qualified assessors conduct the formal review of the agency's policies and procedures against the FLETA Standards and verifies the agency's policies through review of supporting evidence, on-site observation, and interviews of agency personnel.



Step 4: FLETA Accreditation – The FLETA Board Review Committee reviews the FLETA Assessment Report, hears information from agency personnel and the FLETA Team Leader, and presents their findings to the full FLETA Board for determination.

Step 5: FLETA Reaccreditation – If an agency is awarded accreditation, the agency submits yearly status reports to the FLETA Board and prepares to submit an application for reaccreditation. Reaccreditation verifies that an agency has maintained and continued to follow the Standards for a three-year period.

1967

President's Commission on Law Enforcement and Administration of Justice called for significant improvements in all aspects of the American criminal justice system, to include training.

1981

All states had Police Officer Standards and Training (POST) requirements.

2002

Federal Law Enforcement Training Accreditation (FLETA) Board and the Office of Accreditation was established.

1979

The Commission on Accreditation for Law Enforcement Agencies (CALEA) was initially created to develop a set of management and operational standards designed to promote increased professionalism within the law enforcement community.

2000

Commission on Federal Law Enforcement report to Congress detailed the need to develop and implement training standards for the federal law enforcement community.

2005

First FLETA accreditations awarded.

Accredited



FLETA ACCREDITED ACADEMIES

Air Force Special Investigations Academy

Reaccredited November 2009

Army Military Police School

Accredited April 2010

Coast Guard

Maritime Law Enforcement Academy

Reaccredited April 2011

Customs and Border Protection

Field Operations Academy

Reaccredited July 2011

Department of State, Diplomatic Security Service

Office of Training and Performance Standards

Reaccredited March 2012

Department of Veterans Affairs

Law Enforcement Training Center

Accredited November 2011

Drug Enforcement Administration

Office of Training

Accredited July 2011



Academies



Federal Bureau of Investigation Academy
Accredited July 2010



Federal Law Enforcement Training Centers
Reaccredited March 2012



**Internal Revenue Service
National Criminal Investigation Training Academy**
Reaccredited November 2009



Naval Criminal Investigative Service Training Academy
Reaccredited July 2010

**Postal Inspection Service
Career Development Unit**
Reaccredited November 2011



**Secret Service
James J. Rowley Training Center**
Reaccredited April 2010

**Transportation Security Administration
Federal Air Marshal Service Training Center**
Reaccredited April 2011



Treasury Inspector General for Tax Administration Training Academy
Reaccredited November 2011

Accredited

FLETA ACCREDITED PROGRAMS

Air Force Special Investigations Academy

- U.S. Air Force Basic Special Investigators Course - Accredited November 2009

Air Force Security Forces Academy

- Apprentice Program – Accredited March 2012
- Basic Officer Course – Accredited March 2012

Army Military Police School

- Army CID Special Agent Course - Accredited April 2011
- Army Civilian Police Academy - Accredited April 2010
- Army One Station Unit Training - Accredited April 2011

Bureau of Alcohol, Tobacco, Firearms and Explosives

- Explosives Detection Canine Handler Course – Accredited April 2011

Coast Guard

Maritime Law Enforcement Academy

- Radiation Detection Level II Operators Course - Reaccredited April 2011
- Basic Boarding Officer Course - Accredited July 2009
- Maritime Law Enforcement Facilitator Course – Accredited April 2011
- Ports, Waterways, and Coastal Security Course – Accredited November 2011

Customs and Border Protection

- Customs and Border Protection Officer Basic Training - Reaccredited November 2011
- Spanish Task-Based Language Teaching Program – Accredited November 2009
- Basic Entry Specialist Training Program - Accredited April 2010
- Regulatory Audit Basic Auditor Part A - Accredited July 2010
- Basic Import Specialist Training - Accredited July 2010
- Enforcement Officer Training Program – Accredited April 2011
- Spanish Instructor Training Program – Accredited April 2011
- Agriculture Specialist Program – Accredited April 2011
- Air and Marine Basic Training Program – Accredited July 2011
- Operations Instructor Training Program – Accredited July 2011
- Driving Instructor Training Program – Accredited November 2011

Department of State, Diplomatic Security Service

Office of Training and Performance Standards

- Basic Special Agent Course - Reaccredited March 2012
- Instructor Development Course - Reaccredited March 2012

Department of Veterans Affairs

Law Enforcement Training Center

- Dept. of the Air Force Basic Police Officer Course - Accredited November 2011

Federal Bureau of Investigation

- New Agents Training Program - Accredited July 2010

Federal Law Enforcement Training Centers

- Boat Operators Anti-Terrorism Training Program - Reaccredited November 2009
- Criminal Investigator Training Program - Reaccredited July 2010
- Law Enforcement Driver Instructor Training Program - Reaccredited November 2009
- Firearms Instructor Training Program - Reaccredited April 2011
- Inland Boat Operators Training Program - Reaccredited April 2010
- Law Enforcement Control Tactics Instructor Training Program - Reaccredited November 2009
- Law Enforcement Instructor In-Service Training Program - Reaccredited April 2010
- Law Enforcement Instructor Training Program - Reaccredited July 2009
- Land Management Police Training Program - Reaccredited July 2011
- Marine Law Enforcement Training Program - Reaccredited November 2009
- Law Enforcement Fitness Coordinator Training Program - Reaccredited July 2010
- Uniformed Police Training Program - Reaccredited April 2011



Programs

Federal Motor Carrier Safety Administration

- Drug Interdiction Assistance Program – Accredited July 2011

Federal Reserve System

- Basic Law Enforcement Course - Reaccredited April 2011

Immigration and Customs Enforcement

- Instructor Development Course – Accredited April 2011
- Field Operations Training Program – Accredited November 2011

Internal Revenue Service

National Criminal Investigation Training Academy

- Basic Instructor/Facilitator Training Program - Reaccredited April 2010
- Special Agent Basic Training Program - Reaccredited November 2009

Marshals Service

- Basic Deputy U.S. Marshal Program - Accredited November 2011

National Aeronautics and Space Administration

- Federal Arrest Authority Basic Training Program – Accredited March 2012

National Park Service

- Seasonal Law Enforcement Training Program – Accredited November 2011

Naval Criminal Investigative Service Training Academy

- Protective Service Operations Training Program - Reaccredited April 2011
- Special Agent Basic Training Program - Reaccredited April 2011

Postal Inspection Service

Career Development Division

- Basic Inspector Training - Reaccredited March 2012
- Postal Inspection Service Facilitator Training Program - Reaccredited April 2011
- Postal Police Officer Basic Training - Reaccredited March 2012

Secret Service

James J. Rowley Training Center

- Essentials of Instruction Course - Reaccredited April 2010
- Special Agent Training Course - Reaccredited March 2012
- Uniformed Division Training Course - Accredited April 2009
- Firearms Instructor Training Course – Accredited November 2011

Treasury Inspector General for Tax Administration

- Special Agent Basic Training Program - Accredited April 2011

Transportation Security Administration

Federal Air Marshal Service Training Center

- Federal Air Marshal Service Training Program II - Reaccredited April 2011
- Federal Air Marshal Service Training Program I - Accredited July 2009
- Instructor Development Course - Accredited April 2010







PHOTO COURTESY: U.S. DEPARTMENT OF STATE

Assessors

Keystones of the FLETA Process

For centuries, architects and builders have relied on the keystone to lock arches into place; without the keystone, the arch would crumble and fall. Placing the keystone is the last step in the process and allows the structure to bear enormous weight, withstanding the test of time. Assessors are the keystones to the Federal Law Enforcement Training Accreditation (FLETA) assessment process.

When an organization applies to FLETA, they begin the process of building a structure that will help them better support their operational missions through the training process.

Along the way, the organization has opportunities to gauge their preparedness and make improvements to their

PHOTO COURTESY:
FRED CHARLES, FLETC

processes and operations. This is where assessors play such a critical role. “We have learned quite a bit as an agency from our interactions with our assessors and by bringing assessors to the Maritime Law Enforcement Academy,” stated U.S. Coast Guard Commander Paul Baker. “It has also helped us improve how we do our own business because at the end of the day, you’re only as good as you think you are. Bringing people from the outside in, other agencies, leads credence to your practices and procedures and at the end of the day, the output of your training.” Organizations recruit qualified assessors from within their own agencies, as well as from other organizations, to conduct a detailed and critical review of their files prior to the formal FLETA assessment.

Many organizations encourage self-assessors to review their policies, procedures, and evidence as critically as possible. This thorough review serves two purposes: it allows the organization to prepare completely for the FLETA assessment, and it provides honest and open feedback from the community regarding the organization’s processes so that they can continue to improve. Some assessors volunteer to serve as self-assessors in addition to serving as FLETA assessors. Tom Flanagan with the Federal Law Enforcement Training Center finds great value in conducting self-assessments, “The self-assessment is where the real work is done. As a self-assessor you have the opportunity to review an academy’s files in great detail and provide them feedback for improving; it’s a much more collaborative process.”

Organizations actively seek out assessors with the requisite knowledge, skills, and qualities to conduct the self-assessment. Highly detail-oriented assessors are in great demand and their value to the organization’s accreditation success is recognized and appreciated. “When the U.S. Army Military Police School conducted our self-assessments for our program and Academy, we reached out to the assessment community, other accreditation managers, and the Office of Accreditation

to identify self-assessors who were known for being critical,” explained Ron Mullihan, Accreditation Manager for the U.S. Army Military Police School (USAMPS). “Because of the self-assessors, we were fully prepared for the FLETA assessment”.

Organizations may conduct more than one self-assessment. Some organizations like U.S. Customs and Border Protection (CBP) train their own personnel to serve as internal self-assessors and conduct two self-assessments: an internal self-assessment followed by an external self-assessment with qualified assessors from other organizations. “We have established a process that allows us to internally review our accreditation files before we bring in external personnel,” explained CBP Senior Accreditation Manager, Tonya Hall. “CBP’s two-step self-assessment process provides us an opportunity to develop our staff in regards to CBP training and FLETA, and ensures that we are completely ready before we expend funds on traveling in external self-assessors”.

Once the organization is ready, the FLETA Office of Accreditation identifies a team of qualified assessors to conduct the FLETA assessment. The role of the assessors during the FLETA assessment is to serve as the eyes and ears of the FLETA Board. When reviewing an organization’s files for compliance, FLETA assessors must recognize that each organization develops policies and procedures, and conducts training to meet their operational mission requirements, which can vary. In the end, despite organizational differences, all organizations must comply with all applicable FLETA Standards to attain accreditation for their programs or academy.

Individuals who serve on FLETA assessments must remain impartial, unbiased, and objective during the process. This requires the highest level of professionalism and integrity to the process. “When I serve as an assessor, I want to provide the FLETA Board with the information they need to make an informed decision; as

AT ANY GIVEN TIME, THERE ARE BETWEEN 100 TO 200 ACTIVE QUALIFIED ASSESSORS SERVING ON SELF AND FLETA ASSESSMENTS. PHOTO COURTESY: U.S. DEPARTMENT OF STATE



an assessor, I serve the Board,” Federal Air Marshals Service Accreditation Manager Jason Worchel stated. He went on to say, “When issues or areas for improvement are identified during the FLETA assessment, it’s not a bad thing, but another opportunity for improvement. That is what FLETA is all about, improving training to improve the quality of law enforcement.”

Assessors are the keystones to the FLETA process. Assessors provide the process structure, make it strong, and give it integrity. Without professional, qualified, and well-trained personnel to volunteer as assessors, the FLETA process could not exist and would not withstand the test of time. As a keystone makes a structure strong, assessors make the Federal Law Enforcement Training Accreditation process valid and reliable for the organizations that submit to it and the American public they serve.

How to become an Assessor

To become a qualified FLETA assessor, employees must have a nexus to federal law enforcement:

- Submit an application with approval from their supervisor
- Successfully complete the FLETA Assessor Training Program
- Serve as a shadow assessor, completing the field training requirements, and receive a positive evaluation from the FLETA assessment team
- For more information, contact FLETA.gov or call the FLETA Office of Accreditation. Contractors can volunteer to become a qualified FLETA assessor, but may only serve on self-assessments.

A man in a dark workshop is using a hand plane on a piece of wood. The scene is dimly lit, with a strong light source from the right, creating a dramatic effect. The man is wearing safety glasses and a dark shirt. The wood is light-colored and shows signs of being worked on. The background is dark and indistinct, suggesting a workshop or factory setting.

POSITIVELY

A
Vision
for the **Future**

A KEY ELEMENT OF THE
MODERNIZATION IS THE ABILITY TO
CREATE INDIVIDUAL WORKSPACES
FOR AGENCIES TO UPLOAD THEIR
ACCREDITATION FILES
TO A SECURE SITE.



FROM the modest beginnings of Federal Law Enforcement Training

Accreditation (FLETA) ten years ago, there have been several important changes in the processes, standards, and participation. At the same time, technologies have made huge advancements that have changed every aspect of our daily lives from business operations to social interaction. Today the FLETA Board continues to analyze and embrace new technologies, processes, and standards to keep the FLETA community in the forefront of training excellence.

The FLETA Strategic Plan for 2008-2012 included multiple long-range goals that incorporated procedural, standard, and technological initiatives. These strategies included:

- Ensuring an effective infrastructure is in place to support the accreditation process
- Creating a national clearinghouse for federal law enforcement training best practices
- Expanding accreditation manager communication network resources
- Ensuring an effective web-based infrastructure is in place to support publication of best practices to educate the accreditation community
- Establishing a central repository for best practices and maximize accessibility
- Sponsoring and encouraging increased interaction among Federal law enforcement trainers to enable cross-fertilization and sharing of knowledge, policies, procedures, lessons learned and best practices

To accomplish the objectives outlined in the Strategic Plan, the FLETA Board began the process of identifying ways to efficiently and effectively support the accreditation process through technology. To understand



PHOTO COURTESY: U.S. CUSTOMS AND BORDER PROTECTION

the importance of improving these processes, consider the following:

- In 2009, FLETA conducted 19 Assessments,
- In 2010 and 2011 FLETA conducted 29 Assessments each year,
- Projections for 2012 are 40 assessments

With more than 100 applications in process and the cyclical nature of reaccreditation, the number of assessments and related activities will continue to grow. Added to the equation are budget reductions, efficiency reviews, and a growing demand for assessors; one can see how critical it has become for the FLETA Board to streamline its processes and procedures. Through collaboration, FLETA can leverage existing software applications and potentially reduce paperwork and travel

expenses, while increasing productivity.

Recent research included recommendations to modernize the FLETA website. This modernization would support all aspects of the FLETA mission by providing the platform for the FLETA Board to uniformly communicate the mission, process, and changes with the accreditation community, Congress, the Administration, and the public. Additionally, the framework would provide improved, personalized access to FLETA's accrediting initiatives, FLETA training programs, and best practices clearing house. Implementing these modernizations will not be an easy task; the changes for a universally accessible system must address the various IT requirements for fifteen training academies that span thirteen different federal departments.

Website modernization will give FLETA the ability to host secure extranet and intranet sites with the ability to push information across the three mediums: the internet, which is the public World Wide Web; the extranet or Virtual Private Network (VPN), which uses the World Wide Web but has various security parameters to secure the site for specific users; and finally, the intranet which is used for internal communication. These changes will also improve the ability of FLETA to host videos, webcasts, podcasts, and other e-learning modes. Other services would include reference libraries, an interactive calendar link, newsletter publishing, and even mobile connectivity.

A key element of the modernization is the ability to create individual workspaces for agencies to upload their accreditation files to a secure site. Through these services, agencies could provide different access levels

to different users. This would allow assessments of electronic files via the web, which would improve assessors' efficiencies while on-site at the agency being assessed. Using this approach could significantly save travel costs, reduce paperwork, and reduce assessors' time away from their parent agency, thus reducing the burden of supporting the growing demand for assessors. While the initiative will not eliminate the need to have assessors on-site to conduct interviews and observations, it will streamline the processes.

Whatever the outcome, the FLETA Board will ensure that new technologies, standards, and procedures enhance the FLETA Board's vision of improving federal law enforcement training. The FLETA Board is committed to supporting the future of federal law enforcement training through professionalism, competence, and excellence.



PHOTO COURTESY: U.S. CUSTOMS AND BORDER PROTECTION

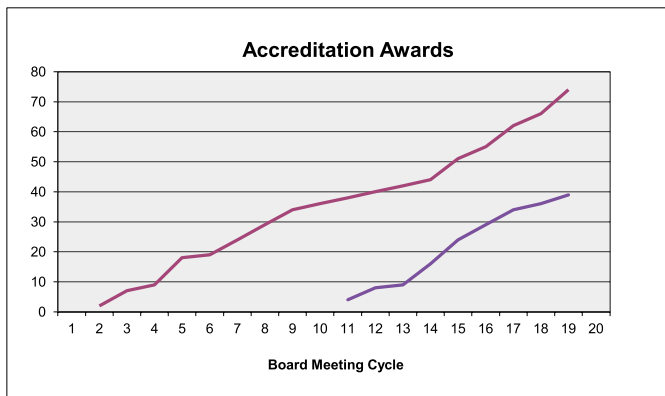


FEDERAL LAW ENFORCEMENT TRAINING ACCREDITATION BOARD

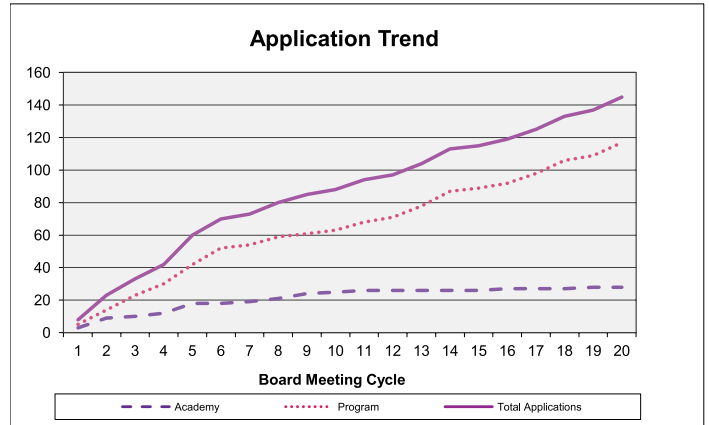
Accreditation Activity

Updated March 1, 2012

FLETA Board Cycle	Initial Applications			FLETA Assessments Completed						FLETA Accredited			
	Acad	Prog	Total	Academy		Program		Assessors Used		Academy		Program	
				Initial	Reaccrd.	Initial	Reaccrd.	Used	OJT	Initial	Reaccrd.	Initial	Reaccrd.
Before Sep 05	3	5	8	1		1		6					
Oct 05 - Feb 06	6	9	23	2		3		18		1		1	
Mar 06 - Jun 06	1	9	33	1		1		6		3		4	
Jul 06 - Oct 06	2	7	42	2		7		30		4		5	
Nov 06 - Feb 07	6	12	60			2		6		6		12	
Mar 07 - Jun 07	0	10	70	1		3		12		6		13	
Jul 07 - Oct 07	1	2	73	2		3		15		7		17	
Nov 07 - Feb 08	2	5	80	1		5		18	7	9		20	
Mar 08 - Jun 08	3	2	85			1		5	3	9		25	
Jul 08 - Sep 08	1	2	88	1	1	1	3	18	9	10		26	
Oct 08 - Jan 09	1	5	94		2	2	2	21	13	11	1	27	3
Feb 09 - May 09	0	3	97			2	1	9	8	11	3	29	5
Jun 09 - Sep 09	0	7	104		2	2	5	27	18	11	3	31	6
Oct 09 - Feb 10	0	9	113	1	1	3	4	27	15	11	5	33	11
Mar 10 - May 10	0	2	115	1	1	3	2	21	15	12	7	39	17
Jun 10 - Sep 10	1	3	119		2	3	3	24	21	13	9	42	20
Oct 10 - Feb 11	0	6	125			7	5	36	14	13	9	49	25
Feb 11 - May 11	0	8	133	1	1	3	1	18	12	14	10	52	26
Jun 11 - Sep 11	1	3	137	1	2	7	1	33	27	15	12	59	27
Oct 11 - Feb 12	0	8	145		2	3	5	29	14				
Average	1.40	5.85		1.25	1.56	3.10	2.91			15	14	62	32



Top line shows initial accreditation awards and lower line shows reaccreditation.



where we've been

PAST FLETA BOARD MEMBERS



William ARMOR	Department of State	Mark LOGAN	Alcohol, Tobacco, Firearms and Explosives
Mark ASSUR	Immigration and Customs Enforcement	Joseph MAHALEY	Department of Energy
Ralph BASHAM	Transportation Security Administration	Kevin MARSHALL	Office of Personnel Management
Brian BECKWITH	US Marshal Service	John MCCARTY	Drug Enforcement Administration
Thomas BROWNE	Federal Bureau of Investigation	Richard MOORE	Inspector General
Marjorie BUDD*	Department of Treasury	John MORAN	Transportation Security Administration
Steve CALVERY	Department of Interior	Art MORGAN	Customs and Border Protection
Mike CHERNE	US Marshal Service	Michael NOVAK	Transportation Security Administration
Thomas DE SEVE	Department of Commerce	Patrick O'CARROLL	Inspector General
Martin DICKMAN	Inspector General	Connie PATRICK	Federal Law Enforcement Training Centers
John DOOHER	Federal Law Enforcement Training Center	Julia PIERSON	US Secret Service
Jim DOZIER, PhD	IADLEST	Keith PREWITT	US Secret Service
Joseph ENDERS	Office of Personnel Management	Kenneth RICHE	Department of Treasury
Mark FALLON	Naval Criminal Investigative Service	Gale ROSSIDES	Transportation Security Administration
Marc FARMER	US Marshal Service	David SCHNORBUS	Department of State
Alfred FOLSOM	US Coast Guard	Russell SHOWERS	Department of Energy
Joe GREENE	Immigration and Customs Enforcement	Keith SLOTTER	Federal Bureau of Investigation
Sharon HENEGAN*	US Courts	Alvin SMITH	US Secret Service
Craig HUGHES	Department of Energy	Mark SPURRIER	Department of Commerce
John HUGHES	US Courts	Leonard TANIS	Federal Reserve Board
Mark HUNTER	Department of State	Kim THORSEN	Department of Interior
Nicole JOHNSON	US Postal Inspection Service	Lane TIMM	Department of Treasury
Vernon JOHNSON	US Marshal Service	Thomas TOWBERMAN	Office of Personnel Management
Ken JONES	US Postal Inspection Service	Terry VERMILLION	Department of Health and Human Services
Ralph KEATON	ASCLD/LAB	Tom WALTERS	Customs and Border Protection
John KMETZ	Department of Interior	Mark WILBERT*	US Coast Guard
Charlene LAMB	Department of State	Edmund WINSLOW	Naval Criminal Investigative Service
Brian LAMKIN	Federal Bureau of Investigation	Donald ZIMMERMAN	Transportation Security Administration

*FLETA Board Chairpersons

who we are now

The FLETA Board

- 1. Paul Baker**
U.S. Coast Guard
- 2. Kevin Bauer**
U.S. Department of State
- 3. Kristine Blackwell**
U.S. Air Force
- 4. Tim Carruth**
Naval Criminal Investigative Service
- 5. Patrick Corcoran**
U.S. Postal Inspection Service
- 6. Tim Danahey**
Federal Law Enforcement
Officers Association



1



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- 7. Charles DeVita**
U.S. Immigration
and Customs Enforcement
- 8. Jeffrey Fuller**
U.S. Customs and Border Protection
- 9. Sheldon Greenberg, PhD**
Johns Hopkins University
- 10. Michael Hanneld**
Federal Law Enforcement
Training Centers
- 11. Keith Hill**
U.S. Secret Service
- 12. Angela Hrdlicka**
Council of Inspectors General on
Integrity and Efficiency



7



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10



11



12

- 13. Brian Peters**
U.S. Department of the Interior
- 14. Terry Stuart**
U.S. Internal Revenue Service
- 15. Nicholas Trotta**
Federal Reserve Board
- 16. Ronald Ward**
U.S. Probation and Pretrial Services
- 17. Don Webb***
U.S. Drug Enforcement Administration
- 18. Gary Mitchell****
FLETA Office of Accreditation



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14



15



16



17



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*FLETA Board Chairperson
**Office of Accreditation Executive Director,
Board Secretary



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